



**USAID**  
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# FINAL REPORT

## INTEGRATED LAND AND RESOURCE GOVERNANCE

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INTEGRATED LAND AND RESOURCE GOVERNANCE  
TASK ORDER UNDER THE STRENGTHENING TENURE  
AND RESOURCE RIGHTS II (STARR II) IDIQ



DECEMBER 2023

INTEGRATED LAND AND RESOURCE GOVERNANCE  
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AND RESOURCE RIGHTS II (STARR II) IDIQ

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# LIST OF ACRONYMS

- AMDER** Associação Rural de Ajuda Mutua (Mozambique)
- ASM** Artisanal and Small-Scale Mining
- CAF** Capacity Assessment Framework
- CBNRM** Community Based Natural Resource Management
- CLDMC** Community Land Development and Management Committees (Liberia)
- CLC** Customary Land Committee (Malawi)
- CLPP** Community Land Protection Program (Liberia)
- CLS** Comité Local de Suivi (DRC)
- CPS** Comité Provincial de Suivi (DRC)
- COGEBES** Comité de Gestion du Bassin Versant Sambirano (Madagascar)
- COMACO** Community Markets for Conservation (Zambia)
- COP** Chief of Party
- COVID-19** Corona Virus Disease of 2019
- CRB** Community Resources Board (Zambia)
- CRCL** Climate Resilient Cocoa Landscapes (Madagascar)
- CSI** Community Self-Identification (Liberia)
- CSO** Civil Society Organization
- CTV** Centro Terra Viva (Mozambique)
- DCOP** Deputy Chief of Party
- DNPW** Department of National Parks and Wildlife (Zambia)
- DRC** Democratic Republic of the Congo
- ECOM** Ecom Agroindustrial Corp.
- FIVEDISAB** Fikambanana Vehivavy Districka Sambirano Bemazava (Madagascar)

|                 |   |
|-----------------|---|
| <b>FCI</b>      | Foundation for Community Initiatives (Liberia)                    |
| <b>FD</b>       | Forestry Department (Zambia)                                      |
| <b>FPIC</b>     | Free, Prior and Informed Consent                                  |
| <b>FY</b>       | Fiscal Year   |
| <b>FZS</b>      | Frankfurt Zoological Society (Zambia)                             |
| <b>GAI</b>      | Green Advocates International (Liberia)                           |
| <b>GALS</b>     | Gender Action Learning System                                     |
| <b>GBV</b>      | Gender-Based Violence   |
| <b>GDA</b>      | Global Development Alliance                                       |
| <b>GENDEV</b>   | Gender and Development (USAID)                                    |
| <b>GESI</b>     | Gender and Social Inclusion                                       |
| <b>GHG</b>      | Greenhouse Gas Emissions  |
| <b>GIS</b>      | Global Information Systems  |
| <b>GLA</b>      | Geographic Land Alliance  |
| <b>GMA</b>      | Game Management Area  |
| <b>GRAS</b>     | Green Resources AS (Mozambique)                                   |
| <b>GSP</b>      | Good Social Practices (Ghana)                                     |
| <b>IDIQ</b>     | Indefinite Delivery/Indefinite Quantity                           |
| <b>ILRG</b>     | Integrated Land and Resource Governance                           |
| <b>IPIS</b>     | International Peace Information Service (DRC)                     |
| <b>ITC-F</b>    | Iniciativa de Terras Comunitárias Foundation (Mozambique)         |
| <b>LLG</b>      | Land Leasing Group  |
| <b>LRG</b>      | Land and Resource Governance                                      |
| <b>LRIU</b>     | Land Reform Implementation Unit (Malawi)                          |
| <b>MAST</b>     | Mapping Approaches to Secure Tenure                               |
| <b>MATSF</b>    | Ministry of Land Services and Territorial Management (Madagascar) |
| <b>MFINANCE</b> | Madison Finance   |
| <b>NANA</b>     | Associação de Apoio ao Desenvolvimento (Mozambique)               |
| <b>NGO</b>      | Non-Governmental Organization                                     |
| <b>ODOC</b>     | Opération Domaniale Concertée (Madagascar)                        |



- OU** Operating Units (USAID)
- PES** Payment for Ecosystem Services
- 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)
- SL** Sustainable Landscapes
- SPEED+** Supporting the Policy Environment for Economic Development (Mozambique)
- STARR II** Strengthening Tenure and Resource Rights II
  - TA** Traditional Authority (Malawi)
- TGCC** Tenure and Global Climate Change
- TLMA** Traditional Land Management Area (Malawi)
- USAID** United States Agency for International Development
  - USG** United States Government
  - VAG** Village Action Group (Zambia)
  - VSLA** Village Savings and Loan Association
  - WEE** Women's Economic Empowerment
- W-GDP** Women's Global Development Prosperity Initiative (USAID)
- WPAZ** Wildlife Producers Association of Zambia
- ZCLAS** Zambia Customary Land Administration System
- ZCRBA** Zambia Community Resources Board Association
- ZLA** Zambia Land Alliance



PHOTO: David Nangwenya





PHOTO: ILRG



# OVERALL IMPACTS

The United States Agency for International Development (USAID) Integrated Land and Resource Governance (ILRG) Program worked with governments, communities, civil society, and the private sector to develop and implement inclusive land and property rights laws and policies, build institutional capacity to administer land, and facilitate responsible, gender-responsive land-based investments that benefit communities, investors, and the public.



**548,000**

people (50% women)  
had land rights  
documented



**280**

laws, policies or  
regulations analyzed,  
adopted or  
implemented



**43%**

women's  
representation in  
community governance  
structures



**11,000**

farmers entered  
commercial  
agricultural  
value chains



**8**

private sector  
partnerships  
launched



**4,600**

people trained in  
gender equality and  
women's  
empowerment



**700**

people leveraged  
documentation for  
access to financial  
inclusion

# ILRG PARTNERS

## GOVERNMENT

**Malawi** – Land Reform Implementation Unit (LRIU)

**Zambia** – Ministry of Lands and Natural Resources, Ministry of Local Government and Rural Development, Department of National Parks and Wildlife (DNPW), Forestry Department (FD), House of Chiefs

## PRIVATE SECTOR

**Global** – Tech Change

**Ghana** – Hershey, Ecom Agroindustrial Ltd, Meridia

**Madagascar** – Lindt & Sprungli

**Mozambique** – Green Resources, Grupo Madal, Illovo Sugar, Portucel

**Zambia** – Medici Land Governance, Madison Finance (MFinance), Risk Shield

**India** – PepsiCo

## INTERNATIONAL NGOS

**Global** – Global Land Alliance (GLA), Landesa, Winrock International, Equitable Origin

**DRC** – Resolve

**India** – Landesa, Oxford Policy Management

**Ghana** – Winrock International, Equal Origins

**Liberia** – Cadasta

**Madagascar** – Helvetas

## LOCAL CIVIL SOCIETY

**Liberia** – Sustainable Development Institute (SDI), Green Advocates International (GAI), Foundation for Community Initiatives (FCI)

**Mozambique** – Terra Nossa, Avante, Associação Rural de Ajuda Mutua (AMDER), Iniciativa de Terras Comunitárias Foundation (iTC-F), Associação de Apoio ao Desenvolvimento (NANA), Centro Terra Viva (CTV)

**Zambia** – Zambia Community Resources Board Association (ZCRBA), Zambia Land Alliance (ZLA), Chipata District Land Alliance, Frankfurt Zoological Society (FZS), Wildlife Producers Association of Zambia (WPAZ), Community Markets for Conservation (COMACO)

## RESEARCH/ACADEMIA

**Global** – Columbia University

**DRC** – International Peace Information Service (IPIS)

**India** – Sattva

**Malawi** – Lilongwe University of Agriculture and Natural Resources (LUANAR)

**Zambia** – Chalimbana University



# WHERE WE WORKED

-  **ZAMBIA:** 2018-2023, Land Use Planning, Documentation, Land and Resource Rights and Women's Empowerment
-  **MOZAMBIQUE:** 2018-2023, Land Tenure Security and Economic Empowerment
-  **INDIA:** 2019-2023, Women's Economic Empowerment and Equality, Land Rights, and Agricultural Productivity
-  **MALAWI:** 2020-2023, Gender-responsive Customary Land Documentation
-  **GHANA:** 2020-2023, Deforestation-free Cocoa and Women's Land Rights and Empowerment in Cocoa Communities
-  **MADAGASCAR:** 2020-2023, Cooperation on Cocoa in Sambirano Valley
-  **LIBERIA:** 2020-2023, Community Land Protection
-  **DRC:** 2021-2023, Conflict Mapping and Monitoring around Mineral Supply Chains and Advancing Ethical Minerals
-  **INDONESIA:** 2018-2019, Land Tenure Assessment
-  **PERU:** 2022-2023, Application of USAID PRO-IP with USAID/Peru
-  **COLOMBIA:** 2020-2023, Comparative Study on Measurement Tools for Tenure Security (Prindex)





PHOTO: Matt Sommerville



# I.0 EXECUTIVE SUMMARY

The United States Agency for International Development (USAID) Integrated Land and Resource Governance (ILRG) program, a five year (2018-2023) global mechanism, worked with government, private sector, nongovernmental organizations (NGOs), civil society, and community members to strengthen community-based land and natural resource management and advance land-based economic opportunities. Working through a buy-in-based approach, with funding from various Washington Operating Units (OUs) and Missions, the geographic and activity scope evolved over time, beginning with initial tasks in Zambia and Mozambique and expanding to field level implementation in Ghana, India, Liberia, Madagascar, and Malawi, as well as research engagements in Colombia, Peru, Democratic Republic of the Congo (DRC), and Indonesia. While country level activities varied, ILRG's global portfolio largely centered around six key themes, often with multiple themes present in each country.

## LAW AND POLICY ENGAGEMENT



ILRG engaged with stakeholders at various levels of government and strengthened the advocacy capacity of civil society organizations to advance the national level policy discourse on land and resource rights. ILRG's approach was based on political economy analysis, and finding opportunities for quick wins while laying the groundwork for longer term dialogue on more contentious issues. The team both sought to advance new, inclusive policies to address gaps in existing land and resource governance laws, as well as strengthen implementation of existing laws. Highlights include the adoption of the 2021 National Lands Policy in Zambia and the advancement of the National Land Law in Mozambique, both of which included ILRG-provided language on the rights of individuals and communities to document local rights according to customary norms. In Zambia as well, civil society and government finalized a national policy on community-based natural resource management (CBNRM).

## COMMUNITY LAND DOCUMENTATION



ILRG strengthened customary and community land rights in Ghana, Liberia, Madagascar, Malawi, Mozambique, and Zambia by helping individuals and communities document their landholdings. This first-time documentation work used participatory and inclusive approaches and was carried out in coordination with government (Malawi, Liberia, Madagascar), traditional leaders/chiefs (Ghana, Zambia), or with private sector support (Mozambique). In countries with an existing cadaster for customary or community land rights, ILRG fed final parcel data into these structures. In Zambia and Mozambique, where no structure exists for storing customary land data, ILRG developed an open-source customary land database for ongoing storage and updation. Alongside first-time documentation, ILRG engaged with communities on land use planning exercises to help community members think through current and future land uses and needs to ensure conservation, biodiversity, agriculture, and grazing needs are met in a sustainable manner. ILRG also worked with local leaders to strengthen their capacity for ongoing land administration so that there is a system in place for recording births, deaths, new parcels, parcel division, and parcel sale.



## NATURAL RESOURCES AND WILDLIFE MANAGEMENT

ILRG supported community based natural resource management as a means of better protecting and maintaining forest and wildlife resources. This included advocating for more effective wildlife, forestry, and ranching policies, collecting data on the current size and scope of NGO, community, and private sector actors in the wildlife space, and supporting the establishment of new community entities to govern natural resources. This work had a strong gender equality and social inclusion lens, ensuring that women, youth, and other marginalized populations were able to meaningfully participate in conservation governance. The majority of natural resource work under ILRG took place in Zambia through strong partnerships with the Zambia Community Resources Board Association (ZCRBA), the Department of National Parks and Wildlife (DNPW), and the Forestry Department (FD).



## WOMEN'S LAND RIGHTS AND ECONOMIC EMPOWERMENT

With significant funding from Women's Economic Empowerment (WEE) (and formerly Women's Global Development and Prosperity - W-GDP) initiatives from the USAID Gender Equality and Women's Empowerment (GenDev) office/center, ILRG adopted a holistic approach to advance women's land rights in Ghana, India, Malawi, Mozambique, and Zambia. ILRG's approach to women's land rights and empowerment was fourfold: gender-responsive documenting of customary/community land rights; supporting equitable representation in resource governance; addressing harmful gender norms; and promoting land-based economic opportunities for women. ILRG's activity design in each country was grounded in an initial gender assessment to understand the context-specific barriers and opportunities for supporting women's land rights. ILRG found that addressing both formal and informal barriers is critical for women to own, access, use, and control land and natural resources, and to fully enjoy the social and economic benefits derived from land use. ILRG worked with governments and the private sector to promote gender-responsive policies and processes in land documentation and land-based investment, including through agricultural value chains. At the same time, the program also worked with traditional leaders and community members to address harmful gender norms that hinder women's land rights and underlie gender-based violence related to land and natural resources.



## PRIVATE SECTOR ENGAGEMENT

ILRG worked with nine private sector companies in five countries to advance smallholder farmer land rights, improve the adoption of sustainable farming practices, and increase women's participation and benefit sharing in land-based supply chains. Some of these partnerships were with large multinational companies with the potential to scale, while others were with smaller local companies and microfinance institutions. The partnerships often integrated both land rights and women's empowerment, though the companies typically started the partnership focused on one or the other issue. The private sector partnerships under ILRG achieved notable successes for communities and companies, both within their core objectives of strengthening land use rights and promoting women's empowerment, as well as through downstream secondary impacts. In each of these partnerships, ILRG worked to find the value add of USAID's involvement, align USAID and private sector interests, and identify a strategic champion within the private sector firm to drive progress forward.



## CAPACITY STRENGTHENING

ILRG's multi-stakeholder approach to collaboration and engagement built on strong capacity strengthening and mentorship. ILRG worked through local NGOs and civil society organizations (CSOs) in Zambia, Liberia, and



Mozambique to lead land documentation work, providing on-going technical support and training on the land documentation process, data management, gender and social inclusion, and communication and storytelling. In the conservation space in Zambia, ILRG facilitated a training-of-trainers course on women's leadership and empowerment to build up a cohort of NGO professionals who could lead gender work within their organizations going forward. ILRG developed a diploma course in traditional leadership for chiefs in Zambia with Chalimbana University, which served as a springboard for the development of many inclusion initiatives, including new gender guidelines on natural resource management in the chiefdoms. Finally, ILRG worked with several private sector partners to increase their internal capacity to advance gender equality and social inclusion within their own workforces. Across all these capacity building efforts, ILRG relied on both structured training, as well as on-going follow up, refreshers, and mentorship to ensure organizations were able to practically apply and sustain new skills learned.

## CHALLENGES

The COVID-19 pandemic began during Year 2 of implementation, which delayed the start of some activities and reduced the scope of others. ILRG followed in-country guidelines on group size, masking, and sanitization to resume in-country activities in mid-2020 at a reduced scale and was in constant contact with staff to assess changing health and safety conditions. As a result, ILRG requested and was granted a no-cost extension for five additional months to complete planned activities that were delayed due to COVID-19 pauses. ILRG also faced untimely rains and flooding during Year 4 in India, which caused farmers to lose most of their potato crops, impacting overall yield and program impact data. PepsiCo was quick to provide new seeds to farmers who wanted to replant, but many switched to consumption table potato cultivation, as opposed to PepsiCo's patented variety, for the rest of the season.

ILRG spanned two US administrations with different development priorities. Under the Trump administration, this meant an intensified focus on women's empowerment with additional funding streams through the W-GDP Initiative. Under the Biden administration, this meant a renewed focus on climate change adaptation and mitigation. While ILRG did its best to pivot to address new priorities, it was at times challenging to adjust project activities to meet objectives that were not part of their original design.

Sustainability of partnerships related to land documentation requires continued investment. Ongoing land administration remains an issue in all countries, creating the risk that customary land data collected represents a static snapshot in time instead of a living database. Despite concerted capacity strengthening efforts, the ability of many organizations supported under ILRG to carry land documentation and natural resource management work forward on their own is questionable without additional financial and technical support. While some private sector partners are taking ILRG activities on board, the scope and scale are often smaller than USAID envisioned, which may leave questions about the sustainability and leverage potential of private sector partnerships on land.

## WAY FORWARD

ILRG set the stage for a number of lasting impacts post-project. The team helped advance a number of inclusive land and natural resource policies and strengthened the capacity of local organizations to take the lead on implementation. The project documented first time land rights for over 500,000 people (50 percent women), increasing tenure security and the potential for increased on-farm investments. ILRG adopted a holistic approach to gender and social inclusion, including the iterative development of a number of manuals/toolkits that are already being used and adapted by other implementing partners and donors in Zambia, Malawi, Mozambique, and India. Companies in the private sector, including PepsiCo in India, Grupo Madal in Mozambique, and Ecom Agroindustrial (ECOM) in Ghana, are taking activities forward using their own resources.



PHOTO: Tetra Tech





# 2.0 INTRODUCTION

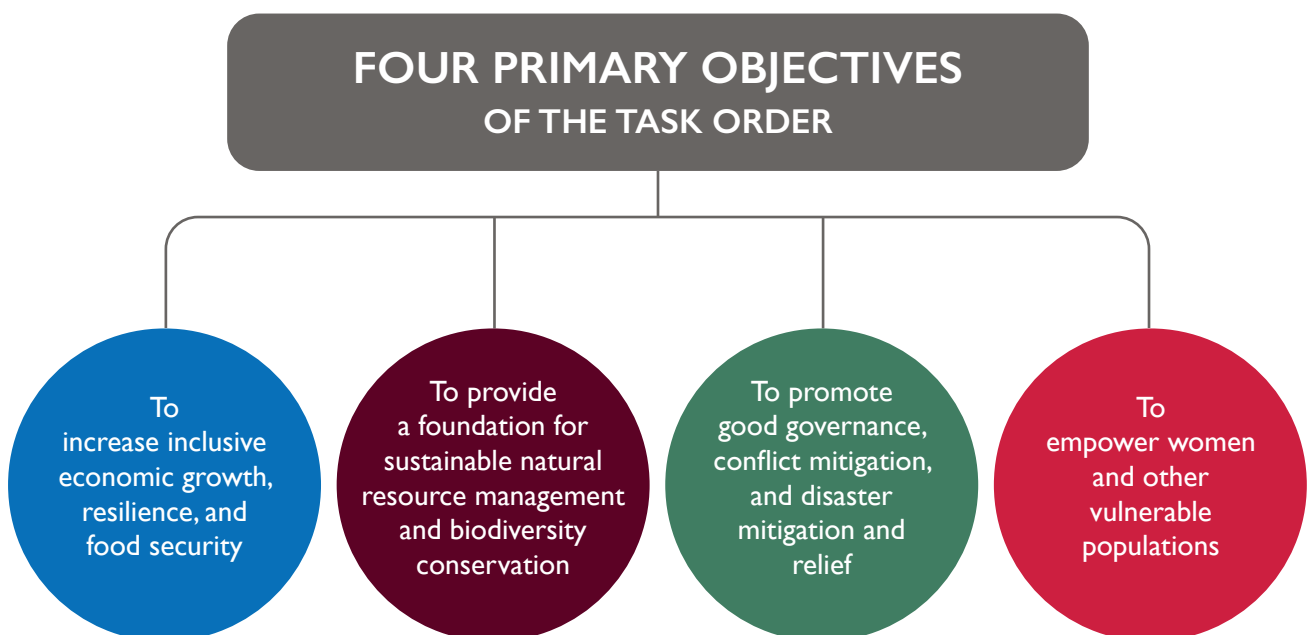
**Contract Size:** Up to \$25M

**Duration:** July 2018 – December 2023

**ILRG Countries:** Colombia, Democratic Republic of Congo, Ghana, India, Indonesia, Liberia, Madagascar, Malawi, Mozambique, Peru, Zambia

**ILRG Consortium:** Tetra Tech (prime), Global Land Alliance, Landesa, Terra Firma, Innola Solutions, Winrock

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 provided support to the United States Agency for International Development’s (USAID) Land and Resource Governance Team under the Development, Democracy, and Innovation Bureau’s Environment, Energy, and Infrastructure Center. ILRG implemented interventions in USAID partnership 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.



## 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

## COMPONENT 4

Facilitate responsible land-based investment that creates optimized outcomes for communities, investors, and the public

The ILRG contract had two mechanisms for providing support on land and natural resource governance: term activities and completion activities. Activities pursued included:

1. Support around USAID's Policy on Promoting the Rights of Indigenous Peoples;
2. Support for 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;
7. Activities related to the Women's Economic Empowerment (WEE) Fund in Ghana, India, Malawi, Mozambique, and Zambia;
8. Support to the Public-Private Alliance for Responsible Minerals (PPA), who focuses largely on the DRC and Great Lakes Region;
9. Engagement in Madagascar with the Climate Resilient Cocoa Landscape Program (CRCL);
10. Investigation of conflict financing, due diligence and socioeconomic dynamics in the artisanal mining supply chains in DRC;
11. Support for 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;
12. Support for land policy, customary land administration, and service delivery, as well as community-based natural resource governance around protected areas in Zambia; and
13. Various research and analysis in support of sustainable landscapes.

USAID awarded ILRG to Tetra Tech on 27 July 2018 with a three-year base period (through July 2021) and two one-year option periods that were exercised in August 2020. USAID awarded ILRG a no-cost extension for five months through December 2023. The project concluded on 31 December 2023.







PHOTO: Tetra Tech





# 3.0 COUNTRY PROFILES

## ZAMBIA

### LAND USE PLANNING, DOCUMENTATION, LAND AND RESOURCE RIGHTS

#### OUR WORK

In Zambia, between 2018 and 2023, ILRG improved land use planning for wildlife and forestry sectors, supported low cost and accessible land documentation for communities, and delivered strategies to secure land and resource rights, especially for women. ILRG demonstrated how dialogue could shift harmful gender norms, as well as create space for policy action on land and community-based natural resource management. The program established relationships between customary and state institutions and invested in integration and communication among stakeholders from different ministries and departments, as well as across civil society and community leaders.

#### APPROACH

Under ILRG and its predecessor program Tenure and Global Climate Change (TGCC), USAID supported first time documentation of customary land rights in nine chiefdoms, paying attention to the rights of women and children. ILRG worked with traditional leaders, who administer customary land and act as custodians of culture, to build a cadre of champions to advocate for women's land rights, including adopting inclusive by-laws and leading by example to register their own land with their wives and daughters. The program also created safe spaces for traditional leaders to reflect on harmful gender norms that hinder women's access to and ownership of land in their communities, self-identifying concrete steps they could take to reduce these barriers. Land documentation efforts were also coupled with land use planning exercises to help communities think through future land use needs to promote biodiversity conservation and sustainable agricultural intensification. Towards the end of the program, ILRG launched the Zambia Customary Land Administration System (ZCLAS) platform and supported community efforts to manage the platform, including processing applications for new parcels of land on their own.

To promote women's involvement in land and resource governance, ILRG facilitated gender-inclusive elections for community natural resource management committees and provided capacity strengthening support to women candidates to help them meaningfully participate in their new leadership roles. The team also trained NGO leaders across the conservation sector to strengthen their capacity to advance women's rights, leadership, and empowerment within their organizations and the communities they serve, building up a community of practice to continue engaging on gender issues. ILRG also worked with the Department of National Parks and Wildlife (DNPW), conservation NGOs, the private sector, and communities to increase the recruitment and training of young women as community scouts, a key employment opportunity for youth often reserved for men.



Community members view boundary map during the public display phase of land documentation.

At the national level, ILRG worked to strengthen the legal and regulatory environment for inclusive land and resource rights, including advocacy around the new National Lands Policy, the CBNRM Policy, the Wildlife Act, and draft Statutory Instruments. ILRG built support for the nascent wildlife economy in Zambia, including capacity strengthening associated with two community game ranches. Recognizing the overlapping jurisdictions between the DNPW and FD in CBNRM, ILRG facilitated a number of dialogues between these departments that sit in different ministries to try to build consensus for a path forward to clarify and strengthen community resource rights. ILRG's support to the Wildlife Producers Association of Zambia (WPAZ), as well as the ZCRBA, supported private sector and community voices to consult with government about key issues in the sector.

## MAJOR ACCOMPLISHMENTS AND SUCCESSES

- Zambia launched its National Lands Policy that forms the basis of future support.**  
Despite multiple efforts since 1991, and the 1995 Lands Act, Zambia did not finalize a land policy until 2022. The achievement of this policy milestone and its subsequent implementation plan was a result of long-term USAID support for dialogue among stakeholders. USAID's leadership in Zambia's donor community, hosting quarterly coordination meetings, has created constructive relationships for future land interventions.
- Documented customary land across 9 chiefdoms, paying attention to the rights of women and children.**  
ILRG assisted the incorporation of 23,000 parcels, covering 100,000 ha, into the customary land administration system, documenting land rights for 88,000 people (51 percent women). Combined with earlier work under TGCC, USAID investments in Zambia over the last decade supported documentation of 40,000 parcels (220,000 ha) for 170,000 people (46 percent women).



**85,000**

people with customary land rights documented (51% women)

**25%**

women on Community Resources Boards, up from 4%

**33**

chiefs graduated from diploma in traditional leadership course

**37**

NGOs had capacity strengthened to advance gender equality

- **Developed a customary land administration database based on open-source relational database systems.**  
There is no customary land cadaster in Zambia, which has left much of the data collected under ILRG and TGCC without a permanent home. In response, ILRG launched the ZCLAS customary land database in 2023, and trained chiefs and customary land clerks on its use and maintenance. Chiefdoms built their own secretariat offices and are exploring different models for sustainability with low level backstopping from ILRG's civil society partner, the Chipata District Land Alliance.
- **Empowered customary authorities to lead on land and gender issues.**  
Five hundred headpersons and indunas participated in dialogues on harmful gender norms and are working to advance women's land rights in their communities. A total of 33 chiefs participated in the ILRG-supported Diploma in Traditional Leadership course at Chalimbana University, with units on gender and social inclusion and gender-based violence (GBV). Building on this engagement, ILRG supported the House of Chiefs in their drafting of [Gender Guidelines for Traditional Leaders in Natural Resource Management](#), which were then piloted in two chiefdoms. The House of Chiefs remains a vibrant partner for scaling these efforts moving forward.
- **Supported inclusive community governance structures.**  
ILRG supported gender-inclusive elections in 21 Game Management Areas (GMAs), increasing women's representation from 23 percent to 41 percent in Village Action Groups (VAGs) and 4 percent to 25 percent in Community Resources Boards (CRBs). ILRG provided training to women candidates and newly elected members to help them engage meaningfully in leadership opportunities. Its partners continue to integrate the approaches into new elections with the Department of National Parks and Wildlife taking pride in advancements in gender equality. With ILRG support, the DNPW produced a full set of governance training materials for working with newly formed CRBs. These materials should help increase the quality of CRB governance across the country.
- **Expanded women's employment opportunities in conservation.**  
ILRG worked with government and NGO partners to recruit and train young women as community scouts, a traditionally male-dominated occupation. ILRG helped revise the community scout training curriculum to be gender-inclusive, including a module on gender norms, women's empowerment, and GBV. ILRG trained 500 scouts using this new curriculum, and 47 women are now working as community scouts, including Zambia's first all-women patrol unit in Lower Zambezi National Park. ILRG's law enforcement support has further resulted in Zambia's first fully documented curriculum for its Chunga Training Center, including training that integrates forest management principles into its scout accreditation.
- **Strengthened the capacity of local organizations to advance gender equality in the natural resource management sector.**  
Through the Women's Leadership and Empowerment course, ILRG trained 79 people from 16 conservation organizations in women's leadership and empowerment, as well as a cohort of government officials from the Forestry Department and DNPW. Three organizations have taken steps to mitigate GBV risks within their organizations. Additionally, ILRG trained 220 enumerators and staff from the National Land Titling Program in approaches to increase women's representation in land documentation, translating ILRG's experience in customary land to state land.

## CHALLENGES AND LESSONS LEARNED

Reflecting on the last decade of USAID investments in Zambia (including under the TGCC activity), a number of key lessons emerge. Traditional leaders hold a considerable amount of power and authority in Zambia, particularly regarding land and resource governance, and as such, have great influence over community members. Leveraging their authority and influence is a key step in advancing gender-responsive land and natural resource management. ILRG worked with an initial cohort of more progressive chiefs and slowly expanded to work with more reticent chiefs - those early adopters helped bring along some of the more initially hesitant chiefs to build up support for the project and women's land rights activities. Another key learning is the importance of working through champions, specifically male champions, to advance women's land rights. Gender norms are deeply held and engrained since childhood and, hence, take time to change. Champions can model positive deviance from accepted norms, creating a permission structure for others to follow suit. Testimonials from men to other men about jointly documenting their land with their wives, supporting their wives to run for CRBs, and including girl children in inheritance agreements can help build community support for women's land rights.

ILRG's experience reinforces the idea that gender quotas alone are not enough to advance gender equality. A number of chiefdoms set quotas reserving seats in community governance bodies for women. However, ILRG found that without additional support – including training in leadership, socio-emotional skills, and self-confidence, as well as on-going mentorship – women's participation in these groups remained sidelined. Moreover, women's engagement in these male-dominated spaces can lead to an increased risk of GBV without additional mitigation and support services in place.

The administration of land remains a major challenge with limited interactions between customary and state institutions. Though the development of ZCLAS represents a major step forward in sustained customary land administration capacity, the ability of chiefs, land clerks, and supporting NGOs to carry this work forward without donor support remains in question. Resources are less of an issue than identifying a key champion with sufficient influence to drive system use and maintenance.

“I used to think it is not right to consider girls for land allocation. She will get married anyway and I didn't want to lose land to her husband. The gender discussion changed my thinking. I realized that if she got divorced she will have no means to care for herself and her children. I submitted a request to add my daughters on my land certificate.”

**Samson Zulu, Induna,  
Maguya Chiefdom**





ILRG has created a legacy of finding space to coordinate between civil society, traditional leaders, and government, as well as bringing community lessons to the national level. For example, coordination between the DNPW and the FD over community based natural resource management remains a challenge. Though ILRG convened a number of dialogues for cross-department collaboration, without a political champion to drive the work within either department, there was limited uptake. ILRG sees this convening role as necessary to build common approaches and collective action moving forward. Zambia can regain its leadership role in the natural resource space, as well as solve long-standing disputes among chiefdoms and government hierarchies/ responsibilities within the land sector. But it still requires trust building within and across institutions, the establishment of common goals, and consistent engagement.

## KEY PRODUCTS

- [Community-based Natural Resource Management in Zambia: A review of institutional reforms and lessons learned from the field](#)
- [Lessons for Dialogue Among Wildlife and Community Forest Management Sectors in Zambia](#)
- [Increasing Women's Participation in Community Resources Boards in Zambia \(Brief, Report\)](#)
- [Gender-Based Violence and Land Documentation & Administration in Zambia: Emerging Lessons from Implementation \(Brief\)](#)
- [Gender-Based Violence in the Natural Resource Sector in Zambia \(Brief\)](#)



PHOTO: RICARDO FRANCO

# MOZAMBIQUE

## LAND TENURE SECURITY AND ECONOMIC EMPOWERMENT

### OUR WORK

Between 2019 and 2023, ILRG worked with private sector partners Illovo Sugar Africa Ltd., Portucel, Grupo Madal, and Green Resources AS (GRAS), some of Mozambique's largest agriculture and forestry investors, to increase land tenure security and women's economic empowerment through community-based, participatory, gender-responsive, and inclusive approaches. ILRG also addressed the land tenure related aspects of disaster preparedness in Sofala Province.

### APPROACH

In Mozambique, ILRG worked through private sector partnerships to address long standing land conflicts and expand economic opportunities for local communities. At the national level, ILRG advocated for policy reforms to strengthen community land rights, providing inputs into the new Land Policy and drafts of the new law. ILRG worked with **Illovo Sugar Africa Ltd.** to develop and test new approaches to improve local tenure security in areas surrounding Illovo's sugar estate to mitigate operational, financial, and reputational risks, while at the same time fostering resilience and increasing opportunities for social and economic empowerment in the communities. ILRG worked with agroforestry company **Portucel** to increase the company's access to timber by piloting an outgrower scheme in Zambézia Province, primarily in communities where communal and family lands were



PHOTO: Ricardo Franco

Husband and wife hold up their new farming contracts as outgrowers with Grupo Madal.



already delimited and registered. The project also worked with agribusiness company **Grupo Madal** to implement innovative and inclusive approaches to solve land conflict with local community members. ILRG worked with timber firm **GRAS** to divest itself from underutilized land holdings in a responsible manner that benefited local communities, helping them obtain access to the land and manage the productive assets present on some high value parcels. In addition, ILRG worked in **Sofala province**, which had experienced large internal displacement due to back-to-back cyclones in 2019, to increase the capacity of decentralized authorities to plan for, manage, facilitate, and/or mitigate land-related issues that external drivers such as natural disasters caused.

## MAJOR ACCOMPLISHMENTS AND SUCCESSES

**240,000**

people with community land rights documented (51% women)

**11,000**

people with household land rights documented (50% women)

**230,000**

ha in private sector landholding relinquished back to communities

**167**

community land associations formed (45% women)

- **Documented community and household land rights.**

ILRG and Portucel worked together to document community and household landholdings in areas where the company had plans to build small-scale dams and irrigation schemes, which allowed the company to better identify who would be impacted, both positively and negatively, by the investment. The newly mapped land rights were used as a basis for developing compensation and land readjustment processes.

- **Supported land divestment scheme which allowed communities to document land use rights.**

To support the divestment process of GRAS, ILRG worked with communities to clarify, document, and register community land rights, using participatory mapping approaches such as [Mapping Approaches to Secure Tenure \(MAST\)](#). This resulted in Green Resources' divestment of 230,000 hectares of land, allowing 109 communities to document their land use rights and receive Certificates of Community Land Rights. GRAS has since replicated this approach, recently undertaking a similar initiative in Tanzania.

- **Facilitated inclusive and innovative approaches to resolve land conflict.**

With support from ILRG, Grupo Madal gave community members who were encroaching on its land long-term land use rights and farming contracts, allowing these ingrowers to enter into their supply chain, providing training and extension support. They also helped communities near Madal's land document their land and secure farming contracts as outgrowers with the company. Madal's ingrower scheme signed 1,436 contracts with ingrowers covering nearly 1,000 hectares, providing an important sense of tenure security to ingrowers (over 80 percent women). Madal intends to expand this approach to more of its landholdings across Mozambique.

- **Strengthened approach to vulnerability.**

In Sofala province, ILRG strengthened the Government of Mozambique's understanding of and approach to vulnerability, piloting simple but innovative community-based approaches to identifying household-level vulnerability and exposure to risk such as flooding. There is now a better understanding of the value of mapping to identify risk areas.

## CHALLENGES AND LESSONS LEARNED

Political economy constraints in Mozambique led to continuous adaptation of ILRG's original work plan. Due to hesitancy from some government counterparts, the Sofala disaster risk reduction work got underway much later than planned, and work was restricted to documenting community rights and vulnerability mapping, as opposed to household-level rights registration. ILRG also faced political headwinds at various points on other community land documentation work. Grounded in a strong political economy analysis and stakeholder engagement across the policy and advocacy space in Mozambique, ILRG was able to navigate shifting priorities and adjust programming to meet political openings. Cyclone Freddy, which hit Mozambique in February 2023, also disrupted project activities, specifically in the hard-hit Grupo Madal communities. Most crops farmers' groups had just planted were wiped out, and many homes were destroyed. ILRG and Grupo Madal were able to pivot quickly to a horticulture model (as opposed to cash crops for export), giving farmers new seedlings so they could earn income at the local markets to help rebuild. Impacted communities noticed and appreciated this shift in programming.

ILRG's activities with Illovo, Grupo Madal, and Green Resources demonstrated that bolstering local land rights and incorporating smallholder farmers into supply chains can be good for both business and communities. For companies, it can reduce operational, financial, and reputational risks, as well as improve production, environmental and social sustainability, and farmer loyalty. For local farmers, it can incentivize investments into land, help secure buyers for crops, ensure a more reliable source of income, and increase access to finance. In sum, investments in smallholders can promote economic growth and build local resilience.

USAID recognizes the scaling power of private sector partnerships and their potential role in securing land rights for communities. Yet private sector companies may not have the financial resources, technical capacity, or risk tolerance to engage in these efforts on their own. USAID can help mitigate some risks and act as a catalyst for responsible land-based investment – or divestment – by providing financial resources, technical know-how, and capacity-building support to help the private sector effectively engage with local communities. One element to be wary of, though, is that USAID and national governments largely view the private sector as a force for good, bringing in investment, jobs, and growth opportunities. Yet communities, and some local civil society organizations, may be suspicious of private sector intent, or may harbor ill-will due to past disputes or land grabs. As such, trust



PHOTO: Ricardo Franco



building, open communication, and inclusive dispute resolution processes are essential. USAID or local CSOs may be seen as a neutral third party to help resolve these tensions, but local partners need additional support to successfully navigate private sector partners, with whom they may be less familiar.

For each of the four partnerships in Mozambique, ILRG found that having project champions within the private sector company was critical for sustaining momentum. Under two of the partnerships, Illovo and Portucel, the original champions left the company part way through the project, and their successors had other priorities, which led the partnerships to languish. ILRG found that multiple champions are needed at varying levels of the company (both leadership and operations) to help drive momentum, create internal buy-in and ownership, and solve roadblocks as they arise.

“For some time, we have been farming informally on Madal’s land, but now we are doing it formally as members of ingrower clubs. We are secure in using the land because we signed a contract with Madal. We do regular trainings with the Madal extension agent. We are starting vegetable gardens, which will help us to improve the nutrition of our children and ourselves. I will earn more money to rehabilitate my house.”



Ana Rijuane, Quelimane,  
Mozambique

## KEY PRODUCTS

- [Responsible Land-Based Investment Project with Illovo Sugar in Mozambique](#)
- [Grupo Madal – Securing Women’s Rights to Productive Land](#)
- [Green Resources – Responsible Private Sector Divestment](#)
- [Land Rights & Natural Disaster Displacement in Sofala Province, Mozambique: Results & Lessons from the Lamadi Activity](#)

# INDIA

## WOMEN'S ECONOMIC EMPOWERMENT AND EQUALITY, LAND RIGHTS, AND AGRICULTURAL ENGAGEMENT

### OUR WORK

Between 2019 and 2023, USAID and PepsiCo partnered to make the business case for women's empowerment in the PepsiCo potato supply chain in West Bengal, India.

### APPROACH

ILRG worked with women and men farmers in 11 target communities, as well as with PepsiCo employees in West Bengal, to increase gender equality awareness in the potato supply chain and women's access to productive resources. The partnership hypothesized that increasing women's visibility and participation in PepsiCo's supply chain would positively contribute to important tangible and intangible business metrics for the company, including increased productivity and profitability for farming families, adoption of sustainable farming practices, increased supplier base size and retention, and improved brand loyalty.



PHOTO: Landesa

Women's land leasing group Eid Mubarak during potato harvest.

To this end, ILRG revised existing PepsiCo agronomy training materials to increase gender-responsiveness and make them more inclusive — adding drawings and illustrations, interactive training tools and approaches, and pictures. ILRG engaged women agronomists to deliver agronomy and sustainable farming practices training for



over 1,800 women farmers, supported by 17 women community agronomists, local women from each pilot community. These women helped facilitate training alongside ILRG and PepsiCo staff and provided follow up visits to help increase practice adoption. ILRG facilitated entrepreneurship training for community agronomists.

To increase women's access to and control of land, ILRG worked with aggregators and PepsiCo staff to support seven women's land leasing groups (LLGs), who leased land to collectively cultivate PepsiCo potatoes and enter the PepsiCo supply chain independently. ILRG delivered land literacy training to 838 farmers (542 women and 296 men) to improve their understanding of land rights, including land documents and land administration processes.

ILRG supported 11 women-led demonstration farms that showcased proper PepsiCo practices and facilitated three field visits per season so community members could see firsthand the differences between control and demonstration plots, as well as women managing farm operations. ILRG led gender norms dialogues training with over 300 men and women farmers to begin to shift harmful gender norms that restrict women's access to productive resources at the household and community level.

ILRG also provided hands-on training and coaching to all PepsiCo staff in West Bengal on gender-responsive extension support, gender-based violence, and gender norms. In the final year of the work, PepsiCo agronomists delivered agronomy training to women farmers on their own in 37 new villages as part of the project's sustainability plan.

## MAJOR ACCOMPLISHMENTS AND SUCCESSES

**1,888**

women farmers received  
agronomy training

**97%**

farmers applied at least one skill from  
training in farming practices

**85%**

women feel recognized as farmers by  
their families & communities

**76%**

PepsiCo staff feel women's participation  
adds value to business

### IMPACTS FOR FARMERS

- **Increased women's self-confidence in farming.**  
Pre- and post-season data showed progress in specific domains of women's economic empowerment, including self-efficacy and confidence, access to knowledge, control of resources, control of income, decision-making power, acceptance by family and community members, and collective agency. There was a notable shift in women being recognized as farmers, instead of "farmers' wives." Influential male champions were crucial to shifting harmful gender norms at the community level through positive role modeling and helping project staff overcome initial resistance in farming households.
- **Improved application of agronomy practices.**  
Over 97 percent of women applied skills gained through agronomy training, positively impacting potato productivity and profitability. Families with trained women had better gross and net yields.

## IMPACTS FOR PEPSICO

- **Reduced rejection rates.**

PepsiCo West Bengal staff reported lower potato rejection rates at harvest time in pilot communities, which they attributed to better seed cutting and treatment practices, which are tasks led by women. Staff also reported fewer disagreements between farmers and PepsiCo during harvest regarding potato rejection because women knew the criteria.

- **Improved farmer loyalty and brand image.**

There is emerging evidence that reaching and empowering women led to greater stability and growth of the PepsiCo supply base in West Bengal, with women joining the supply chain at a higher rate than men. Additionally, women were responsible for recommending PepsiCo potato cultivation to others.

- **Increased PepsiCo staff knowledge about gender equality.**

Endline data showed a marked shift in PepsiCo's staff attitudes, knowledge, and behaviors toward gender equality. At the end of the project, 76 percent of PepsiCo staff agreed that women's participation adds value to the business and 84 percent said they observed positive changes in farming communities or PepsiCo's business metrics that they attribute to women's empowerment activities.

- **Incorporated activities into PepsiCo work streams.**

The PepsiCo team in West Bengal will continue extension support for women farmers using PepsiCo resources moving forward and have directly hired ILRG field staff to lead the work. PepsiCo plans to use the resources developed to scale the ILRG approach to other states in India and other countries under the USAID-PepsiCo Global Development Alliance.

## CHALLENGES AND LESSONS LEARNED

Despite challenges related to the COVID-19 pandemic and untimely rains that led to significant crop losses in Year 3, the results demonstrate that there is a business case for promoting women's empowerment in PepsiCo's potato supply chain in West Bengal and potentially in other markets with a similar supplier model. However, some elements of the project proved more difficult to pursue, such as the land component. While this was an initial focus of the work for USAID, PepsiCo was hesitant to get involved in complicated land policy issues, so opted to deprioritize this work in the final two years.



PHOTO: ILRG



One major challenge of the work was obtaining sufficient data points to demonstrate the business case for PepsiCo. Much of PepsiCo's vendor and yield data is proprietary, and ILRG was unable to access it, even at an aggregate summary level. As such, the team collected self-reported farmer yield data as a proxy measure. Given the importance of quantitative metrics for the private sector to demonstrate the case for future investment, future projects should spend more time early on to align on data needs and availability. ILRG and USAID worked to expand PepsiCo's vision of the business case over the partnership, expanding into intangible measures including farmer retention, loyalty, and brand image. PepsiCo saw the value of this wide definition, but still struggled with how to quantify these metrics.

A key lesson from the PepsiCo engagement is the need to build champions at multiple levels for a successful private sector partnership. ILRG had an initial buy-in from the PepsiCo global sustainability team and cultivated champions among the local West Bengal agronomist team, who saw the day-to-day impact of the work on their business metrics. These champions were critical for solving roadblocks when they emerged and maintaining momentum and enthusiasm for the work over four years.

“My husband reaches the field early in the morning but waits for my arrival to discuss tasks before initiating them. My son says, ‘My father is a laborer and works under my mother in the field’.”

**Purnima Kora,  
woman farmer and  
member of a women's  
land leasing group**



## KEY PRODUCTS

- [Case Study: PepsiCo – Integrating Women Smallholder Farmers into International Supply Chains](#)
- [The Business Case for Women's Empowerment in the PepsiCo Potato Supply Chain in West Bengal, India \(Brief, Final Report\)](#)

# MALAWI

## GENDER-RESPONSIVE CUSTOMARY LAND DOCUMENTATION

### OUR WORK

USAID partnered with the Government of Malawi on a gender-responsive customary land documentation project which aimed to document an entire Traditional Land Management Area (TLMA) in one year as a proof of concept to help inform the government's national roll out of a customary land documentation process across other jurisdictions.

### APPROACH

In Malawi, ILRG partnered with the Land Reform Implementation Unit (LRIU) in the Ministry of Lands, Housing and Urban Development to implement the government's customary land documentation process. ILRG hired a team of recent university graduates as data collectors and processors to lead the work. With funding from USAID's GenDev office, ILRG implemented an intentional and comprehensive approach to integrate gender equality and social inclusion (GESI) into each step of the customary land registration process.



PHOTO: Charles Kayenda

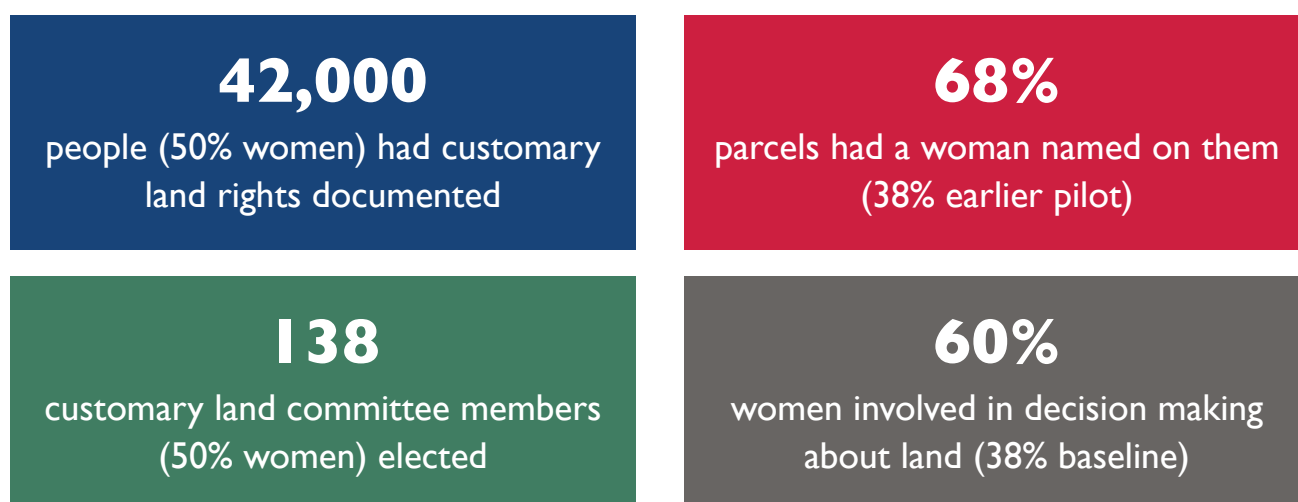
Husband and wife hold up their customary land certificate documented with ILRG support.



ILRG used a locally led gender analysis to inform project design and provide baseline data. All stakeholders, including government, data collectors, local NGOs, and community members, received initial training in GESI and GBV mitigation. Community sensitization – carried out via community meetings, megaphones, awareness materials, radio, and organized diffusion – integrated information about the land law and customary land rights with GESI content. ILRG supported inclusive elections for customary land committees (CLC) to expand opportunities for women’s participation in governance structures. ILRG provided new members with orientation on the land documentation process and provided additional leadership and empowerment training for elected women to help them meaningfully participate in their new roles.

To address harmful gender norms that restrict women’s access to land, ILRG led gender norms dialogues with traditional leaders, CLC members, and community members at the household level. ILRG then engaged a smaller cohort of trainees as community gender champions, who carried out door-to-door outreach campaigns on the value of women’s land rights. CLCs and data collectors led the adjudication and demarcation work, physically conducting boundary walks and collecting demographic data using GPS enabled devices. During the public display phase, community members came forward to review the data and maps and make any necessary changes. ILRG facilitated two local and two national level learning events at the mid and end points of the work to share lessons, solicit stakeholder feedback, and share materials with other donors and implementers in the land space.

## MAJOR ACCOMPLISHMENTS AND SUCCESSES



- Strengthened customary land rights in one TLMA.**  
The ILRG project successfully documented 9,272 parcels (8,392 household parcels and 880 community parcels for schools, churches, grazing areas, etc.) in TLMA Mwansambo, benefitting 42,000 people (50% women) – 17,000 landowners and 25,000 future beneficiaries.
- Supported women’s land rights.**  
Women were named on 68 percent of parcels under ILRG work, compared to 38 percent under an earlier World Bank pilot in the same area. These results speak to the impact of a concerted gender-responsive land documentation approach to create an enabling environment and counteract strong gender norms against registering land in women’s names.
- Increased tenure security.**  
The share of men worried they might lose the right to use their land in the next five years fell from 31 percent at baseline to 16 percent at endline, and the share for women fell from 28 percent to 14 percent. This increased security is beginning to translate into reports of increased investment on plots, with several community members noting that they are now planning on planting higher value crops because they know their relatives or neighbors will not try to claim their land.

## CHALLENGES AND LESSONS LEARNED

One of the main challenges the project faced included initial resistance to integrating GESI into customary land registration, with key stakeholders believing that the de jure equality provided by the legal framework was sufficient, and that a community-level focus on women's land rights might be divisive. Continued advocacy, emphasis that social inclusion goes beyond gender, and constant feedback on GESI-related impacts and learnings helped overcome this resistance, although not fully. Another challenge was the need for further preparatory work, especially resolving community boundary disputes and investing in stronger sensitization on land rights and GESI well before actual documentation started. Coordination between local and district stakeholders was also weak, especially at the beginning and in relation to dispute resolution and GBV mitigation. Finally, most GESI-focused activities happened in parallel with documentation, with many participants raising that the information came in too late, despite ILRG adapting/expanding outreach strategies to reach more people. During organized diffusion by community gender champions, many people said that they planned to use the public display stage to make corrections to the records and add their spouses or other family members. Nonetheless, very few corrections were made. These same constraints are common in land documentation exercises in other countries.

Other donors had piloted the land documentation process that the government in Malawi advanced, but ILRG was the first to test the process at scale over an entire TLMA in a time bound manner. This experience illustrated several gaps in the current structure that warrant additional focus before Malawi's national customary land documentation rollout. These include: the need for greater cost-efficiency; digitization of intermediate steps of the process beyond demarcation; clear, well documented sequential steps; and effective coordination and management structures.

Nonetheless, ILRG's gender-responsive approach to the land documentation process achieved successes, and the project leaves behind manuals and guides that government and other donors can use to build on this momentum. ILRG found that messaging around shared value was important to gaining wide buy-in for GESI work; rather than seeing women's land rights as a threat to men, the team emphasized how the whole household is better off and more secure when land is jointly titled, citing challenges women and children might face in the case of a spouse's death. ILRG also found that its multi-pronged approach to sensitization (addressing gender norms with traditional leaders, data collectors, CLC members, and community members) helped it achieve wider uptake of messaging and created opportunities for role modeling positive behavior change.



PHOTO: Meagan Dooley



“I was motivated to give some of my customary land to women. The training acted as an eye opener for me to see the struggle of women to own, access, and control land. I want to set an example to all traditional leaders under my jurisdiction to follow what I have done.”



**Lamesi Sandram,  
Headperson, GVH Liwera**

## KEY PRODUCTS

- [ILRG Malawi Final Report: Reflections from Customary Land Documentation Scaling Project](#)
- [Lessons Learned: Integrating Gender Equality and Social Inclusion into Customary Land Documentation in Malawi](#)
- [Gender Norms Dialogue for Traditional Leaders in Malawi Training Manual](#)
- [Training Manual for Household Dialogues on Gender Norms in the Context of Land Rights in Malawi](#)

# GHANA

## DEFORESTATION-FREE COCOA

### OUR WORK

In 2018 ILRG expanded upon foundational work coordinated under TGCC to promote deforestation-free cocoa in Ghana, focusing on core components in four communities (Yirase, Domeabra, Suresu Nkwanta, and Nyame Nnae) in Wassa Amenfi West District and the Asankrangwa Stool, Western Region. The four components of this activity consisted of: (1) Landscape Governance and Community Land Use Planning; (2) Cost-Recovery Farm Tenure Documentation; (3) Farm Rehabilitation Services; and (4) Tree Tenure Formalization.

### APPROACH

The central intent of the ILRG activity in Ghana was to design, test, and promote a community-based land use planning approach that could inform replication in other parts of the Western Region leading to the enhancement of forest carbon sequestration and reduced deforestation.

USAID ILRG partnered with land mapping firm Meridia to carry out comprehensive wall-to-wall mapping within each community to reduce the cost per farm and help identify all land uses within each community. Meridia tested a partially subsidized fee-for-service model by selling the tenure documents at a reduced cost to assess farmers' willingness to pay and the financial viability of fee-for-service tenure documentation in rural Ghana.



PHOTO: ILRG

Landowner walks through his cocoa farm with intermixed shade and fruit trees.



ILRG aimed to develop a financially viable service delivery model for farm rehabilitation. Private sector partner ECOM, a global commodity trading and processing company, enrolled 29 farmers with a total of 87 acres in their farm rehabilitation program in Asankrangwa. Carbon stock data was collected on these farms and ECOM covered the costs of clearing and rehabilitating farms on a two to one ratio; two acres of cocoa farms were rehabilitated the first year with one acre converted into annual food and cash crops. ECOM planted a diverse range of cash crops on the non-cocoa acreage to collect data and gain experience with producing and marketing diverse food crops. These experiences informed the service delivery model. In 2019, a combination of cowpeas, maize, plantains, chillis, garden eggs, okra, and turmeric were planted and work was paid for by ECOM from their own resources.

To help increase understanding of tree tenure policy and implications for reform, ILRG carried out a comparative country policy analysis on options for tree tenure reform as well as an economic analysis on the implications on Forestry Commission income from tree tenure reform. Meridia mapped and recorded shade trees on some pilot parcels while their field staff collected land tenure documents and successfully arranged for the shade trees to be registered with the Forestry Commission.

## MAJOR ACCOMPLISHMENTS AND SUCCESSES

**787**

farmers with documented land rights

**342**

farmers registered for payment for ecosystem services (PES) scheme

**17,000**

shade tree seedlings distributed

**19,000**

tons GHG emissions reduction by 2050

- **Facilitated preparation of Community Action Plans.**

The ILRG Ghana team introduced a participatory and inclusive community land use planning process in the four project supported communities of Yirase, Domeabra, Suresu Nkwanta, and Nyame Nnae. At the outset, the team carried out a participatory assessment of the opportunities and challenges of land use planning. Project staff and district-level land use planners led four case studies leading to the preparation of the Land Use Planning Diagnostic Report (2019). Subsequently, community dialogues using a technique called ECO Games, informed players about the different impacts their community decisions could have on water, environment, income, and the long-term potential for communities to thrive. The communities prepared Community Action Plans that among other things recorded norms and customary land use practices that structured the rationale for protecting, for instance, riparian buffers from illegal gold mining.

ILRG initially designed a small-grants award program to support sustainable land use decision making. The COVID-19 pandemic prevented this from moving ahead, but the ILRG team modified the approach and landed on a Payment for Ecosystem Services (PES) initiative associated with planting and maintaining adequate shade trees on cocoa farms, and planting and maintaining additional trees off-farm. ILRG worked with the communities and ECOM to co-design the PES program and develop standard operating procedures for the program.

- Launched a PES program with private sector partner ECOM and Hershey.**  
 The purpose of the Payment for Ecosystem Services activity piloted with ECOM, funded by cocoa buyer Hershey, was to promote planting and maintenance of shade trees on both cocoa farms and off-farm. A total of 342 farmers enrolled in the PES program designed with ECOM and over 17,000 seedlings were distributed and planted in cocoa farms over two consecutive planting years. The PES program was being piloted at the time of project completion, but early indications suggest that tree seedling survival is high – much higher than the 40 percent survival rate ECOM normally finds under other tree-planting programs.
- Documented land and tree tenure security.**  
 ECOM and USAID worked together to help farmers obtain land documents and tree use certificates to reduce conflicts and improve tenure security. A total of 3,031 planted and 4,352 naturally occurring trees were recorded for 749 parcels owned by 473 farmers.
- Tested a farm rehabilitation model.**  
 ECOM successfully produced 28,000 high quality and resilient cocoa seedlings and distributed 26,250 seedlings to farmers. ECOM enrolled 29 famers with a total of 87 acres in their farm rehabilitation program in Asankrangwa. Carbon stock data was collected on these farms and at ECOM's cost the farms were cleared for rehabilitation on a two to one ratio, with two acres rehabilitated into cocoa farms in the first year and one acre converted into annual food and cash crops.
- Increased understanding of tenure policy.**  
 ILRG conducted extensive research on tree tenure policy globally and in Ghana and produced a comprehensive report, [Rooted in the ground: Reforming Ghana's forest laws to incentivize cocoa-based agroforestry](#). These were shared during workshops and events organized by others in Ghana and internationally, including pre-parliamentary consultations to kickstart the development of a consolidated national forestry law and World Cocoa Foundation sponsored events.

## CHALLENGES AND LESSONS LEARNED

The central lesson learned is that land-use planning is difficult to carry out in rural areas of Ghana. The ILRG team analyzed statutory land-use planning requirements and concluded that the government's spatial planning processes were largely inapplicable to rural areas because they focused on the built environment and public infrastructure development. The team also determined that most land within the four pilot communities was privately owned under customary tenure, with minimal communal land left unallocated. Most communal land was either in villages or swampy areas that were not suitable for cocoa and yet still held by the stool. As a result, spatially explicit land-use planning was found to be unsuitable for the communities. This led the ILRG team to focus on working with customary norms and practices as the foundation for land-use planning through Community Action Plans.

The design and implementation of the PES program emerged as a viable and exciting alternative to the originally planned activities that could not be implemented due to COVID-19 restrictions. The PES scheme consisted of direct payments through mobile phones payments of 150 Ghc/acre (US\$24/acre) to plant sufficient trees to maintain at least 10 trees per acre (25 trees per hectare) on-farm, and 300 Ghc/acre (US\$48/acre) to plant or allow to regrow and maintain at least 263 trees per acre (650 trees per hectare) off-farm. The PES scheme generally worked through mobile money payments, but it did spark latent ownership disagreements between landlords and abunu "tenant" farmers. Landowners contended that abunu farmers had been granted land use specifically to farm cocoa, so other benefits like cash payments should still flow to the landowners. This was resolved by stipulating that PES payments would flow to abunu farmers, but the proceeds from the sale of any timber trees planted or maintained would be split between tenants and landowners, as these proceeds were not part of the initial abunu sharing agreement.

Despite Meridia's intensive community outreach and dialogue to encourage farmers to purchase tenure documents, only 70 FarmSeal documents were sold at the initial price (less than 10 percent of the farms mapped). The following factors contributed to low sales: (a) farmers believed that the FarmSeal documents should be free because certificates were previously issued in Nyame Nnae at no cost under the TGCC pilot; (b) farmers had



limited funds to pay for FarmSeal services due to the poor financial viability of cocoa farming; and (c) ambiguities remain in place around the “second generation” land transfer process that emerges when original owners die, sell, or lease their lands. ILRG mapped the territorial boundaries of four communities, took drone generated images of the settlements, and mapped 842 farm parcels of which 787 paid a token fee for the documentation.

Civil society and many non-governmental organizations were very receptive of the tree tenure analysis and proposed reforms of forestry legislation. ILRG encountered push back from some interest groups that favored continued issuance of cutting licenses of timber trees. Loggers and their associated interests within the forestry service preferred policies that allowed them to cut down mature trees on farmer’s fields irrespective of land ownership. While carrying out the economic analysis, the ILRG team faced challenges obtaining key data from government sources. This led to mixed responses to the proposed reform, with some staff acknowledging the flaws in tree registration, though the official government position opposes devolution of decision-making to local communities and abunu land owners. Substantial additional work including coalition building and sustained government engagement is needed to drive policy reform.

Current field trials did not support scaling up the current farm rehabilitation model, as observed yields and revenue derived from risky market conditions did not cover rehabilitation costs for ECOM. ECOM confronted the same production and marketing challenges as the small farmer. ECOM continued to reconsider its approach to rehabilitation services but had not yet identified an alternative model at the time of project close.

“Previously, we had little knowledge about tress on farms. We were not maintaining them. Now we make sure to support and maintain existing naturally occurring trees on our plots.”



**Kwaku Frimpong, abunu farmer, chief farmer and linguist, Nyame Nnae community**

## KEY PRODUCTS

- [Responsible Land-Based Investment Project in Ghana](#)
- Rooted in the ground: Reforming Ghana’s forest laws to incentivize cocoa-based agroforestry ([Brief](#), [Policy Maker Summary](#))
- [Economic Analysis of Proposed Tree Tenure Reform in Ghana](#)
- [Land Use Planning Diagnostic Report](#)

## WOMEN'S LAND RIGHTS AND EMPOWERMENT IN COCOA COMMUNITIES

### OUR WORK

Between 2020 and 2023, ILRG implemented a partnership between USAID and ECOM to promote gender equality and empower women in the cocoa value chain in Ghana. The overall goal of the project was to increase ECOM's internal capacity to promote gender responsive activities and to reach and empower women in cocoa communities. By enhancing this capacity, the project hoped to provide social and economic benefits for farming families and the company, ultimately contributing to a more productive and inclusive cocoa sector in Ghana. The project implemented activities with ECOM Ghana staff at the management and field levels and in 37 communities in the Assin Fosu and Asamankese districts.

### APPROACH

An initial gender analysis that provided a better understanding of ECOM's gender equality practices and capacity informed the project, as well as the barriers and opportunities for women's empowerment, particularly related to access to productive resources and income diversification opportunities. Building on the earlier partnership with ECOM under the deforestation activity, ECOM staff implemented this project directly, increasing their buy-in and uptake of activities. ILRG provided support to help ECOM hire a Gender Specialist to lead the work, along with three women Field Officers.

The project had three areas of work: 1) strengthen ECOM's internal GESI capacity and gender-responsiveness in farmer engagement; 2) promote women's access to resources by shifting harmful gender norms; and 3) support livelihood diversification and economic resilience for women in cocoa communities. ILRG supported ECOM to develop a multi-year GESI Strategy, trained 180 ECOM staff (128 men and 52 women) on GESI, and revised the company's Good Social Practices (GSP) training that is regularly provided to farmers. The revised GSP training program integrates elements from tried-and-tested methodologies to shift the main harmful gender norms that affect women's land rights and their participation and benefit-sharing in the cocoa value chain. ECOM provided GSP training to 2,646 farmers (1,213 men and 1,433 women) in 37 communities. ECOM supported the establishment of 52 Village Savings and Loans Associations (VSLAs) with



Group of women farmers drying chilis for future sale as part of the alternative livelihoods activity under ILRG.

PHOTO: ECOM Ghana



1,283 women and provided empowerment, entrepreneurship, and financial literacy training to members. ECOM identified locally viable alternative livelihood opportunities for women (both agricultural and non-agricultural) and provided training and support for women in the VSLAs to start businesses that will help their families to have greater income stability during the cocoa off-season.

## MAJOR ACCOMPLISHMENTS AND SUCCESSES

**2,900**

farmers (54% women) trained in land rights, gender norms, WEE

**185**

ECOM staff (30% women) trained in GESI in cocoa supply chains

**52**

Village Savings and Loan Associations established

**88%**

women feel recognized as equal contributors to household income (69% baseline)

- **Promoted women’s access to resources and shifts in harmful gender norms.**  
Although shifting harmful gender norms is a long-term effort, the project observed some initial changes in attitudes, beliefs, and behaviors among project participants. A few men have informally allocated portions of their land to their wives to farm cocoa, while others expressed their willingness to transfer land ownership to their wives. Some men started to perform household chores and women reported being able to dedicate more time to cocoa farming and other income generating activities. Couples started to be more transparent with each other regarding income earned and making decisions together. Several families reported that a more equal distribution of household and cocoa farming tasks and equitable decision-making was a positive change, improving harmony in the household, increasing productivity, and allowing them to better navigate economic hardship during the cocoa off-season.
- **Catalyzed internal shifts at company level.**  
ILRG produced shifts in perceptions and behaviors among ECOM staff that have started to translate into changes in business practices and increased buy-in for sustainable GESI responsiveness. Staff at all levels agreed that GESI and women’s empowerment activities are important for ECOM’s business. At the global level, ECOM has recently finalized a set of sustainability commitments that include GESI goals. The partnership with USAID has capitalized on this commitment and coordinated with ECOM’s global, regional, and local teams in Ghana to develop a country strategy that integrates GESI principles into policies and practices for improved internal capacity and engagement with cocoa farmers. In addition to shifts in the attitudes and knowledge of ECOM staff, the company is institutionalizing GESI commitments. ECOM retained GESI staff after the project ended and integrated GESI needs into annual planning and budgeting. ECOM made the updated GSP training and women’s empowerment training modules available to all Ghana Field Officers (beyond the two pilot districts) and included these materials in annual field officer training plans from 2024 onward.
- **Improved women’s economic empowerment.**  
The project has increased women’s financial literacy through participation in VSLAs and support for alternative livelihoods. This has contributed to women feeling more confident about their input in decisions and men showing increased trust in women’s judgment. Survey results showed that the share of women who feel recognized as equal contributors to household income increased from 69 percent at baseline to 88

percent at endline. Women shared that they and their families previously struggled to save money, but thanks to the VSLAs and the financial literacy training provided by the project, they are now able to save, and their financial situation has improved.

## CHALLENGES AND LESSONS LEARNED

A key challenge for the future is ECOM's ability to sustain current commitments and fully implement the GESI Strategy across all business units within the company. This will depend on continued buy-in from the company's leadership and will require ECOM to take ownership without outside funding. Better socialization of the GESI Strategy and other GESI-responsive policies and documents is necessary for continued commitment and action. In the cocoa communities, gender norms are deeply rooted and closely connected to individual beliefs, attitudes, and behaviors. As such, shifting harmful gender norms is a long-term process, and short-term projects like this are unlikely to promote in-depth changes. However, short-term interventions can be powerful to pilot approaches and rapidly assess if initial changes in beliefs, perceptions, and behaviors occurred, which can lead to shifts in gender norms over time.

“Before, with only me working in the farm, I would make 2 or 3 bags per season. Now with my wife and I working together we can make 5 or 6 bags. Before each of us was in their own separate path, we are one now.”



**Emmanuel Oboery,  
male farmer,  
Asamankese district**

## KEY PRODUCTS

- [Final Report: Women's Land Rights and Economic Empowerment in Cocoa Communities in Ghana](#)
- [ECOM Ghana Women's Empowerment and Entrepreneurship Training Manual for Women in Cocoa Farming Communities](#)
- [ECOM Ghana Good Social Practices and Gender Norms Training Manual](#)



# MADAGASCAR

## SECURING LAND RIGHTS TO PRODUCE SUSTAINABLE CHOCOLATE

### OUR WORK

The Sambirano Valley of northwestern Madagascar is the prime location for the growing and export of high-quality cacao beans. ILRG partnered with Swiss chocolate company Lindt & Sprungli to assist in the protection and regeneration of the Sambirano Valley watershed.

### APPROACH

USAID worked with Lindt & Sprungli to address longstanding land tenure related challenges in the cocoa growing region of the Sambirano Valley. ILRG and Swiss NGO Helvetas worked with communities to set up a landscape governance platform called the Comité de Gestion du Bassin du Sambirano (COGEBs) to advocate for the sale and transfer of the state-owned Indigenous Reserves to the present-day occupants of the land. Through community advocacy, the government agreed to send a team of specialists to launch an Opération Domaniale Concertée (ODOC), a mechanism for the ministry to sell government land at highly discounted rates.



PHOTO: ILRG

Community member receives land title at public ceremony.

ILRG's involvement in the ODOC focused on championing social and environmental safeguards. ILRG also consistently advocated for the equitable inclusion of women in the operation; ODOC has sought to avoid potential gender discrimination by ensuring that both husbands' and wives' names appear on titles. ILRG also sought to maximize the operation's reach, given the longstanding need for resolution of unclear tenure of some of the former Indigenous Reserve land covered in the six communes.

## MAJOR ACCOMPLISHMENTS AND SUCCESSES

1,300

land titles distributed to people living within ex-Indigenous Reserves

1

landscape governance platform formed

6

organizations strengthened capacity on land rights

- **Secured land rights.**

ILRG supported the provision of land titles under the ODOC, or mass land titling operation, in six communes of Ambanja District. Most applicants for land titles were women. This reflects the success of ILRG Madagascar in educating women about their constitutional rights to land. In September 2023, the government of Madagascar distributed over 1,300 land titles through the ODOC process and 107 land certificates through the World Bank program in a project-related commune.

- **Established a landscape governance platform.**

ILRG helped to set up a landscape governance platform, COGEBES, that the Diana regional authorities, recognized officially, to advocate for the sale and transfer of the state-owned Indigenous Reserves to the present-day occupants of the land.

- **Strengthened capacity for land rights.**

ILRG strengthened the capacity of COGEBES (multi-stakeholder platform), Climate Resilient Cocoa Landscapes Program (multi-stakeholder project with private sector support), Helvetas (independent development organization), and Millot (cocoa producer), Fikambanana Vehivavy Distrika Sambirano Bemazava (FIVEDISAB), a women's network, and the ODOC multi-stakeholder group that the Ministry of Lands led on land tenure issues.

## CHALLENGES AND LESSONS LEARNED

Despite good intentions, the ministry's partners in the Sambirano have not yet leveraged additional and much-needed support for the ODOC. Currently, fees charged to title applicants pay for the operating costs of the titling process. This does not cover recurrent costs, and the ministry lacks basic equipment like generators to charge digital equipment. Other options are being considered. The private sector is being asked to cover some or all titling costs, either by individual companies or through the Comité Nationale du Cacao, the entity charged with taxing cacao exports and reinvesting in production and marketing.



Consultative platforms of government, the private sector, and civil society are essential to building the political momentum for action leading to strengthened land tenure security. A catalytic public-private initiative like that which USAID facilitated, can often go a long way toward advancing tenure security by encouraging government, donors, and local communities to replicate the experience further. Even though USAID financed only a small part of a broader multi-actor coalition initiative on tenure security in the cacao sector, its role was central in supporting informed dialogue, education of stakeholders, and communication of knowledge in local vernaculars Malagasy themselves wrote and produced. Helvetas and the Swiss foreign assistance program are continuing to support COGBES post-ILRG engagement with commitments to expand land tenure security initiatives throughout the Sambirano Valley. While these are encouraging signs, there are continuing challenges related to continued migration into the area placing pressure on the watershed and protected areas. The scale of the challenge continues to grow at a rate that will be difficult for a new platform to effectively respond to.

## KEY PRODUCTS

- [Land Tenure Situation in the Sambirano Valley, Ambanja District: Issues, Opportunities, and Challenges \(English, French\)](#)
- [Leçons Apprises de la Première Campagne de L'ODOC dans le District D'Ambanja \(French only\)](#)
- [Cocoa Private Sector Engagement in Land-Related Issues in the Sambirano Valley, Madagascar \(English, French\)](#)



PHOTO: ILRG

# LIBERIA

## COMMUNITY LAND PROTECTION

### OUR WORK

ILRG supported the customary land rights formalization process in Liberia via three grants between 2020 and 2023. The objective of ILRG's Liberia activity was to support the customary land rights formalization process, or the Community Land Protection Program (CLPP) as the basis of USAID's baseline and midline evaluations following the passage of the Land Rights Act in 2018.

### APPROACH

The CLPP approach that Sustainable Development Institute (SDI) designed, with support from Namati, empowers communities via legal education and community self-identification. The approach has been adapted over time in line with the Land Rights Act to further support communities in the development of land and resource by-laws, the formation of elected Community Land Development and Management Committees (CLDMCs), and in the harmonization of boundaries with neighboring communities. Through its governance support, the approach aims to help communities resolve land conflicts, ensure intra-community equity, and strengthen mechanisms for accountable and participatory management of land and natural resources. The premise of CLPP is that formal recognition of customary tenure must first involve extensive governance strengthening, with formal recognition as the last step in the process. ILRG supported three grantees: SDI, Green Advocates International (GAI), and Foundation for Community Initiatives (FCI) to help 44 communities document their land rights. ILRG also provided training on gender norms, women's land rights, and GBV to partners to help them ensure the meaningful inclusion of women, youth, and other marginalized groups in the customary land rights formalization process.



PHOTO: GAI

Community members in Nimba Country take part in participatory boundary mapping process.



## MAJOR ACCOMPLISHMENTS AND SUCCESSES

**195,000**

people (49% women) had community land rights documented

**500,000**

ha of community land delimited

**44**

community land committees established (44% women)

**3**

CSOs with strengthened capacity to support community land rights

- **Documented community land rights.**

ILRG supported 44 communities representing approximately 195,000 men and women and 500,000 hectares of land in Bong, Grand Bassa, Lofa, Maryland, Nimba, and River Gee Counties to document their community land rights, including drafting community profiles and producing sketch maps, adopting community land and resource by-laws, electing gender equitable Community Land Development and Management Committees, and harmonizing boundaries.

- **Facilitated the establishment of Community Land Development and Management Committees.**

Codified in Liberia's Land Rights Act, these bodies are charged with communal land decisions, and the development of land use plans. ILRG, through its local partners, helped to establish gender equitable committees through fair elections and to codify their respective land and resource governance by-laws.

- **Strengthened community land rights capacity.**

Three local CSOs – SDI, GAI, and FCI-led land documentation work. ILRG provided hands-on training on mobile technologies for project-adapted data collection, geographic information system (GIS) technology, and community engagement and provided technical backstopping to help strengthen the capacity of these CSOs to complete customary land rights formalization, including support of women's land rights and engagement.

## CHALLENGES AND LESSONS LEARNED

ILRG faced challenges with respect to land governance, boundary harmonization, and government support. One challenge was the project's failure to complete the confirmatory survey phase of the work. Project delays due to COVID-19 and community boundary disputes ended up costing more time and money than anticipated, leading this stage of the work to be left to community partners. The Liberia Land Authority did not fulfill its obligation of ensuring the completion of a confirmatory survey. With respect to land governance, some CLDMCs struggled to have community and traditional authorities recognize their authority. Local authorities and some influential community members continue to interfere in the administration of land as it was their mandate prior to the establishment of CLDMCs. Local authorities and CLDMCs need to better understand their roles and work together to raise awareness on the steps required for the purchase or identification of private land and build effective working relationships. The high costs of the community land documentation process currently makes it unsustainable for communities in the absence of donor support. The most cost-effective approach is one where communities can be clustered (i.e., not too large to have joint meetings), communities share boundaries so that there are fewer boundaries to agree upon and map, and where there are fewer incidences of disputes. More work is still necessary to better document the steps in the community land documentation process. The current vagueness leads to CSOs and other land actors "doing their own thing" in the field based on their understanding of the formalization process or stalling when there is no guidance.

“As a woman,  
I was proud to be in this  
meeting and be part of the decision  
making to bring us together as  
neighbors. I am happy that the two  
communities can be in peace and  
work together. This will help our children  
manage our land in the future.”



**Mamie Kpahn,**  
Chairperson, Local Land  
Governance Committee  
in Liberia

## KEY PRODUCTS

- [ILRG Liberia Final Report](#)



PHOTO: RICARDO FRANCO



## CONFLICT MAPPING AND MONITORING AROUND MINERAL SUPPLY CHAINS

### OUR WORK

ILRG partnered with the International Peace Information Service (IPIS) to increase understanding of drivers of conflict and insecurity within artisanal mines in Eastern Democratic Republic of the Congo (DRC).

### APPROACH

In collaboration with the Congolese Ministry of Mines, Congolese universities and researchers, CSOs and international NGOs, IPIS mapped and collected data from over 800 artisanal and small-scale mining (ASM) sites and supply chains in eastern DRC; conducted qualitative research on the fragile position of women in eastern DRC's mining sector; produced case studies on drivers of conflict and the role of gold mining in Djugu Territory and on Chinese semi-industrial mining in Mwenga Territory; and carried out analyses of roadblocks in Masisi and Walikale; as well as on the link between the exploitation of gold and the current conflict in Ituri.

The purpose behind the data collection and analyses was to enable supply chain actors and policymakers to make informed decisions based on field realities. IPIS shared their findings with local monitoring committees in the region, with ASM stakeholders in restitution workshops in Bukavu and Goma, and with several local multi-stakeholder committees that monitor challenges in the mining sector and try to improve local mining governance, i.e., at the provincial (Comité Provincial de Suivi [CPS]) and local level (Comité Local de Suivi [CLS]). In two restitution workshops, stakeholders from various provinces engaged on the topic of ASM supply chains and conflict financing with their counterparts in other regions of the country.

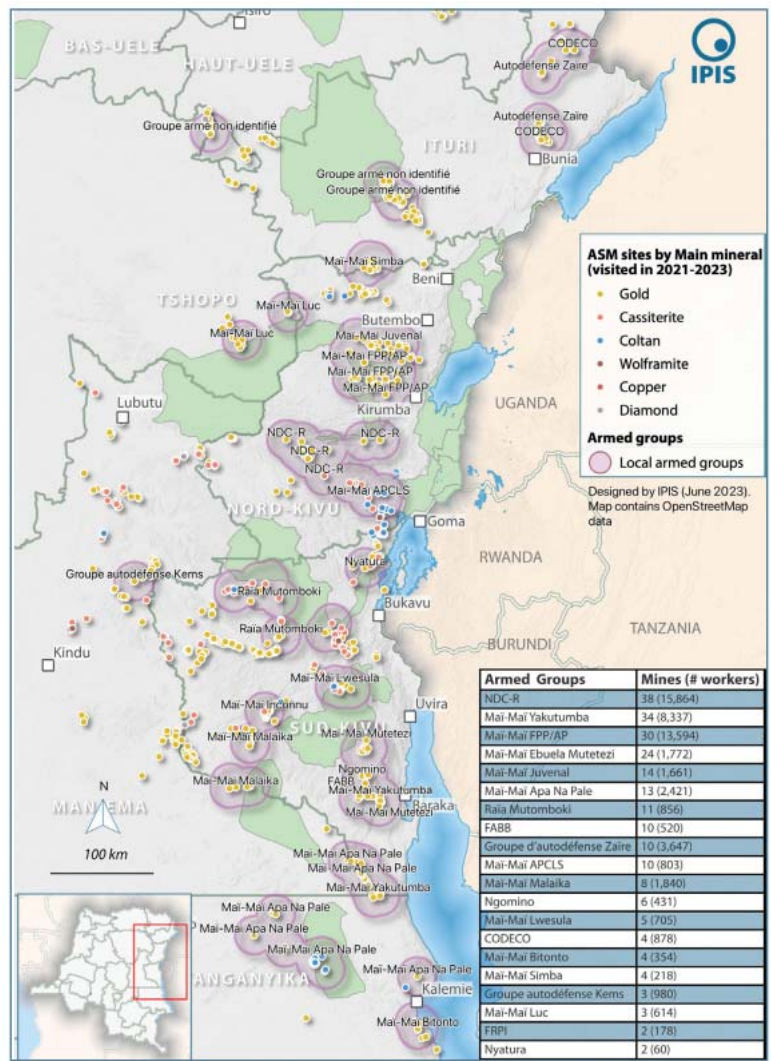


Figure 1: Map of armed groups in mining sites, 2021-2023.

Map of armed groups in mining sites, 2021-2023.

## MAJOR ACCOMPLISHMENTS AND SUCCESSES

**800+**

active mining sites mapped

**6+**

studies providing data on mining and conflict financing in DRC

**2**

restitution workshops held on ASM and conflict financing

- **Updated database of ASM sites.**

With ILRG support, IPIS collected primary data about the interference of armed groups, types of minerals, mineral pricing, worker demographics, trade routes and environmental issues. IPIS mapped over 800 active mining sites, finding that approximately 85 percent of the miners work at gold mining sites and 61 percent of miners report armed actors' influence at their mining site.

- **Increased understanding of drivers of conflict and insecurity.**

IPIS conducted research and published case studies on drivers of conflict and the role of gold mining in Djugu Territory and on Chinese semi-industrial mining in Mwenga Territory, as well as on roadblocks in Masisi and Walikale. IPIS provided concrete recommendations in each report, specifying the policy reforms needed to address the complex web of dynamics that underlie specific mining conflicts in eastern DRC.

- **Built understanding of barriers to gender equality in eastern DRC's ASM sector.**

IPIS discussed the position of women in mining in the areas selected for the case study, notably Numbi, Nzibira and Nyabibwe in South Kivu, and identified some unintended impacts that formalization and responsible sourcing initiatives have had on the socio-economic position of women in mining. ILRG shared recommendations on how to increase awareness on gender equality issues in policy reforms targeting ASM in eastern DRC.

## CHALLENGES AND LESSONS LEARNED

In eastern DRC, the ASM sector employs hundreds of thousands of people and plays an important role in the local economy. While large-scale armed conflict over DRC's mineral wealth has decreased significantly over the past twenty years, armed actors continuously interfere in the mining sector, and conflicts over resources at the local level are still common. When effectively monitored and mapped, legal and responsible ASM supply chains can promote peace and stability while providing livelihoods and contributing to rural development throughout the Great Lakes region.

IPIS analysis suggests that mining sector reforms and responsible sourcing efforts have had limited impact to date due to an outdated understanding of conflict financing. The link between mining and conflict has evolved, and there is a need for greater recognition of local complexity, conflict dynamics, and security risks related to mining beyond direct conflict with armed groups. While various stakeholder engagements under ILRG represent a start, more work is necessary to ensure that key decision-makers across government and the private sector utilize and make actionable this new dataset.



## KEY PRODUCTS

- [Armed conflict, insecurity, and mining in eastern DRC: Reflections on the nexus between natural resources and armed conflict](#)
- [Armed groups, territorial control, land disputes, and gold exploitation in Djugu, Ituri, Democratic Republic of Congo](#)
- [Analysis of the interactive map of artisanal mining areas in eastern Democratic Republic of Congo \(2023 update\)](#)
- [Roadblocks in Masisi and Walikale: Predation on Movement in Turbulent Times](#)



PHOTO: ILRG

## ADVANCING ETHICAL MINERALS

### OUR WORK

ILRG assessed the evolving policy context, mineral sector trends, and member interest, producing a suite of options to help inform the United States government (USG) approach to engaging with the Public-Private Alliance for Responsible Minerals Trade (PPA) and how best to support the goals of a future PPA.

### APPROACH

ILRG provided financing and backstopping to RESOLVE for the management of the PPA Secretariat. ILRG assessed the evolving policy context, mineral sector trends, and member interest as the US government and PPA members considered renewing the platform for another five years. ILRG documented findings in a

report that presents a set of forward-looking and preliminary options for a “Next Generation PPA,” and informed discussions at a virtual delegation organized by RESOLVE.

### WHO ARE THE MEMBERS OF THE PPA?

The Public-Private Alliance for Responsible Minerals Trade has a tripartite membership from across 47 partners representing private sector, civil society, and government. Private sector members represent several sectors, including electronics and communications, automotive, aerospace and jewelry. There are 25 member companies, which include Amazon, Apple, Ford, Google, Intel, Microsoft, Signet, and Verizon. PPA’s civil society and academic members come from 16 organizations and trade groups, including Global Communities, IMPACT, IPIS, Pact, Solidaridad, and The Sentry. Government representatives include USAID, US Department of State, US Department of Labor, GIZ, and the International Conference on the Great Lakes Region. The OECD Centre for Responsible Business Conduct is an observer.

### MAJOR ACCOMPLISHMENTS AND SUCCESSES

In December 2021, ILRG supported the PPA to convene a virtual delegation to the Great Lakes Region of Central Africa, where nearly 70 attendees from the private sector, civil society, and the US government discussed shared objectives and alignment and US Embassy priorities, assessing how to best address the next generation of challenges in responsible sourcing. Alliance members expressed continued commitment to responsible sourcing and identified shared challenges that would benefit from deeper engagement and collaboration with US embassies in the region. Potential areas of future collaboration included tax harmonization, the simplification of legal export processes, public-private co-investment opportunities, and the importance of tackling systemic issues including fiscal and governance reforms and land tenure.



## CHALLENGES AND LESSONS LEARNED

The PPA offers a successful model for advancing responsible mineral sourcing in the DRC and Great Lakes Region of Central Africa. As consumers and governments increasingly demand sustainable and ethical sourcing of minerals, public-private partnerships like the PPA are playing an invaluable role in bringing stakeholders from across the mineral supply chain together to discuss roadblocks and advance key objectives. The Alliance brings large private sector players to the table with civil society organizations and allows members to collectively support promising projects to ensure that increased demand for critical minerals does not come at the expense of local communities.

## KEY PRODUCTS

- [PPA website](#)
- [2022 Data for Impact Symposium Report](#)



PHOTO: ILRG





# 4.0 GLOBAL ACTIVITIES

## MAPPING APPROACHES TO SECURE TENURE (MAST)

USAID has worked to advance participatory, low-cost, inclusive MAST for the last decade, including under ILRG. ILRG piloted and scaled MAST approaches in Liberia, Ghana, Malawi, Mozambique, and Zambia, documenting community land rights for 438,280 people (51 percent women) and household land rights for 119,766 people (47 percent women). The MAST approach for communities includes: raising communities' awareness of their land rights and the ensuing land documentation process; physically walking and delimiting communities' boundaries and addressing conflicts that arise through this process; leading communities through a participatory land use planning process that reflects current uses, needs, and a changing climate; establishing inclusive and representative community land associations or land councils to resolve disputes and promote sustainability of land systems; and developing and adopting community-level land use regulations. MAST goes beyond delimiting boundaries to provide a community with the tools and knowledge it needs to manage its land transparently and equitably, including outreach efforts to ensure representation and active participation of women, youth, and other marginalized groups throughout the MAST process, including as leaders in community land associations. Many manuals, particularly on gender integration, have been finalized and posted to USAID [LandLinks](#) for use by other donors, governments, implementing partners, and CSOs carrying out MAST based land documentation approaches.

## PROPERTY RIGHTS INDEX (PRINDEX)

USAID requested ILRG support a “deep dive” survey data collection and analysis activity to compare data validity across two commonly used metrics to measure perceptions of tenure security. ILRG collected data in 2021 in Colombia using two different measurement scales, and the draft analysis report was submitted in 2022 and went through several rounds of revisions in response to peer and USAID feedback. The [final report](#) was published in December 2022, and ILRG co-hosted two launch events with partner Global Land Alliance for the USAID Colombia Mission and a broader global audience on the results of the assessment and its implications for future research.

## RESEARCH AND LEARNING

### INDIGENOUS PEOPLES

ILRG supported several activities for USAID's Inclusive Development Hub. First, ILRG organized a consultation on USAID's draft Policy on Promoting the Rights of Indigenous Peoples (PRO-IP) in Washington, DC with representatives from Indigenous Peoples' organizations, NGOs, and USAID in 2018. Participants represented Indigenous Peoples' groups from Bangladesh, Botswana, Burkina Faso, DRC, Ecuador, Guatemala, Guyana, Indonesia, Kenya, Nicaragua, Panama, Paraguay, and Peru. ILRG translated the draft policy into French and Spanish and shared the draft for participant review before the consultation. Following the event, ILRG incorporated both



written and oral comments into a final report. ILRG developed sectoral guidelines for Indigenous Peoples-related interventions in USAID programming across four sectors: [sustainable landscapes](#); [global health](#); [democracy, human rights, and governance](#); and [enhancing livelihoods](#) through economic opportunity, as well as a [pastoralism](#) guidance document. ILRG also drafted regional profiles for [Latin America and the Caribbean](#), [Sub-Saharan Africa](#), and [Asia and Pacific Islands](#).

ILRG, through partner Equitable Origin, developed a summary report and short webinar summarizing USAID program engagement with Indigenous Peoples, the relevance of free, prior, and informed consent (FPIC) for implementing partners and USAID assessments, and recommendations for future work. ILRG drafted an Indigenous Peoples engagement strategy for USAID/Peru for review by USAID, released it for public comment, and then finalized the strategy. ILRG completed final training materials, including an online module on FPIC and Indigenous Peoples, designed for use by USAID Missions and implementing partners, during the final months of contract performance.

PHOTO: ILRG



## CAPACITY STRENGTHENING: CAPACITY ASSESSMENT FRAMEWORK

ILRG, at USAID's request, developed a Capacity Assessment Framework (CAF) to track capacity development of its partners. Though developed for the land and natural resource space, it is broadly accessible beyond the land sector and may enable more locally led development, helping groups better track local organizations' adherence to USAID's capacity-building indicators. The completed [tool](#) (which includes a narrative, excel tracking sheet, and online video tutorial) has been uploaded to USAID LandLinks for other partners' use.

## SUSTAINABLE LANDSCAPES

Globally, ILRG produced learning documents related to the role of migration on forest condition; how USAID sustainable landscapes country programs have address land tenure and resource governance constraints in their design and implementation; and continued research on private sector commitments to landscape restoration to inform USAID approaches to partnering with the private sector on forest conservation.

ILRG outlined [empirical evidence](#) on the efficacy of development interventions to achieve positive outcomes for land-based greenhouse gas (GHG) emissions, biodiversity loss, and global health (zoonosis), with a particular focus on the relationship to forests. ILRG identified available datasets and recommendations for USAID to advance understanding of how, where, and when development interventions can generate positive climate, biodiversity, and human health outcomes.

ILRG conducted a [study](#) to understand how out-migration influences forest conditions and rural livelihoods in the tropics. A central objective of this targeted literature review was to tease apart any patterns or generalizable trends emerging from case studies of forest transition in rural regions of the global South. ILRG organized these patterns into recommendations for future programming and identified gaps in the literature. These gaps demonstrated the need for further research and synthesis across the multiple disciplinary fields that engage with the topics of rural out-migration, land and land use change, and natural resource management.

## INDONESIA LAND TENURE ASSESSMENT

ILRG conducted a detailed [land tenure assessment](#) to inform USAID/Indonesia's County Development Cooperation Strategy across its objectives. This analysis updated and expanded upon the 2010 Indonesia tenure profile. Using the Land Tenure and Property Rights Situation Assessment and Intervention Planning Tool as a guide, a team of technical specialists conducted the analysis. The assessment provided a summary of key land tenure and property rights issues, constraints, and opportunities, including an overview of recent related reforms by the Government of Indonesia under President Joko Widodo. It then identified potential opportunities for USAID/Indonesia to incorporate land tenure programming across technical offices.



PHOTO: ILRG



CHIPAPALO  
2023

CIMWALA  
NJUNGU

# VISION

WOMEN HAVE NOW ACCES  
TO LAND AND YOUNG LADIES  
LESS ISSUES ON G.B.V.  
LESS CASES ON EARLY MARRIAGES  
LESS CHILD ABUSE  
MORE GIRL CHILD EDUCATION

1. ...
2. ...
3. ...
4. ...
5. ...

AFTER SENSITIZING MEETINGS PEOPLE  
NOW UNDERSTAND THAT WOMEN AND YOUNG  
LADIES HAVE ACCESS TO LAND. LESS ISSUES  
ON G.B.V. CASES AND EARLY MARRIAGES,  
CHILD ABUSE AND ALSO MORE GIRL  
CHILD EDUCATION

28-09-2023

CHILD ABUSE AND  
EARLY MARRIAGES

-06-2023

WOMEN HAVE NO ACCES  
TO LAND AND YOUNG  
LADIES

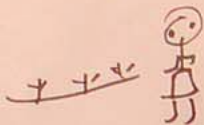
02-05-23

SENSITIZATION MEETINGS  
G.B.V. | EARLY  
MARRIAGES

WOMEN HAVE NO  
ACCESS TO LAND  
AND YOUNG LADIES  
AND CHILD EDUCATION  
CURRENT  
CHILD ABUSE  
AND EARLY MARRIAGES  
IN G.B.V.

- 1- BEER
  - 2- FUNERAL
  - 3- D
  - 4- LUCK BY THE ...
- CHALLENGES  
BEER DRINKING

STON



LAND SHARING

LAND DISPUTES

BY-LAWS

MEETINGS

CARRIES

LAND DISPUTES

DRUGS  
SICKNESS

CHALLENGES



# 5.0 LESSONS LEARNED

ILRG produced several final learning pieces on key thematic areas of customary and community land documentation, women's land rights, natural resource management, and private sector engagement on land and gender issues. Central learnings and recommendations across these pieces are below; for more details, please see the respective learning pieces. ILRG developed specific guides on processes and integration of participatory approaches around land and resource rights documentation, gender and social inclusion, land access, and natural resource mapping. Within these products are references to specific implementation lessons.

## LAW AND POLICY ENGAGEMENT

ILRG's approach to law and policy engagement was grounded in a strong political economy analysis, which identified opportunities for strategic engagement and quick wins, while laying the groundwork for longer term policy change. One key lesson is that working in **collaboration with partners - other USAID projects, donors, implementers, and civil society - to advance policy efforts** can be more effective than working through a project lens. In Mozambique, where the political space for engagement on national level land policy reform efforts was more limited, ILRG collaborated with USAID's Policy Enabling Environment for Development (SPEED+) project, which had a broader policy remit. This coordinated approach capitalized on the relations that SPEED+ and the USAID/Mozambique Mission had developed with its Government of Mozambique counterparts, rendering advocacy efforts more effective. In Zambia, ILRG worked with partners to help advance Zambia National Lands Policy, adopted in 2021 – the culmination of a decade of law and policy engagement under TGCC and ILRG to advance inclusive land policies that addressed both customary and state land needs. A **focus on analytical preparation and convening multi-stakeholder engagements** led to trust building and impacts that paid off over the life of the project. ILRG also identified an opportunity to support the traditional leaders as they advocated for the release of \$2.5 million in back hunting revenue to the CRBs in support of greater devolution of community based natural resource management in the country. This policy of ensuring that all meetings had diverse stakeholders faced some resistance, but over time allowed for stakeholders to better agree on and speak with a shared voice. ILRG demonstrated the value of this approach particularly in cases where customary and statutory law were at odds with one another. In these cases, ILRG found the middle ground to find shared value and **build common visions between customary and state institutions**.

Another key lesson from ILRG's work was **to look for opportunities for strategic engagement, with quick wins that can feed longer-term processes**. Policy does not move at the pace of a USAID project, and locally led solutions need to respect the local political economy. In countries with less political space for advancing new or more inclusive land and resource governance legislation, ILRG worked to improve the implementation of existing laws or pilots that demonstrated opportunities. As evidenced in ILRG's experiences in India, Malawi, and Zambia, laws might call for equal land and resource rights for women. Entrenched gender norms may hinder them. ILRG, therefore, found value in developing and implementing tools that strengthened implementation. ILRG focused on dissemination and uptake of these tools with other donors, implementors and government, providing capacity to organizations to help them further the inclusive implementation of current laws. For example, in



Zambia ILRG supported gender inclusive CRB elections in 55 areas, increasing women's representation on boards from four percent to 25 percent. In addition, ILRG provided training of trainers to other NGOs in the natural resource space, and these organizations are now carrying out gender-inclusive elections with the CRBs and forest groups that they work with, increasing the scale and reach of the ILRG piloted approach. ILRG noted the importance of finding champions who were not resistant to the messaging (or approach) and allowing them to demonstrate the positive impacts of the gender work. This created a "snowballing" of interest in each country and across communities and government partners. In Mozambique, where the government pushed back on ILRG's initial plan to document household parcels in host and displaced communities in disaster affected areas of Sofala Province, the team adapted to a community land delimitation and vulnerability mapping exercise. ILRG then shared these maps with district government officials and supported district level mapping and disaster planning exercises, gaining support for the current phase of the work, and laying the groundwork for future delimitation work at the household level. Irrespective of a country's appetite for legislative action, there is space for policy-relevant work with government, communities, private sector, and civil society. In the policy space, it is **particularly important to work through a coalition** to ensure continuity following the end of the USAID project or USAID investment in the policy area. These coalitions within and across stakeholder groups create momentum and the confidence to build the political will and technical and financial investment required to implement land tenure security.

## COMMUNITY LAND DOCUMENTATION

First time rights documentation is a major need in many communities but is only the first step in building a functioning land administration system that will be of long-term value. Maintaining a living land administration database where people can update parcels based on births, deaths, sales, parcel divisions, and purchases is critical.

**The capacity required to maintain community land administration systems is significant and differs from the needs associated with first time registration.** ILRG worked predominantly within customary land systems across countries of implementation. However, customary and statutory land laws are not necessarily aligned, and the ability of the statutory cadaster system to hold customary data varies. In Malawi, for instance, customary land data collected under ILRG was fed directly into the government land information management system, while in Zambia and Mozambique implementing partners stored land data in their own databases, with the hopes of integrating community/customary land data into national systems in the future. A key lesson is the need to build in steps to **transition technical and financial ownership of community land administration throughout the life of a project.** This includes being ready to host long term data storage in the short-term and produce contingency plans over the life of the project. In Mozambique, the government has yet to integrate ILRG data into their government system, but ILRG partner Terra Firma continues to operate and store data in-country, supporting locally led community land databases that have the potential to merge with government platforms. In Zambia, which has no current national system for customary data, ILRG built its own customary land administration system to help chiefs and local land clerks continue to carry out land administration work. Long term hosting of this site, however, remains in question with no long-term commitment from an in-country champion for the work at the end of the project.

In addition to data storage and hosting, ongoing land administration requires dedicated staff and resources within communities to support long term updation needs. The capacity of actors to carry out this work varies. In Malawi, ongoing land administration support is devolving to district level land registries, but these offices currently have limited staffing and IT resources. In Zambia, the chief and their land clerks are responsible for customary land administration. ILRG provided training to land clerks and chiefs on the new data administration portal and worked with young graduates to build up a cadre of land data scientists to support this work. However, having these systems in place does not mean community members know how to access these services. ILRG endline surveys found mixed understanding among community members of where to go to update their land records. A key learning is that more sensitization work is necessary to help community members understand where they can find land administration services, as well as continued capacity building for land registries and customary leaders. However, this ongoing administration work lasts beyond a five-year development project, and thus there

is a risk that first time land registries become static entries, rather than living databases that reflect ongoing changes in land ownership. **More investment in these long-term administration support services** is needed outside of current one-off development project mechanisms. This requires long-term assistance to backstop and refine processes with locally present organizations, as well as ensure maintenance of the technology.

## NATURAL RESOURCE AND WILDLIFE MANAGEMENT

Effective natural resource management often includes working across multiple ministries and departments who may have overlapping mandates and responsibilities for the land (and the populations that rely on the land). At the same time, resource management is often based on the privatization and allocation of use rights to private stakeholders. It is therefore open to many discretionary decisions and may risk control of resources by the elite or small groups of users from communities to private sector to government. **Inclusion can act as a less-controversial entry point to breaking up corruption and elite capture.** One of ILRG's successes in this space was increasing women's effective representation in CBNRM structures. However, getting women into leadership is only the first step. ILRG found that pairing inclusive election support with leadership and empowerment training and addressing socio-emotional skill building was important to supporting women's ability to meaningfully engage in their new role. Onboarding women in cohorts likewise proved an effective tool to build women's self-confidence. In Zambia, NGO Conservation Lower Zambezi fielded an all-women patrol unit in Lower Zambezi National Park. The women formed a support system for one another as they entered a new sector and received ongoing mentoring support from the female warden in the park. After a year, the majority of these scouts were hired as Wildlife Police Officers and sent to mixed unit patrols around the country. This all-women unit hence served as a helpful temporary incubator for young scouts, without creating a parallel



PHOTO: David Nangwenya



employment structure for men and women. Another key lesson was the importance of male engagement to break down barriers for women's participation in natural resource management. For CRBs, the support of chiefs for inclusive elections, as well as engagement with male relatives throughout the election and onboarding process, helped increase support for women candidates and reduce risks of GBV.

At a broader level, **ILRG's experience also underscored the importance of supporting the broader enabling environment for CBNRM, particularly when existing incentives encourage stakeholders to avoid collaboration.** In Zambia, overlapping jurisdiction between the Department of National Parks and Wildlife and the Forestry Department on CBNRM leads to different rules and funding streams for different user groups. As carbon rights and benefit sharing agreements become more common, these jurisdictional fights will become more acute. IIRG invested a great deal of time and energy trying to bring the two departments together to discuss some of these issues with muted success. A key lesson is that greater devolution of rights to communities in the CBNRM space will not come without improved inter-ministerial coordination. Such coordination takes a champion from within both departments to drive work forward and enforce a culture of collaboration. USAID has a potential convening role to play here, bringing together diverse government actors along with civil society and implementing partners to discuss common challenges in the natural resource management space. While IIRG faced roadblocks getting government buy-in for greater collaboration, they did find some success working with traditional leaders at the chiefdom level to strengthen their capacity to enforce greater coordination across the myriad of NGOs and donors working on NRM issues within the same geography.

Supporting long term land use planning continues to be a challenge in most communities IIRG worked in. As population growth puts increasing pressure on existing land resources, and climate impacts and cyclical migration becomes more acute, the risks of agricultural intensification and deforestation increase. Land use planning is one means of combating these trends, but it takes vision, leadership, and buy-in from community leaders to not only carry out the exercise but refer back to the plans in the future for planning and investment decisions. A leader's capacity and interest may vary, but **IIRG found value in working through invested leaders within communities to build initial success.** IIRG has worked through independently motivated customary leaders in each landscape to ensure that these traditional leaders take responsibility for and integrate CBNRM and gender inclusiveness into their chiefdom's broader development. This approach has seen chiefs integrating gender into natural resource management, but also finding links with other development opportunities in their chiefdom, like health and education. IIRG worked with each leader to understand their local limitations and help break through bottlenecks.

## WOMEN'S LAND RIGHTS AND EMPOWERMENT

A key learning from IIRG is the importance of understanding the multiple barriers that hinder women's land rights, participation in land and resource governance, and participation and benefit-sharing in land-based value chains in each context. This allows for the identification of key stakeholders and entry points to implement a **holistic, gender-transformative approach** to shift structural barriers, power dynamics, and social norms.

A concerted focus on **gender-responsive land documentation processes can yield significant increases in the number of women named on documents.** While these efforts do come with additional time and resource needs, IIRG found that these efforts could integrate into existing land documentation processes to find greater efficiencies. In some countries, **IIRG faced push back to a focus on women's land rights**, with government officials arguing that men and women have equal land rights under the law, so there was no need for gender-targeted efforts. In many of these cases, IIRG found that a broader focus on inclusion - for women, youth, the elderly, orphans, widows, people with disabilities - gained more support than a sole focus on gender.

**Engaging traditional leaders, as well as government officers as relevant, early, and often and cultivating them as gender champions was a key lesson** from IIRG's women's land rights work across countries. As custodians of culture and tradition, their voice carries clout in their communities. As such, their vocal support for



women's land rights and joint titling created a permission structure for other men to break traditional gender norms around land as well. Many led by example, jointly titling their own land with their wives, and even allocating a part of their land for their wife or daughter to own on her own.

ILRG found that addressing harmful **gender norms and behavior change was a critical part of reducing long term barriers to women's land rights and economic security**. One key lesson was the importance of a **participatory approach** that let local communities and traditional leaders self-identify the norms in their community that act as a barrier to women's land rights. This helped create buy-in for behavior change efforts and decreased the perception that new norms were imposed from the outside. Another key learning was the importance of engaging men as champions and role models, alongside a dialogue-based approach that brings women and men from the same household to discuss harmful norms and drive change. Messages on how greater gender equality and responsibility sharing benefits the whole household were most effective; if men take on more of the household and care work burden, women have more time available for income generating activities which increases household earnings. However, it is important to note that gender norms are deeply ingrained, and as such take time to change. This is often a generational effort that lasts well beyond a five-year development program cycle, so implementers should set realistic expectations of what types of changes they can expect to see during an activity.

Finally, shifting power dynamics and gender norms can lead to resistance and pushback, so projects should proactively identify, mitigate, and prevent unintended consequences, especially GBV. Those acting as agents of change or early adopters of new behaviors are particularly vulnerable. Programs should raise awareness and sensitize stakeholders about the linkages between GBV and land and resource governance, including denial of land rights as a form of economic GBV, and how other forms of GBV are used to constrain women's ownership, access to, and control of resources. Developing referral pathways with existing GBV response structures can provide additional protection to those experiencing GBV.



# PRIVATE SECTOR ENGAGEMENT

Working through the private sector has the potential to leverage existing USAID investments for greater scale and sustainability. However, this is not inevitable. USAID often thinks of the private sector as a means to scale, while the private sector views partnership as an opportunity to test a new approach, which it may or may not be interested in pursuing further. For the private sector, demonstrating return on investment is key. They may be concerned with different metrics to assess this than USAID and have a fairly narrow view of what constitutes the “business case” for investment. A key lesson from ILRG’s work across nine private sector partnerships is the **importance of aligning on these motivation, scope, and measurement pieces early on to create a shared vision for the work between the private sector and USAID**. Identifying the additionality of a new partnership is also critical; USAID does not want to fund activities that the private sector would undertake on its own, and likewise the private sector does not want to undertake an activity well outside of their business remit. Implementing partners play a key role here translating USAID jargon and metrics into language the private sector can understand.

**Partnerships require champions** – one or more individuals who believe in the initiative and are willing to help navigate various institutional and bureaucratic barriers to make it a reality – both on the private sector and USAID sides. These champions are essential for partnership success. Yet reliance on champions also poses a risk – if the champion leaves and a new owner/champion is not identified, it risks slowing down or even discontinuing the partnership. ILRG faced this constraint in partnerships with Portucel and Illovo in Mozambique - work stalled when a high-level champion left both firms, leading to more muted outcomes than originally anticipated. Therefore, it is essential to have an initial champion to drive the project forward during its beginning stages, as well as a concerted effort to build institutional buy-in at multiple levels from multiple people to sustain project momentum in the medium to long term. A C-suite level champion can help ensure there is institutional support and funding behind the initiative, while a field-based manager can help oversee the day-to-day operations and build up support for the work among field-based staff, who are often key stakeholders for long term project sustainability.

Finally, ILRG found that a **key element of successful private sector partnerships was having a handover/exit strategy** in place from the start of the partnership. Not all partnerships are meant to scale - some are small pilots testing proof of concept or a new way of doing business. However, the goal behind some projects is to hand over ownership of the work to the private sector partner at the end of USAID support for them to carry forward on their own. Determining the expected end goal, and a transition plan to reach this point is key. For example, under an initial partnership with commodity exporter ECOM in Ghana, ILRG partners led the deforestation and farm rehabilitation work, and then handed work over to ECOM. While the company was able to carry forward some parts of the work, such as the payment for ecosystem services scheme, they admitted that because they were more hands off in the initial stages of the work, they did not always know what had been done or communicated to communities. Under the second women’s empowerment related partnership with ECOM, they were a part of the project design and implementation from the beginning. USAID provided funding to help ECOM hire a gender advisor within the company to lead the work, and ECOM field staff carried out gender-responsive extension support. At the end of the project, ECOM noted that this integrated approach helped them feel more ownership of the partnership and helped them think through how to integrate these activities into their work streams from the beginning.

A number of additional lessons on private sector partnerships are captured in ILRG’s [Private Sector Engagement brief](#).

## CAPACITY STRENGTHENING

As locally led development becomes an increasing focus within USAID, capacity strengthening efforts – with government, NGOs, CSOs, and civil society – will become increasingly important metrics for USAID programs. ILRG invested heavily in capacity strengthening, especially through its work with local CSOs implementing land documentation in Liberia, Mozambique, and Zambia. This included training on digital GIS tools and steps in the land documentation process, data validation and cleaning, community outreach and sensitization, GESI, and dispute resolution. Capacity to carry out these efforts independently varies. While some partners made great strides in professionalizing their operations, others still lack some basic management functions. **A key lesson is that these long-term capacity strengthening efforts take concerted time and resource efforts to properly support. This requires increased staffing at the country and global level** to provide hands-on support, streamlined onboarding processes for new grantees to clearly communicate USAID requirements up front, and dedicated M&E resources to capture capacity growth. A global program working in multiple countries faces distinct challenges in monitoring and providing hands-on support. This does not suggest the transmission of global funding through platforms and larger organizations, but rather underscores the **importance of clarifying expectations and requirements of partners, up front, and finding opportunities to build trust between local partners and ILRG.**



PHOTO: Ricardo Franco



PHOTO: Matt Sommerville





# 6.0 CONCLUSIONS AND MOVING FORWARD

ILRG generated important impacts and learning for USAID and other actors, which should inform future land resource governance work. The project documented these impacts and learning and circulated them broadly (see Annex I).

ILRG worked across a broad range of countries, activities, and sectors, and as a result, its work looked quite different depending on the context. However, a core framework guided its overarching approach to both research and implementation tasks under the contract:

1. **Understand the context**
2. **Convene stakeholders to develop locally owned solutions**
3. **Respond appropriately**
4. **Learn from this work to transform LRG systems at scale**

This adaptive approach to engagement served the project well during an implementation time frame that spanned two USG administrations, the COVID-19 pandemic, and various natural disasters in intervention countries.

The future of USAID land tenure and resource governance programs is likely to be increasingly cross-sectoral, finding synergies between LRG constraints and food security, democracy and localization efforts, biodiversity and conservation, climate change mitigation and disaster risk reduction, and support for Indigenous Peoples, among others. As such, ILRG's adaptive approach to program design and implementation may serve others well. Below, the project highlights key recommendations implementing partners and USAID counterparts might consider as they navigate increasingly complex LRG issues in the years to come.

## UNDERSTAND THE CONTEXT

- **Use political economy analyses** as a foundation to understand land and resource governance issues and identify power dynamics among stakeholders. This includes applying GESI and localization lenses to engage under-represented/excluded populations. While women were a key focus under ILRG work, youth, and Indigenous Peoples are likely to be additional populations of concern in future LRG programming.
- Identify leverage points to prioritize and **target USAID investments toward activities with the highest probability of replicable and scalable solutions**, grounded in local ownership. Global programs like ILRG have fewer resources than other larger country-level programs but can provide seed funding to catalyze additional investments towards promising, piloted solutions.
- **Build on existing tools where applicable but adapt to local contexts.** ILRG developed a number of land documentation and GESI integration tools over the life of the project. These tools were continuously adapted and updated to reflect new countries and contexts of operations. Including locally relevant pictures, diagrams, and scenarios is key to training uptake and understanding.



## REGULARLY CONVENE STAKEHOLDERS TO DEVELOP LOCALLY OWNED SOLUTIONS

- **Build consensus, and ultimately trust**, among diverse stakeholders from government, communities, private sector and USAID Washington and Missions by partnering with technical and political champions to catalyze LRG progress. This trust building takes time, sometimes beyond the length of a USAID project. Therefore, it is important to identify key stakeholders that can act as champions or roadblocks early in the process to leave ample time for relationship building.
- **Strengthen existing partnerships and align interests where possible** – find opportunities for engagement and shared value. It may be easier (faster, more cost-effective) to build on existing relationships than to start new ones due to a baseline level of trust between parties. While new partnerships that allow a project to expand to new areas or sectors are important to pursue, existing partnerships are also an important vehicle for scale and sustainability.

## RESPOND TO THE CONTEXT

- **Deploy fit-for-purpose methods and activities** such as MAST and planning that secures rights through inclusive and conflict-sensitive processes.
- **Manage and adapt to risk** through due diligence, monitoring and evaluation, periodic review of assumptions, and communication with stakeholders. Changing scopes and contexts are inevitable during a five-year project, thus, it is important to set up regular check-ins with stakeholders to ensure activities can adapt to shifting circumstances in a responsive manner.
- **Use holistic, gender-transformative, and locally-led approaches** for land documentation and resource governance. Build on existing tools, such as the GESI integration practice guides developed under ILRG for Malawi and Zambia, to ensure activities utilize best practices and tested approaches.

## LEARN AND TRANSFORM

- **Regularly identify and communicate learning** to actively inform the global development community and spur adaptive management at the country level. Identify key stakeholders for program learnings and target learning materials to ensure they are actionable.
- **Create space for long-term change.** Working on land tenure and resource governance issues inevitably involves looking at existing power dynamics, such as gender and social norms, relationships between government and customary authorities, and between leaders and their communities. Efforts to shift these power imbalances often come with pushback, and shifting these embedded beliefs and structures takes time. It is important to think about how to accurately measure and capture these slow shifts in beliefs, attitudes, and power structures at the beginning of a project to design effective monitoring and evaluation processes. Often these shifts may occur after the five-year project is complete.
- **Ultimately, a flexible and responsive approach is needed** to integrate lessons from ILRG to iterate and adjust activities to improve outcomes for local people and partners.





PHOTO: Ricardo Franco



PHOTO: Tetra Tech



# ANNEX I - DELIVERABLES

| DELIVERABLE AND DEC (OR OTHER RELEVANT) LINK   |
|--|
| <b>GLOBAL</b>  |
| ILRG Quarterly Progress Report, July - September 2018<br><a href="https://dec.usaid.gov/dec/content/Detail.aspx?vID=47&amp;ctlID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&amp;rID=NTE5Njg0">https://dec.usaid.gov/dec/content/Detail.aspx?vID=47&amp;ctlID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&amp;rID=NTE5Njg0</a>   |
| ILRG Quarterly Progress Report, October - December 2018<br><a href="https://dec.usaid.gov/dec/content/Detail.aspx?vID=47&amp;ctlID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&amp;rID=NTUzOTkz">https://dec.usaid.gov/dec/content/Detail.aspx?vID=47&amp;ctlID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&amp;rID=NTUzOTkz</a> |
| ILRG Quarterly Progress Report, January - March 2019<br><a href="https://dec.usaid.gov/dec/content/Detail.aspx?vID=47&amp;ctlID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&amp;rID=NTUzOTc5">https://dec.usaid.gov/dec/content/Detail.aspx?vID=47&amp;ctlID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&amp;rID=NTUzOTc5</a>    |
| ILRG Quarterly Progress Report, April - June 2019<br><a href="https://dec.usaid.gov/dec/content/Detail.aspx?vID=47&amp;ctlID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&amp;rID=NTUzOTk3">https://dec.usaid.gov/dec/content/Detail.aspx?vID=47&amp;ctlID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&amp;rID=NTUzOTk3</a>       |
| ILRG FY 2019 Annual Report<br><a href="https://dec.usaid.gov/dec/content/Detail.aspx?vID=47&amp;ctlID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&amp;rID=NjlzODI0">https://dec.usaid.gov/dec/content/Detail.aspx?vID=47&amp;ctlID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&amp;rID=NjlzODI0</a>                              |
| ILRG Quarterly Progress Report, October - December 2019<br><a href="https://dec.usaid.gov/dec/content/Detail.aspx?vID=47&amp;ctlID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&amp;rID=NTczNzk3">https://dec.usaid.gov/dec/content/Detail.aspx?vID=47&amp;ctlID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&amp;rID=NTczNzk3</a> |
| ILRG Quarterly Progress Report, January - March 2020<br><a href="https://dec.usaid.gov/dec/content/Detail.aspx?vID=47&amp;ctlID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&amp;rID=NjlzODI2">https://dec.usaid.gov/dec/content/Detail.aspx?vID=47&amp;ctlID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&amp;rID=NjlzODI2</a>    |
| ILRG Quarterly Progress Report, April - June 2020<br><a href="https://dec.usaid.gov/dec/content/Detail.aspx?vID=47&amp;ctlID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&amp;rID=NTkxMzM4">https://dec.usaid.gov/dec/content/Detail.aspx?vID=47&amp;ctlID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&amp;rID=NTkxMzM4</a>       |
| ILRG Y3 Workplan<br><a href="https://dec.usaid.gov/dec/content/Detail.aspx?vID=47&amp;ctlID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&amp;rID=NjlzODI1">https://dec.usaid.gov/dec/content/Detail.aspx?vID=47&amp;ctlID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&amp;rID=NjlzODI1</a>  |
| ILRG FY 2020 Annual Report<br><a href="https://dec.usaid.gov/dec/content/Detail.aspx?vID=47&amp;ctlID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&amp;rID=NjlzODIx">https://dec.usaid.gov/dec/content/Detail.aspx?vID=47&amp;ctlID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&amp;rID=NjlzODIx</a>                              |

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| <p><b>ILRG Quarterly Progress Report, October - December 2020</b><br/> <a href="https://dec.usaid.gov/dec/content/Detail.aspx?VID=47&amp;ctID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&amp;rID=NTkxMzl0">https://dec.usaid.gov/dec/content/Detail.aspx?VID=47&amp;ctID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&amp;rID=NTkxMzl0</a></p> |
| <p><b>ILRG Quarterly Progress Report, January - March 2021</b><br/> <a href="https://dec.usaid.gov/dec/content/Detail.aspx?VID=47&amp;ctID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&amp;rID=NTkxMzM0">https://dec.usaid.gov/dec/content/Detail.aspx?VID=47&amp;ctID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&amp;rID=NTkxMzM0</a></p>    |
| <p><b>ILRG Quarterly Progress Report, April - June 2021</b><br/> <a href="https://dec.usaid.gov/dec/content/Detail.aspx?VID=47&amp;ctID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&amp;rID=NjEwODY5">https://dec.usaid.gov/dec/content/Detail.aspx?VID=47&amp;ctID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&amp;rID=NjEwODY5</a></p>       |
| <p><b>ILRG Y4 Workplan</b><br/> <a href="https://dec.usaid.gov/dec/content/Detail.aspx?VID=47&amp;ctID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&amp;rID=NjEwODgw">https://dec.usaid.gov/dec/content/Detail.aspx?VID=47&amp;ctID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&amp;rID=NjEwODgw</a></p>  |
| <p><b>ILRG FY 2021 Annual Report</b><br/> <a href="https://dec.usaid.gov/dec/content/Detail.aspx?VID=47&amp;ctID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&amp;rID=NjlzODly">https://dec.usaid.gov/dec/content/Detail.aspx?VID=47&amp;ctID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&amp;rID=NjlzODly</a></p>                              |
| <p><b>ILRG Quarterly Progress Report, October - December 2021</b><br/> <a href="https://dec.usaid.gov/dec/content/Detail.aspx?VID=47&amp;ctID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&amp;rID=NjlzODI3">https://dec.usaid.gov/dec/content/Detail.aspx?VID=47&amp;ctID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&amp;rID=NjlzODI3</a></p> |
| <p><b>ILRG Quarterly Progress Report, January - March 2022</b><br/> <a href="https://dec.usaid.gov/dec/content/Detail.aspx?VID=47&amp;ctID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&amp;rID=NjlzODI4">https://dec.usaid.gov/dec/content/Detail.aspx?VID=47&amp;ctID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&amp;rID=NjlzODI4</a></p>    |
| <p><b>ILRG Quarterly Progress Report, April - June 2022</b><br/> <a href="https://dec.usaid.gov/dec/content/Detail.aspx?VID=47&amp;ctID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&amp;rID=NjExMjAy">https://dec.usaid.gov/dec/content/Detail.aspx?VID=47&amp;ctID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&amp;rID=NjExMjAy</a></p>       |
| <p><b>ILRG Y5 Workplan</b><br/> <a href="https://dec.usaid.gov/dec/content/Detail.aspx?VID=47&amp;ctID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&amp;rID=NjExMjAx">https://dec.usaid.gov/dec/content/Detail.aspx?VID=47&amp;ctID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&amp;rID=NjExMjAx</a></p>  |
| <p><b>ILRG FY 2022 Annual Report</b><br/> <a href="https://dec.usaid.gov/dec/content/Detail.aspx?VID=47&amp;ctID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&amp;rID=NjlzODIz">https://dec.usaid.gov/dec/content/Detail.aspx?VID=47&amp;ctID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&amp;rID=NjlzODIz</a></p>                              |
| <p><b>ILRG Quarterly Progress Report, October - December 2022</b><br/> <a href="https://dec.usaid.gov/dec/content/Detail.aspx?VID=47&amp;ctID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&amp;rID=NjlzODI5">https://dec.usaid.gov/dec/content/Detail.aspx?VID=47&amp;ctID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&amp;rID=NjlzODI5</a></p> |
| <p><b>ILRG Quarterly Progress Report, January - March 2023</b><br/> <a href="https://dec.usaid.gov/dec/content/Detail.aspx?VID=47&amp;ctID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&amp;rID=NjlzODMw">https://dec.usaid.gov/dec/content/Detail.aspx?VID=47&amp;ctID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&amp;rID=NjlzODMw</a></p>    |
| <p><b>ILRG Quarterly Progress Report, April - June 2023</b><br/> <a href="https://dec.usaid.gov/dec/content/Detail.aspx?VID=47&amp;ctID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&amp;rID=NjlzODMy">https://dec.usaid.gov/dec/content/Detail.aspx?VID=47&amp;ctID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&amp;rID=NjlzODMy</a></p>       |
| <p><b>ILRG FY 2023 Annual Report</b><br/> <a href="https://dec.usaid.gov/dec/content/Detail.aspx?VID=47&amp;ctID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&amp;rID=Njl0ODOI">https://dec.usaid.gov/dec/content/Detail.aspx?VID=47&amp;ctID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&amp;rID=Njl0ODOI</a></p>                              |
| <p><b>Tree and land tenure nexus in Côte d'Ivoire</b><br/> <a href="https://dec.usaid.gov/dec/content/Detail.aspx?VID=47&amp;ctID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&amp;rID=NjlzODQ2">https://dec.usaid.gov/dec/content/Detail.aspx?VID=47&amp;ctID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&amp;rID=NjlzODQ2</a></p>             |



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| <p><b>Community Land Administration Analysis: An Approach to Sustaining Community-Based Land Rights Documentation in Mozambique and Zambia</b><br/> <a href="https://dec.usaid.gov/dec/content/Detail.aspx?vID=47&amp;ctID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&amp;rID=NjlzODg0">https://dec.usaid.gov/dec/content/Detail.aspx?vID=47&amp;ctID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&amp;rID=NjlzODg0</a></p>  |
| <p><b>Enhanced Prindex Application in Colombia</b><br/> <a href="https://dec.usaid.gov/dec/content/Detail.aspx?vID=47&amp;ctID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&amp;rID=NjlzODMz">https://dec.usaid.gov/dec/content/Detail.aspx?vID=47&amp;ctID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&amp;rID=NjlzODMz</a></p>  |
| <p><b>Enhanced Prindex Application in Colombia: Brief</b><br/> <a href="https://dec.usaid.gov/dec/content/Detail.aspx?vID=47&amp;ctID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&amp;rID=NjlzODM0">https://dec.usaid.gov/dec/content/Detail.aspx?vID=47&amp;ctID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&amp;rID=NjlzODM0</a></p>   |
| <p><b>Migration and Forest Condition Literature Review</b><br/> <a href="https://dec.usaid.gov/dec/content/Detail.aspx?vID=47&amp;ctID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&amp;rID=NjlzODQz">https://dec.usaid.gov/dec/content/Detail.aspx?vID=47&amp;ctID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&amp;rID=NjlzODQz</a></p>  |
| <p><b>Issue Brief: Natural Climate Solutions and Land and Resource Governance</b><br/> <a href="https://dec.usaid.gov/dec/content/Detail.aspx?vID=47&amp;ctID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&amp;rID=NjlzODQx">https://dec.usaid.gov/dec/content/Detail.aspx?vID=47&amp;ctID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&amp;rID=NjlzODQx</a></p>   |
| <p><b>Private Sector Engagement Lessons Learned</b><br/> <a href="https://dec.usaid.gov/dec/content/Detail.aspx?vID=47&amp;ctID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&amp;rID=NjlzNzgw">https://dec.usaid.gov/dec/content/Detail.aspx?vID=47&amp;ctID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&amp;rID=NjlzNzgw</a></p>   |
| <p><b>Sustainable Landscapes and Land Resource Governance: Experiences From USAID Programming (2009-2023)</b><br/> <a href="https://dec.usaid.gov/dec/content/Detail.aspx?vID=47&amp;ctID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&amp;rID=Njl0NjYw">https://dec.usaid.gov/dec/content/Detail.aspx?vID=47&amp;ctID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&amp;rID=Njl0NjYw</a><br/> Annexes: <a href="https://dec.usaid.gov/dec/content/Detail.aspx?vID=47&amp;ctID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&amp;rID=Njl0NjYy">https://dec.usaid.gov/dec/content/Detail.aspx?vID=47&amp;ctID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&amp;rID=Njl0NjYy</a></p> |
| <p><b>USAID REDD+ Outlook, Cambodia Case Study</b><br/> <a href="https://dec.usaid.gov/dec/content/Detail.aspx?vID=47&amp;ctID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&amp;rID=Njl3NDcw">https://dec.usaid.gov/dec/content/Detail.aspx?vID=47&amp;ctID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&amp;rID=Njl3NDcw</a></p>  |
| <p><b>WOMEN'S ECONOMIC EMPOWERMENT (CROSS-CUTTING)</b></p>   |
| <p><b>Women's Land Rights and Women's Economic Empowerment (WEE) Overview</b><br/> <a href="https://dec.usaid.gov/dec/content/Detail.aspx?vID=47&amp;ctID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&amp;rID=NjlzODQ4">https://dec.usaid.gov/dec/content/Detail.aspx?vID=47&amp;ctID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&amp;rID=NjlzODQ4</a></p>   |
| <p><b>Women's Land Rights and Women's Economic Empowerment (WEE) Activities</b><br/> <a href="https://dec.usaid.gov/dec/content/Detail.aspx?vID=47&amp;ctID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&amp;rID=NjlzODQ3">https://dec.usaid.gov/dec/content/Detail.aspx?vID=47&amp;ctID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&amp;rID=NjlzODQ3</a></p>   |
| <p><b>Integrated Land and Resources Governance (ILRG): Key Achievements on Women's Land Rights and Women's Economic Empowerment</b><br/> <a href="https://dec.usaid.gov/dec/content/Detail.aspx?vID=47&amp;ctID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&amp;rID=NjlzODUy">https://dec.usaid.gov/dec/content/Detail.aspx?vID=47&amp;ctID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&amp;rID=NjlzODUy</a></p>   |
| <p><b>ILRG Gender Assessment For Zambia and Mozambique Findings and Recommendations for Gender Integration into Activity Design and Implementation, 2019–2021</b><br/> <a href="https://land-links.org/document/ilrg-gender-assessment-for-zambia-and-mozambique-findings-and-recommendations-for-gender-integration-into-activity-design-and-implementation-2019-2021/">https://land-links.org/document/ilrg-gender-assessment-for-zambia-and-mozambique-findings-and-recommendations-for-gender-integration-into-activity-design-and-implementation-2019-2021/</a></p>   |
| <p><b>5 Ways USAID Empowers Women as Leaders Against the Climate Crisis</b><br/> <a href="https://medium.com/usaid-2030/5-ways-usaid-empowers-women-as-leaders-against-the-climate-crisis-1dd89289368b">https://medium.com/usaid-2030/5-ways-usaid-empowers-women-as-leaders-against-the-climate-crisis-1dd89289368b</a></p>   |

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| <p><b>Meet Six Newly Empowered Women Farmers from Zambia and Mozambique</b><br/> <a href="https://msmagazine.com/2020/02/19/meet-five-newly-empowered-women-farmers-from-zambia-and-mozambique/">https://msmagazine.com/2020/02/19/meet-five-newly-empowered-women-farmers-from-zambia-and-mozambique/</a></p>   |
| <p><b>6 Ways USAID is Investing in Women's Land Rights</b><br/> <a href="https://www.land-links.org/2021/03/6-ways-usaid-is-investing-in-womens-land-rights/">https://www.land-links.org/2021/03/6-ways-usaid-is-investing-in-womens-land-rights/</a></p>  |
| <p><b>USAID Brief Reveals Linkages between Gender-Based Violence and Documentation of Women's Land Rights</b><br/> <a href="https://www.land-links.org/2020/11/usaid-brief-reveals-linkages-between-gender-based-violence-and-documentation-of-womens-land-rights/">https://www.land-links.org/2020/11/usaid-brief-reveals-linkages-between-gender-based-violence-and-documentation-of-womens-land-rights/</a></p> |
| <p><b>USAID Advancing Gender Norms Change for Increasing Women's Land Rights</b><br/> <a href="https://land-links.org/2021/09/usaid-advancing-gender-norms-change-for-increasing-womens-land-rights/">https://land-links.org/2021/09/usaid-advancing-gender-norms-change-for-increasing-womens-land-rights/</a></p>  |
| <p><b>Groundbreakers: Women overcome bias and lead sustainable use of land and resources</b><br/> <a href="https://www.land-links.org/2022/03/groundbreakers-women-overcome-bias-and-lead-sustainable-use-of-land-and-resources/">https://www.land-links.org/2022/03/groundbreakers-women-overcome-bias-and-lead-sustainable-use-of-land-and-resources/</a></p>  |
| <p><b>International Rural Women's Day 2022 – “My land, our futures”</b><br/> <a href="https://www.land-links.org/2022/10/ilrg-international-rural-womens-day-2022-my-land-our-futures/">https://www.land-links.org/2022/10/ilrg-international-rural-womens-day-2022-my-land-our-futures/</a></p>   |
| <p><b>Gender Norms and Women's Land Rights Brief</b><br/> <a href="https://land-links.org/document/gender-norms-and-womens-land-rights-brief/">https://land-links.org/document/gender-norms-and-womens-land-rights-brief/</a></p>  |
| <p><b>Transforming Fear Into Hope: Secure Land Rights as a Pathway for Rural Women's Economic Security</b><br/> <a href="https://www.land-links.org/2023/03/transforming-fear-into-hope-secure-land-rights-as-a-pathway-for-rural-womens-economic-security/">https://www.land-links.org/2023/03/transforming-fear-into-hope-secure-land-rights-as-a-pathway-for-rural-womens-economic-security/</a></p>            |
| <p><b>“Now they call me a farmer” – Rural women make an impact in global agricultural value chains</b><br/> <a href="https://www.land-links.org/2023/10/now-they-call-me-a-farmer-rural-women-make-an-impact-in-global-agricultural-value-chains/">https://www.land-links.org/2023/10/now-they-call-me-a-farmer-rural-women-make-an-impact-in-global-agricultural-value-chains/</a></p>                            |
| <p><b>Gender Norms and Land: Identifying and Shifting Harmful Norms to Strengthen Women's Land Rights</b><br/> <a href="https://dec.usaid.gov/dec/content/Detail.aspx?VID=47&amp;ctID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDNmY2Uy&amp;rID=Njl1NTgx">https://dec.usaid.gov/dec/content/Detail.aspx?VID=47&amp;ctID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDNmY2Uy&amp;rID=Njl1NTgx</a></p>                   |
| <p><b>DRC</b></p>  |
| <p><b>ILRG DRC PPA Project factsheet</b><br/> <a href="https://land-links.org/document/understanding-artisanal-mining-supply-chains-and-conflict-financing-in-drc/">https://land-links.org/document/understanding-artisanal-mining-supply-chains-and-conflict-financing-in-drc/</a></p>  |
| <p><b>PPA virtual delegation blog</b><br/> <a href="https://land-links.org/2022/01/advancing-ethical-mineral-supply-chains-in-the-democratic-republic-of-the-congo/">https://land-links.org/2022/01/advancing-ethical-mineral-supply-chains-in-the-democratic-republic-of-the-congo/</a></p>   |
| <p><b>Understanding Artisanal Mining Supply Chains and Conflict Financing in DRC</b><br/> <a href="https://dec.usaid.gov/dec/content/Detail.aspx?VID=47&amp;ctID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDNmY2Uy&amp;rID=NjlzODU3">https://dec.usaid.gov/dec/content/Detail.aspx?VID=47&amp;ctID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDNmY2Uy&amp;rID=NjlzODU3</a></p>  |
| <p><b>Analysis of the interactive map of artisanal mining areas in eastern Democratic Republic of Congo, 2022 update</b><br/> <a href="https://dec.usaid.gov/dec/content/Detail.aspx?VID=47&amp;ctID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDNmY2Uy&amp;rID=NjlzODE3">https://dec.usaid.gov/dec/content/Detail.aspx?VID=47&amp;ctID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDNmY2Uy&amp;rID=NjlzODE3</a></p>    |



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| <p><b>Analyse de la carte interactive des zones d'exploitation minière artisanale dans l'Est de la République démocratique du Congo</b><br/> <a href="https://dec.usaid.gov/dec/content/Detail.aspx?vID=47&amp;ctlID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&amp;rID=NjlzODE4">https://dec.usaid.gov/dec/content/Detail.aspx?vID=47&amp;ctlID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&amp;rID=NjlzODE4</a></p>  |
| <p><b>Armed conflict, insecurity, and mining in eastern DRC</b><br/> <a href="https://dec.usaid.gov/dec/content/Detail.aspx?vID=47&amp;ctlID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&amp;rID=NjlyMDgy">https://dec.usaid.gov/dec/content/Detail.aspx?vID=47&amp;ctlID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&amp;rID=NjlyMDgy</a></p>  |
| <p><b>Armed groups, territorial control, land disputes, and gold exploitation in Djugu, Ituri, Democratic Republic of Congo</b><br/> <a href="https://dec.usaid.gov/dec/content/Detail.aspx?vID=47&amp;ctlID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&amp;rID=NjlyMDgz">https://dec.usaid.gov/dec/content/Detail.aspx?vID=47&amp;ctlID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&amp;rID=NjlyMDgz</a></p>  |
| <p><b>Securing Insecurity: Semi-industrial gold mining and violence in Mwenga, South Kivu, Democratic Republic of Congo</b><br/> <a href="https://dec.usaid.gov/dec/content/Detail.aspx?vID=47&amp;ctlID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&amp;rID=NjlzMMDMy">https://dec.usaid.gov/dec/content/Detail.aspx?vID=47&amp;ctlID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&amp;rID=NjlzMMDMy</a></p>  |
| <p><b>Sécuriser L'Insécurité Orpaillage semi-industriel et violence à Mwenga, Sud-Kivu en République Démocratique du Congo</b><br/> <a href="https://dec.usaid.gov/dec/content/Detail.aspx?vID=47&amp;ctlID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&amp;rID=Njl0NjYl">https://dec.usaid.gov/dec/content/Detail.aspx?vID=47&amp;ctlID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&amp;rID=Njl0NjYl</a></p>   |
| <p><b>Analysis of the interactive map of artisanal mining areas in eastern Democratic Republic of Congo: 2023 update</b><br/> <a href="https://dec.usaid.gov/dec/content/Detail.aspx?vID=47&amp;ctlID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&amp;rID=NjlzOTc0">https://dec.usaid.gov/dec/content/Detail.aspx?vID=47&amp;ctlID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&amp;rID=NjlzOTc0</a></p>   |
| <p><b>Analyse de la carte interactive des zones d'exploitation minière artisanale dans l'est de la République démocratique du Congo</b><br/> <a href="https://dec.usaid.gov/dec/content/Detail.aspx?vID=47&amp;ctlID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&amp;rID=NjlIMDgl">https://dec.usaid.gov/dec/content/Detail.aspx?vID=47&amp;ctlID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&amp;rID=NjlIMDgl</a></p>  |
| <p><b>Increasing awareness of policy reforms on gender equality issues in artisanal and small-scale mining in eastern DRC: Case study of the Numbi, Nzibira and Nyabibwe sites</b><br/> <a href="https://dec.usaid.gov/dec/content/Detail.aspx?vID=47&amp;ctlID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&amp;rID=NjlzOTcz">https://dec.usaid.gov/dec/content/Detail.aspx?vID=47&amp;ctlID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&amp;rID=NjlzOTcz</a></p> |
| <p><b>Roadblocks in Masisi and Walikale Predation on movement in turbulent times</b><br/> <a href="https://dec.usaid.gov/dec/content/Detail.aspx?vID=47&amp;ctlID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&amp;rID=Njl0ODQ0">https://dec.usaid.gov/dec/content/Detail.aspx?vID=47&amp;ctlID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&amp;rID=Njl0ODQ0</a></p>   |
| <p><b>GHANA – DEFORESTATION FREE COCOA</b></p>  |
| <p><b>Case Study: Responsible Land-Based Investment Project in Ghana</b><br/> <a href="https://www.land-links.org/case-study/responsible-land-based-investment-project-in-ghana/">https://www.land-links.org/case-study/responsible-land-based-investment-project-in-ghana/</a></p>   |
| <p><b>Supporting Deforestation-free Cocoa in Ghana Activity: Land Use Planning Diagnostic Report</b><br/> <a href="https://land-links.org/document/supporting-deforestation-free-cocoa-in-ghana-activity-land-use-planning-diagnostic-report/">https://land-links.org/document/supporting-deforestation-free-cocoa-in-ghana-activity-land-use-planning-diagnostic-report/</a></p>   |
| <p><b>Supporting Deforestation-Free Cocoa in Ghana Planning Workshop Report</b><br/> <a href="https://land-links.org/document/supporting-deforestation-free-cocoa-in-ghana-planning-workshop-report/">https://land-links.org/document/supporting-deforestation-free-cocoa-in-ghana-planning-workshop-report/</a></p>  |
| <p><b>Supporting Deforestation-Free Cocoa in Ghana: Implementation Plan</b><br/> <a href="https://www.land-links.org/document/implementation-plan-supporting-deforestation-free-cocoa-in-ghana/">https://www.land-links.org/document/implementation-plan-supporting-deforestation-free-cocoa-in-ghana/</a></p>  |
| <p><b>Viability of a Cost Recovery Model for Farm-Level Tenure Documentation and Tree Tenure Registration: Experiences from the Asankrangwa Stool</b><br/> <a href="https://dec.usaid.gov/dec/content/Detail.aspx?vID=47&amp;ctlID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&amp;rID=NjlzODgy">https://dec.usaid.gov/dec/content/Detail.aspx?vID=47&amp;ctlID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&amp;rID=NjlzODgy</a></p>                              |

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| <p><b>Standard Operating Procedures for Terrestrial Carbon Measurement: Cocoa Agroforestry Systems</b><br/> <a href="https://dec.usaid.gov/dec/content/Detail.aspx?VID=47&amp;ctID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&amp;rID=NTE5Njgz">https://dec.usaid.gov/dec/content/Detail.aspx?VID=47&amp;ctID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&amp;rID=NTE5Njgz</a></p>  |
| <p><b>Rooted in the Ground: Reforming Ghana's Forest Laws to Incentivize Cocoa-based Agroforestry – Brief</b><br/> <a href="https://land-links.org/document/rooted-in-the-ground-reforming-ghanas-forest-laws-to-incentivize-cocoa-based-agroforestry-brief/">https://land-links.org/document/rooted-in-the-ground-reforming-ghanas-forest-laws-to-incentivize-cocoa-based-agroforestry-brief/</a></p>   |
| <p><b>Rooted in the Ground – Reforming Ghana's Forest Laws to Incentivize Cocoa-based Agroforestry: Summary for Policy Makers</b><br/> <a href="https://land-links.org/document/rooted-in-the-ground-reforming-ghanas-forest-laws-to-incentivize-cocoa-based-agroforestry-summary-for-policy-makers/">https://land-links.org/document/rooted-in-the-ground-reforming-ghanas-forest-laws-to-incentivize-cocoa-based-agroforestry-summary-for-policy-makers/</a></p> |
| <p><b>Rooted in the Ground – Reforming Ghana's Forest Laws to Incentivize Cocoa-based Agroforestry</b><br/> <a href="https://dec.usaid.gov/dec/content/Detail.aspx?VID=47&amp;ctID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&amp;rID=NjlzODOQ0">https://dec.usaid.gov/dec/content/Detail.aspx?VID=47&amp;ctID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&amp;rID=NjlzODOQ0</a></p>  |
| <p><b>Economic Analysis of Proposed Tree Tenure Reform in Ghana</b><br/> <a href="https://dec.usaid.gov/dec/content/Detail.aspx?VID=47&amp;ctID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&amp;rID=NjlzODc4">https://dec.usaid.gov/dec/content/Detail.aspx?VID=47&amp;ctID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&amp;rID=NjlzODc4</a></p>   |
| <p><b>Final Report: Supporting Deforestation-Free Cocoa in Ghana, 2018-2022</b><br/> <a href="https://dec.usaid.gov/dec/content/Detail.aspx?VID=47&amp;ctID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&amp;rID=Njl0NjU4">https://dec.usaid.gov/dec/content/Detail.aspx?VID=47&amp;ctID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&amp;rID=Njl0NjU4</a></p>   |
| <p><b>GHANA – WEE IN COCOA VALUE CHAINS</b></p>  |
| <p><b>Women's Land Rights and Economic Empowerment in Cocoa Communities in Ghana: Gender Assessment Brief</b><br/> <a href="https://dec.usaid.gov/dec/content/Detail.aspx?VID=47&amp;ctID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&amp;rID=NTkwNDAX">https://dec.usaid.gov/dec/content/Detail.aspx?VID=47&amp;ctID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&amp;rID=NTkwNDAX</a></p>   |
| <p><b>Women's Land Rights and Economic Empowerment in Cocoa Communities in Ghana: Gender Assessment</b><br/> <a href="https://dec.usaid.gov/dec/content/Detail.aspx?VID=47&amp;ctID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&amp;rID=NTkwNDAw">https://dec.usaid.gov/dec/content/Detail.aspx?VID=47&amp;ctID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&amp;rID=NTkwNDAw</a></p>   |
| <p><b>Women's Land Rights and Empowerment in Cocoa Communities in Ghana Implementation Plan</b><br/> <a href="https://www.land-links.org/document/womens-land-rights-and-empowerment-in-cocoa-communities-in-ghana-implementation-plan/">https://www.land-links.org/document/womens-land-rights-and-empowerment-in-cocoa-communities-in-ghana-implementation-plan/</a></p>   |
| <p><b>ECOM Ghana Good Social Practices and Gender Norms Training Manual</b><br/> <a href="https://dec.usaid.gov/dec/content/Detail.aspx?VID=47&amp;ctID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&amp;rID=NjlxNTEI">https://dec.usaid.gov/dec/content/Detail.aspx?VID=47&amp;ctID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&amp;rID=NjlxNTEI</a></p>   |
| <p><b>ECOM Ghana Women's Empowerment and Entrepreneurship Training Manual for Women in Cocoa Farming Communities</b><br/> <a href="https://dec.usaid.gov/dec/content/Detail.aspx?VID=47&amp;ctID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&amp;rID=NjlxNTE2">https://dec.usaid.gov/dec/content/Detail.aspx?VID=47&amp;ctID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&amp;rID=NjlxNTE2</a></p>  |
| <p><b>Women's Land Rights and Economic Empowerment in Cocoa Communities in Ghana: Final report</b><br/> <a href="https://dec.usaid.gov/dec/content/Detail.aspx?VID=47&amp;ctID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&amp;rID=NjlxMDAy">https://dec.usaid.gov/dec/content/Detail.aspx?VID=47&amp;ctID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&amp;rID=NjlxMDAy</a></p>  |
| <p><b>INDIGENOUS PEOPLES</b></p>   |
| <p><b>Consultation Meeting on the USAID Draft Policy on Indigenous Peoples' Issues Summary of Participant Perspectives</b><br/> <a href="https://land-links.org/document/consultation-meeting-on-the-usaid-draft-policy-on-indigenous-peoples-issues-summary-of-participant-perspectives/">https://land-links.org/document/consultation-meeting-on-the-usaid-draft-policy-on-indigenous-peoples-issues-summary-of-participant-perspectives/</a></p>                |



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| <p><b>Sectoral Guidelines for Indigenous Peoples: Sustainable Landscapes</b><br/> <a href="https://www.land-links.org/wp-content/uploads/2020/08/ILRG_IP_SL_Sector_Guidance_Final_July_2020.pdf">https://www.land-links.org/wp-content/uploads/2020/08/ILRG_IP_SL_Sector_Guidance_Final_July_2020.pdf</a></p>  |
| <p><b>Sectoral Guidelines for Indigenous Peoples: Global Health</b><br/> <a href="https://scms.usaid.gov/sites/default/files/documents/1866/ILRG_IP_Health_Sector_Guidance_Final_July_2020.pdf">https://scms.usaid.gov/sites/default/files/documents/1866/ILRG_IP_Health_Sector_Guidance_Final_July_2020.pdf</a></p>   |
| <p><b>Sectoral Guidelines for Indigenous Peoples: Democracy, Human Rights, and Governance</b><br/> <a href="https://scms.usaid.gov/sites/default/files/documents/1866/ILRG_IP_DRG_Sector_Guideline_Final_July_2020_new.pdf">https://scms.usaid.gov/sites/default/files/documents/1866/ILRG_IP_DRG_Sector_Guideline_Final_July_2020_new.pdf</a></p>   |
| <p><b>Sectoral Guidelines for Indigenous Peoples: Extreme Poverty and Livelihoods</b><br/> <a href="https://scms.usaid.gov/sites/default/files/documents/1866/ILRG_IP_Livelihoods_Sector_Guidance_Final_July_2020.pdf">https://scms.usaid.gov/sites/default/files/documents/1866/ILRG_IP_Livelihoods_Sector_Guidance_Final_July_2020.pdf</a></p>   |
| <p><b>Regional Profiles: Latin America and the Caribbean</b><br/> <a href="https://www.usaid.gov/indigenous-peoples/documents/regional-profile-latin-america-and-caribbean">https://www.usaid.gov/indigenous-peoples/documents/regional-profile-latin-america-and-caribbean</a></p>  |
| <p><b>Regional Profiles: Sub-Saharan Africa</b><br/> <a href="https://www.usaid.gov/indigenous-peoples/documents/regional-profile-sub-saharan-africa">https://www.usaid.gov/indigenous-peoples/documents/regional-profile-sub-saharan-africa</a></p>   |
| <p><b>Regional Profiles: Asia and the Pacific Islands</b><br/> <a href="https://www.usaid.gov/indigenous-peoples/documents/regional-profile-asia-and-pacific-islands">https://www.usaid.gov/indigenous-peoples/documents/regional-profile-asia-and-pacific-islands</a></p>   |
| <p><b>Final Indigenous Peoples Global Declarations and Frameworks</b><br/> <a href="https://www.usaid.gov/indigenous-peoples/documents/global-declarations-and-frameworks-indigenous-peoples-rights">https://www.usaid.gov/indigenous-peoples/documents/global-declarations-and-frameworks-indigenous-peoples-rights</a></p>   |
| <p><b>INDIA</b></p>  |
| <p><b>Integrated Land and Resource Governance (ILRG) Program: India Fact Sheet</b><br/> <a href="https://dec.usaid.gov/dec/content/Detail.aspx?viD=47&amp;ctID=ODVhZjk4NWQzM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&amp;riD=NjlzODUx">https://dec.usaid.gov/dec/content/Detail.aspx?viD=47&amp;ctID=ODVhZjk4NWQzM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&amp;riD=NjlzODUx</a></p>  |
| <p><b>Women's Economic Empowerment and Equality, Land Rights, and Agricultural Engagement in the PepsiCo Potato Supply Chain in West Bengal, India Implementation Plan</b><br/> <a href="https://www.land-links.org/document/womens-economic-empowerment-and-equality-land-rights-and-agricultural-engagement-in-the-pepsico-potato-supply-chain-in-west-bengal-india/">https://www.land-links.org/document/womens-economic-empowerment-and-equality-land-rights-and-agricultural-engagement-in-the-pepsico-potato-supply-chain-in-west-bengal-india/</a></p>  |
| <p><b>Women's Economic Empowerment and Equality, Land Rights, and Agricultural Engagement in the PepsiCo Potato Supply Chain in West Bengal, India Year 2 Implementation Plan</b><br/> <a href="https://www.land-links.org/document/womens-economic-empowerment-and-equality-land-rights-and-agricultural-engagement-in-the-pepsico-potato-supply-chain-in-west-bengal-india-year-2-implementation-plan/">https://www.land-links.org/document/womens-economic-empowerment-and-equality-land-rights-and-agricultural-engagement-in-the-pepsico-potato-supply-chain-in-west-bengal-india-year-2-implementation-plan/</a></p> |
| <p><b>USAID-PepsiCo Partnership to Empower Women in the Potato Supply Chain in West Bengal, India Year 3 Implementation Plan</b><br/> <a href="https://www.land-links.org/document/usaid-pepsico-partnership-to-empower-women-in-the-potato-supply-chain-in-west-bengal-india-year-3-implementation-plan/">https://www.land-links.org/document/usaid-pepsico-partnership-to-empower-women-in-the-potato-supply-chain-in-west-bengal-india-year-3-implementation-plan/</a></p>  |
| <p><b>USAID-PepsiCo Partnership to Empower Women in the Potato Supply Chain in West Bengal, India Year 4 Implementation Plan</b><br/> <a href="https://www.land-links.org/document/usaid-pepsico-partnership-to-empower-women-in-the-potato-supply-chain-in-west-bengal-india-year-4-implementation-plan/">https://www.land-links.org/document/usaid-pepsico-partnership-to-empower-women-in-the-potato-supply-chain-in-west-bengal-india-year-4-implementation-plan/</a></p>  |

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| <p><b>Women's Economic Empowerment and Equality, Land Rights, and Agricultural Engagement in the PepsiCo Potato Supply Chain in West Bengal, India Monitoring, Evaluation, and Learning (MEL) Plan</b></p> <p><a href="https://dec.usaid.gov/dec/content/Detail.aspx?VID=47&amp;ctID=ODVhZjk4NWQzM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&amp;rID=NjlzODg3">https://dec.usaid.gov/dec/content/Detail.aspx?VID=47&amp;ctID=ODVhZjk4NWQzM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&amp;rID=NjlzODg3</a></p> |
| <p><b>USAID-PepsiCo partnership on Women's Economic Empowerment in the potato supply chain in West Bengal, India: Key Year 1 results (2019-2020)</b></p> <p><a href="https://dec.usaid.gov/dec/content/Detail.aspx?VID=47&amp;ctID=ODVhZjk4NWQzM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&amp;rID=NjlzODU5">https://dec.usaid.gov/dec/content/Detail.aspx?VID=47&amp;ctID=ODVhZjk4NWQzM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&amp;rID=NjlzODU5</a></p>   |
| <p><b>Stronger Land Rights and Inclusion in the PepsiCo Supply Chain for West Bengalese Women Farmers (Year Two Results 2020 – 2021)</b></p> <p><a href="https://dec.usaid.gov/dec/content/Detail.aspx?VID=47&amp;ctID=ODVhZjk4NWQzM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&amp;rID=NjlzODU1">https://dec.usaid.gov/dec/content/Detail.aspx?VID=47&amp;ctID=ODVhZjk4NWQzM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&amp;rID=NjlzODU1</a></p>   |
| <p><b>Cultivating Gender Equality</b></p> <p><a href="https://spanmag.com/cultivating-gender-equity/">https://spanmag.com/cultivating-gender-equity/</a></p>  |
| <p><b>PepsiCo Says Inclusion is Essential to Sustainability of Food System</b></p> <p><a href="https://www.forbes.com/sites/shaynaharris/2020/06/25/pepsico-releases-sustainability-report-inclusion-essential-ramon-laguarta-says-systemic-solutions-required/#15c132e23db3">https://www.forbes.com/sites/shaynaharris/2020/06/25/pepsico-releases-sustainability-report-inclusion-essential-ramon-laguarta-says-systemic-solutions-required/#15c132e23db3</a></p>                             |
| <p><b>PepsiCo and USAID Set Out to Prove the Business Case for Women's Economic Empowerment</b></p> <p><a href="https://www.marketlinks.org/blogs/pepsico-and-usaid-set-out-prove-business-case-womens-economic-empowerment">https://www.marketlinks.org/blogs/pepsico-and-usaid-set-out-prove-business-case-womens-economic-empowerment</a></p>  |
| <p><b>Women Farmers get the Recognition they Deserve</b></p> <p><a href="https://www.land-links.org/2021/10/women-farmers-get-the-recognition-they-deserve/">https://www.land-links.org/2021/10/women-farmers-get-the-recognition-they-deserve/</a></p>   |
| <p><b>Securing Land Rights for Female Farmers in India</b></p> <p><a href="https://landportal.org/blog-post/2021/05/securing-land-rights-female-farmers-india">https://landportal.org/blog-post/2021/05/securing-land-rights-female-farmers-india</a></p>   |
| <p><b>Shyamal Pal, Potato Aggregator and Long-Time Champion of Women's Empowerment</b></p> <p><a href="https://www.land-links.org/2021/10/shyamal-pal-potato-aggregator-and-long-time-champion-of-womens-empowerment/">https://www.land-links.org/2021/10/shyamal-pal-potato-aggregator-and-long-time-champion-of-womens-empowerment/</a></p>   |
| <p><b>Climate Change is Not Gender Neutral</b></p> <p><a href="https://medium.com/usaaid-2030/climate-change-is-not-gender-neutral-501cec172e97">https://medium.com/usaaid-2030/climate-change-is-not-gender-neutral-501cec172e97</a></p>   |
| <p><b>Gender and Climate Change: the Intersection of Women's Empowerment and Sustainable Farming</b></p> <p><a href="https://www.land-links.org/2021/06/gender-and-climate-change-the-intersection-of-womens-empowerment-and-sustainable-farming/">https://www.land-links.org/2021/06/gender-and-climate-change-the-intersection-of-womens-empowerment-and-sustainable-farming/</a></p>   |
| <p><b>From Challenge Comes Change: Empowering Women Farmers in West Bengal to See Their Future in Sustainable Supply Chains</b></p> <p><a href="https://www.agrilinks.org/post/challenge-comes-change-empowering-women-farmers-west-bengal-see-their-future-sustainable">https://www.agrilinks.org/post/challenge-comes-change-empowering-women-farmers-west-bengal-see-their-future-sustainable</a></p>  |
| <p><b>Q&amp;A: Working with PepsiCo to Build the Business Case for Private Sector Investment in Women's Empowerment</b></p> <p><a href="https://www.land-links.org/2022/03/qa-working-with-pepsico-to-build-the-business-case-for-private-sector-investment-in-womens-empowerment/">https://www.land-links.org/2022/03/qa-working-with-pepsico-to-build-the-business-case-for-private-sector-investment-in-womens-empowerment/</a></p>  |
| <p><b>Case Study: PepsiCo – Integrating Women Smallholder Farmers into International Supply Chains</b></p> <p><a href="https://www.land-links.org/case-study/pepsico-integrating-women-smallholder-farmers-into-international-supply-chains/">https://www.land-links.org/case-study/pepsico-integrating-women-smallholder-farmers-into-international-supply-chains/</a></p>   |



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| <p><b>Working with Community Agronomists to Reach Women Farmers Outcomes and Lessons Learned Brief</b><br/> <a href="https://land-links.org/document/working-with-community-agronomists-to-reach-women-farmers-outcomes-and-lessons-learned-brief/">https://land-links.org/document/working-with-community-agronomists-to-reach-women-farmers-outcomes-and-lessons-learned-brief/</a></p>  |
| <p><b>Working with Community Agronomists to Reach Women Farmers: Outcomes and Lessons Learned</b><br/> <a href="https://dec.usaid.gov/dec/content/Detail.aspx?VID=47&amp;ctID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&amp;rID=NjlzODYI">https://dec.usaid.gov/dec/content/Detail.aspx?VID=47&amp;ctID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&amp;rID=NjlzODYI</a></p>   |
| <p><b>Self-Help Group Land Leasing: Outcomes and Lessons Learned</b><br/> <a href="https://land-links.org/document/self-help-group-land-leasing-outcomes-and-lessons-learned/">https://land-links.org/document/self-help-group-land-leasing-outcomes-and-lessons-learned/</a></p>  |
| <p><b>Self-Help Group Land Leasing Final Report: Outcomes and Lessons Learned</b><br/> <a href="https://dec.usaid.gov/dec/content/Detail.aspx?VID=47&amp;ctID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&amp;rID=NjlzODY0">https://dec.usaid.gov/dec/content/Detail.aspx?VID=47&amp;ctID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&amp;rID=NjlzODY0</a></p>   |
| <p><b>The Business Case for Women’s Empowerment in the Pepsico Potato Supply Chains in West Bengal, India: Final Report</b><br/> <a href="https://dec.usaid.gov/dec/content/Detail_Presto.aspx?VID=47&amp;ctID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&amp;rID=NjlxMDA0">https://dec.usaid.gov/dec/content/Detail_Presto.aspx?VID=47&amp;ctID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&amp;rID=NjlxMDA0</a></p>     |
| <p><b>The Business Case for Women’s Economic Empowerment in Pepsico’s Potato Supply Chain in West Bengal: Key Results and Recommendations</b><br/> <a href="https://dec.usaid.gov/dec/content/Detail.aspx?VID=47&amp;ctID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&amp;rID=NjlxNTE4">https://dec.usaid.gov/dec/content/Detail.aspx?VID=47&amp;ctID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&amp;rID=NjlxNTE4</a></p> |
| <p><b>LIBERIA</b></p>  |
| <p><b>Women Claim their Space in Land Governance</b><br/> <a href="https://www.iied.org/women-claim-their-space-land-governance">https://www.iied.org/women-claim-their-space-land-governance</a></p>  |
| <p><b>Liberia Final Report</b><br/> <a href="https://dec.usaid.gov/dec/content/Detail.aspx?VID=47&amp;ctID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&amp;rID=Njl0ODUy">https://dec.usaid.gov/dec/content/Detail.aspx?VID=47&amp;ctID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&amp;rID=Njl0ODUy</a></p>  |
| <p><b>MADAGASCAR</b></p>   |
| <p><b>Note Sur le Secteur Privé dans la Filière Cacao et le Foncier dans la Vallee de Sambirano, District D'Ambanja, Madagascar</b><br/> <a href="https://dec.usaid.gov/dec/content/Detail.aspx?VID=47&amp;ctID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&amp;rID=NjlxNzk3">https://dec.usaid.gov/dec/content/Detail.aspx?VID=47&amp;ctID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&amp;rID=NjlxNzk3</a></p>           |
| <p><b>Cocoa Private Sector Engagement in Land-Related Issues in the Sambirano Valley, Madagascar</b><br/> <a href="https://dec.usaid.gov/dec/content/Detail.aspx?VID=47&amp;ctID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&amp;rID=NjlxODA1">https://dec.usaid.gov/dec/content/Detail.aspx?VID=47&amp;ctID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&amp;rID=NjlxODA1</a></p>  |
| <p><b>Leçons Apprises de la Première Campagne de L'Odop dans le District D'Ambanja</b><br/> <a href="https://dec.usaid.gov/dec/content/Detail.aspx?VID=47&amp;ctID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&amp;rID=NjlxNzk2">https://dec.usaid.gov/dec/content/Detail.aspx?VID=47&amp;ctID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&amp;rID=NjlxNzk2</a></p>  |
| <p><b>Land Tenure Situation in the Sambirano Valley, Ambanja District</b><br/> <a href="https://dec.usaid.gov/dec/content/Detail.aspx?VID=47&amp;ctID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&amp;rID=NjlxMzAw">https://dec.usaid.gov/dec/content/Detail.aspx?VID=47&amp;ctID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&amp;rID=NjlxMzAw</a></p>   |
| <p><b>La Situation Foncière Dans La Vallee de Sambirano, District D'Ambanja</b><br/> <a href="https://dec.usaid.gov/dec/content/Detail.aspx?VID=47&amp;ctID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&amp;rID=NjlxMzAy">https://dec.usaid.gov/dec/content/Detail.aspx?VID=47&amp;ctID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&amp;rID=NjlxMzAy</a></p>   |

## MALAWI

### Malawi Factsheet

<https://dec.usaid.gov/dec/content/Detail.aspx?vID=47&ctID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&rID=NjlzODU2>

### Gender and Land in Traditional Authority Mwanambo in Malawi: Gender Assessment Report

<https://dec.usaid.gov/dec/content/Detail.aspx?vID=47&ctID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&rID=NjE5NTQl>

### Gender and Land in Traditional Land Management Area (TLMA) Mwanambo in Malawi: Gender Assessment Brief

<https://dec.usaid.gov/dec/content/Detail.aspx?vID=47&ctID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&rID=NjE5OTew>

### ILRG Malawi Implementation Plan

<https://www.land-links.org/document/ilrg-malawi-implementation-plan/>

### Putting Customary Land on the Map

<https://www.land-links.org/2022/08/putting-customary-land-on-the-map/>

### Practical Implementation Guide on Gender Equality and Social Inclusion in Customary Land Registration in Malawi

<https://dec.usaid.gov/dec/content/Detail.aspx?vID=47&ctID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&rID=NjlxODAw>

### Lessons Learned: Integrating Gender Equality and Social Inclusion into Customary Land Documentation in Malawi

[https://dec.usaid.gov/dec/content/Detail\\_Presto.aspx?vID=47&ctID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&rID=NjlxMDQw](https://dec.usaid.gov/dec/content/Detail_Presto.aspx?vID=47&ctID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&rID=NjlxMDQw)

### Training Manual for Household Dialogues on Gender Norms in the Context of Land Rights in Malawi

<https://dec.usaid.gov/dec/content/Detail.aspx?vID=47&ctID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&rID=NjlxNTlw>

### Simplified Training on Gender Norms Dialogue Sessions for Customary Land Committee Members in Malawi

<https://dec.usaid.gov/dec/content/Detail.aspx?vID=47&ctID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&rID=NjlxNTlx>

### Women's Empowerment and Leadership Training Manual for Women in Customary Land Committees in Malawi

<https://dec.usaid.gov/dec/content/Detail.aspx?vID=47&ctID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&rID=NjlxNzc3>

### Gender Norms Dialogue for Traditional Leaders in Malawi Training Manual

<https://dec.usaid.gov/dec/content/Detail.aspx?vID=47&ctID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&rID=NjlxNzc1>

### ILRG Malawi Final Report: Reflections from Customary Land Documentation Scaling Project

<https://dec.usaid.gov/dec/content/Detail.aspx?vID=47&ctID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&rID=NjlyMDgx>

## MOZAMBIQUE

### ILRG Mozambique Fact Sheet

<https://dec.usaid.gov/dec/content/Detail.aspx?vID=47&ctID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&rID=NjlzODQ5>



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| <p><b>Mozambique Gender, Youth, and Social Inclusion Assessment</b><br/> <a href="https://dec.usaid.gov/dec/content/Detail_Presto.aspx?VID=47&amp;ctID=ODVhZjk4NWQ0tM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&amp;rID=NjE5OTEy">https://dec.usaid.gov/dec/content/Detail_Presto.aspx?VID=47&amp;ctID=ODVhZjk4NWQ0tM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&amp;rID=NjE5OTEy</a></p>  |
| <p><b>Gênero, juventude, e inclusão social no acesso a terras e oportunidades econômicas</b><br/> <a href="https://dec.usaid.gov/dec/content/Detail.aspx?VID=47&amp;ctID=ODVhZjk4NWQ0tM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&amp;rID=NjlzODlw">https://dec.usaid.gov/dec/content/Detail.aspx?VID=47&amp;ctID=ODVhZjk4NWQ0tM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&amp;rID=NjlzODlw</a></p>                                 |
| <p><b>Gender, Youth, and Social Inclusion in Access to Land and Economic Opportunities</b><br/> <a href="https://www.land-links.org/document/gender-youth-and-social-inclusion-in-access-to-land-and-economic-opportunities/">https://www.land-links.org/document/gender-youth-and-social-inclusion-in-access-to-land-and-economic-opportunities/</a></p>   |
| <p><b>Lessons on Gender, Youth and Social Inclusion in Zambezia Province, Mozambique</b><br/> <a href="https://dec.usaid.gov/dec/content/Detail.aspx?VID=47&amp;ctID=ODVhZjk4NWQ0tM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&amp;rID=NjlzODYz">https://dec.usaid.gov/dec/content/Detail.aspx?VID=47&amp;ctID=ODVhZjk4NWQ0tM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&amp;rID=NjlzODYz</a></p>                                     |
| <p><b>Gender, Youth, and Land Tenure: Lessons from Zambezia, Mozambique</b><br/> <a href="https://dec.usaid.gov/dec/content/Detail.aspx?VID=47&amp;ctID=ODVhZjk4NWQ0tM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&amp;rID=NjlzODM2">https://dec.usaid.gov/dec/content/Detail.aspx?VID=47&amp;ctID=ODVhZjk4NWQ0tM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&amp;rID=NjlzODM2</a></p>  |
| <p><b>Lessons from the Field: Operational Lessons from Delimiting Community and Family Lands</b><br/> <a href="https://www.land-links.org/document/lessons-from-the-field-operational-lessons-from-delimiting-community-and-family-lands/">https://www.land-links.org/document/lessons-from-the-field-operational-lessons-from-delimiting-community-and-family-lands/</a></p>   |
| <p><b>What Corporations and Smallholder Farmers both Need: Land Rights</b><br/> <a href="https://nextbillion.net/corporations-smallholder-farmers-land-rights/">https://nextbillion.net/corporations-smallholder-farmers-land-rights/</a></p>   |
| <p><b>Madal and USAID Encourage Productive Use of Land by Community Members - USAID Site</b><br/> <a href="https://www.usaid.gov/mozambique/documents/madal-and-usaid-encourage-productive-use-land-community-members">https://www.usaid.gov/mozambique/documents/madal-and-usaid-encourage-productive-use-land-community-members</a></p>   |
| <p><b>In Her Own Hands: Empowering Rural Women Farmers in Mozambique</b><br/> <a href="https://www.land-links.org/2021/10/in-her-own-hands-empowering-rural-women-farmers-in-mozambique/">https://www.land-links.org/2021/10/in-her-own-hands-empowering-rural-women-farmers-in-mozambique/</a></p>   |
| <p><b>Putting Community Land Rights First: Responsible Private-sector Divestment in Mozambique</b><br/> <a href="https://www.land-links.org/2022/10/putting-community-land-rights-first-responsible-private-sector-divestment-in-mozambique/">https://www.land-links.org/2022/10/putting-community-land-rights-first-responsible-private-sector-divestment-in-mozambique/</a></p>                                     |
| <p><b>From Conflict to Public-private Partnerships: Securing Land-use Rights and Livelihoods in Mozambique</b><br/> <a href="https://www.land-links.org/2022/10/from-conflict-to-public-private-partnerships-securing-land-use-rights-and-livelihoods-in-mozambique/">https://www.land-links.org/2022/10/from-conflict-to-public-private-partnerships-securing-land-use-rights-and-livelihoods-in-mozambique/</a></p> |
| <p><b>In Mozambique, Building Trust Through Land Rights</b><br/> <a href="https://www.land-links.org/2020/11/in-mozambique-building-trust-through-land-rights/">https://www.land-links.org/2020/11/in-mozambique-building-trust-through-land-rights/</a></p>  |
| <p><b>More Land Rights Mean Fewer Fires in Mozambique</b><br/> <a href="https://www.land-links.org/2020/03/more-land-rights-mean-fewer-fires-in-mozambique/">https://www.land-links.org/2020/03/more-land-rights-mean-fewer-fires-in-mozambique/</a></p>  |
| <p><b>Case Study: Responsible Land-Based Investment Project in Mozambique</b><br/> <a href="https://www.land-links.org/case-study/responsible-land-based-investment-project-in-mozambique/">https://www.land-links.org/case-study/responsible-land-based-investment-project-in-mozambique/</a></p>  |
| <p><b>Case Study: Grupo Madal – Securing Women’s Rights to Productive Land</b><br/> <a href="https://www.land-links.org/case-study/grupo-madal-securing-womens-rights-to-productive-land/">https://www.land-links.org/case-study/grupo-madal-securing-womens-rights-to-productive-land/</a></p>   |

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| <p><b>Case Study: Green Resources – Responsible Private Sector Divestment</b><br/> <a href="https://www.land-links.org/case-study/green-resources-responsible-private-sector-divestment/">https://www.land-links.org/case-study/green-resources-responsible-private-sector-divestment/</a></p>  |
| <p><b>Land Rights and Natural Disaster Displacement in Sofala Province, Mozambique</b><br/> <a href="https://dec.usaid.gov/dec/content/Detail.aspx?VID=47&amp;ctID=ODVhZjk4NwQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&amp;rID=Njl0ODUz">https://dec.usaid.gov/dec/content/Detail.aspx?VID=47&amp;ctID=ODVhZjk4NwQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&amp;rID=Njl0ODUz</a></p>   |
| <p><b>Exploring an Ingrower/Outgrower Model with Grupo Madal in Zambezia, Mozambique</b><br/> <a href="https://dec.usaid.gov/dec/content/Detail.aspx?VID=47&amp;ctID=ODVhZjk4NwQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&amp;rID=Njl0ODUw">https://dec.usaid.gov/dec/content/Detail.aspx?VID=47&amp;ctID=ODVhZjk4NwQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&amp;rID=Njl0ODUw</a></p>   |
| <p><b>Final Report on Responsible Land Disinvestment Activity with Green Resources AS:Activities, Results and Lessons Learned</b><br/> <a href="https://dec.usaid.gov/dec/content/Detail.aspx?VID=47&amp;ctID=ODVhZjk4NwQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&amp;rID=Njl4MDk0">https://dec.usaid.gov/dec/content/Detail.aspx?VID=47&amp;ctID=ODVhZjk4NwQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&amp;rID=Njl4MDk0</a></p>  |
| <p><b>Land Divestment: Comparing Experiences with Returning Land to Local Communities in Mozambique and Tanzania - Forthcoming</b></p>  |
| <p><b>ILRG Mozambique Final Report: Experience with Community Land Rights, Private Sector Partnerships, and Climate Change Vulnerability</b><br/> <a href="https://dec.usaid.gov/dec/content/Detail.aspx?VID=47&amp;ctID=ODVhZjk4NwQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&amp;rID=Njl4MDk1">https://dec.usaid.gov/dec/content/Detail.aspx?VID=47&amp;ctID=ODVhZjk4NwQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&amp;rID=Njl4MDk1</a></p>   |
| <p><b>ZAMBIA</b></p>  |
| <p><b>Brief: Gender Assessment of the Wildlife Sector in Zambia</b><br/> <a href="https://land-links.org/document/gender-assessment-of-the-wildlife-sector-in-zambia-brief/">https://land-links.org/document/gender-assessment-of-the-wildlife-sector-in-zambia-brief/</a></p>  |
| <p><b>Gender Assessment of the Wildlife Sector in Zambia</b><br/> <a href="https://land-links.org/document/gender-assessment-of-the-wildlife-sector-in-zambia/">https://land-links.org/document/gender-assessment-of-the-wildlife-sector-in-zambia/</a></p>   |
| <p><b>Community-based Natural Resource Management in Zambia:A review of institutional reforms and lessons learned from the field</b><br/> <a href="https://land-links.org/document/community-based-natural-resource-management-in-zambia-a-review-of-institutional-reforms-and-lessons-learned-from-the-field/">https://land-links.org/document/community-based-natural-resource-management-in-zambia-a-review-of-institutional-reforms-and-lessons-learned-from-the-field/</a></p> |
| <p><b>Strengthening community-based natural resource management in Zambia</b><br/> <a href="https://www.land-links.org/2020/09/strengthening-community-based-natural-resource-management-in-zambia/">https://www.land-links.org/2020/09/strengthening-community-based-natural-resource-management-in-zambia/</a></p>  |
| <p><b>USAID partnership in Zambia strengthens advocacy for community rights</b><br/> <a href="https://www.land-links.org/2020/09/usa-id-partnership-in-zambia-strengthens-advocacy-for-community-rights/">https://www.land-links.org/2020/09/usa-id-partnership-in-zambia-strengthens-advocacy-for-community-rights/</a></p>  |
| <p><b>Wildlife Resource Governance in Zambia:Where are the Women?</b><br/> <a href="https://www.land-links.org/2020/06/wildlife-resource-governance-in-zambia-where-are-the-women/">https://www.land-links.org/2020/06/wildlife-resource-governance-in-zambia-where-are-the-women/</a></p>  |
| <p><b>In Tribute to a Land and Gender Champion: Chief Nyamphande</b><br/> <a href="https://www.land-links.org/2020/02/in-tribute-to-a-land-and-gender-champion-chief-nyamphande/">https://www.land-links.org/2020/02/in-tribute-to-a-land-and-gender-champion-chief-nyamphande/</a></p>   |
| <p><b>Mapping a Better Future for Africa's Farmers</b><br/> <a href="https://www.project-syndicate.org/commentary/mapping-land-tenure-digitially-in-africa-by-matt-sommerville-2020-09">https://www.project-syndicate.org/commentary/mapping-land-tenure-digitially-in-africa-by-matt-sommerville-2020-09</a></p>   |

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| <p><b>Integrated Land and Resources Governance (ILRG): Key Achievements on Women's Land Rights and Women's Economic Empowerment in Zambia</b><br/> <a href="https://dec.usaid.gov/dec/content/Detail.aspx?viD=47&amp;ctID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&amp;rID=NjlzODU0">https://dec.usaid.gov/dec/content/Detail.aspx?viD=47&amp;ctID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&amp;rID=NjlzODU0</a></p> |
| <p><b>Partner Impact Profile: FZS</b><br/> <a href="https://land-links.org/document/frankfurt-zoological-society/">https://land-links.org/document/frankfurt-zoological-society/</a></p>   |
| <p><b>Partner Impact Profile: ZCRBA</b><br/> <a href="https://land-links.org/document/zambia-community-resources-board-association/">https://land-links.org/document/zambia-community-resources-board-association/</a></p>   |
| <p><b>Partner Impact Profile: CDLA</b><br/> <a href="https://land-links.org/document/chipata-district-land-alliance/">https://land-links.org/document/chipata-district-land-alliance/</a></p>  |
| <p><b>Partner Impact Profile: Comaco</b><br/> <a href="https://land-links.org/document/community-markets-for-conservation-comaco/">https://land-links.org/document/community-markets-for-conservation-comaco/</a></p>  |
| <p><b>Partner Impact Profile: WPAZ</b><br/> <a href="https://land-links.org/document/wildlife-producers-association-of-zambia/">https://land-links.org/document/wildlife-producers-association-of-zambia/</a></p>  |
| <p><b>Partner Impact Profile: PDLA</b><br/> <a href="https://land-links.org/document/petauke-district-land-alliance/">https://land-links.org/document/petauke-district-land-alliance/</a></p>  |
| <p><b>Zambia Launches National Land Policy</b><br/> <a href="https://landportal.org/blog-post/2021/06/zambia-launches-national-land-policy-usaid-assistance">https://landportal.org/blog-post/2021/06/zambia-launches-national-land-policy-usaid-assistance</a></p>  |
| <p><b>Growing a Wildlife Industry in Zambia</b><br/> <a href="https://www.land-links.org/2022/05/growing-a-wildlife-industry-in-zambia/">https://www.land-links.org/2022/05/growing-a-wildlife-industry-in-zambia/</a></p>   |
| <p><b>Learning to Share the Land in Zambia</b><br/> <a href="https://www.land-links.org/2022/03/learning-to-share-the-land-in-zambia/">https://www.land-links.org/2022/03/learning-to-share-the-land-in-zambia/</a></p>  |
| <p><b>Documenting Individual Land Rights to Save Zambia's Forests</b><br/> <a href="https://medium.com/usaid-2030/documenting-individual-land-rights-to-save-zambias-forests-144540412027">https://medium.com/usaid-2030/documenting-individual-land-rights-to-save-zambias-forests-144540412027</a></p>   |
| <p><b>Breaking Down Employment Barriers In Zambia: Increasing Opportunities for Female Community Scouts</b><br/> <a href="https://www.land-links.org/2021/02/breaking-down-employment-barriers-in-zambia-increasing-opportunities-for-female-community-scouts/">https://www.land-links.org/2021/02/breaking-down-employment-barriers-in-zambia-increasing-opportunities-for-female-community-scouts/</a></p>                         |
| <p><b>Ensuring Girls Inherit their Fair Share in Zambia</b><br/> <a href="https://www.land-links.org/2020/10/ensuring-girls-inherit-their-fair-share-in-zambia/">https://www.land-links.org/2020/10/ensuring-girls-inherit-their-fair-share-in-zambia/</a></p>   |
| <p><b>Increasing Women's Participation in Community Resources Boards in Zambia: Outcomes and Lessons Learned from the Election process</b><br/> <a href="https://dec.usaid.gov/dec/content/Detail.aspx?viD=47&amp;ctID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&amp;rID=NjlzODYx">https://dec.usaid.gov/dec/content/Detail.aspx?viD=47&amp;ctID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&amp;rID=NjlzODYx</a></p>    |
| <p><b>Increasing Women's Participation in Community Natural Resource Governance in Zambia</b><br/> <a href="https://dec.usaid.gov/dec/content/Detail.aspx?viD=47&amp;ctID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&amp;rID=NjlzODQw">https://dec.usaid.gov/dec/content/Detail.aspx?viD=47&amp;ctID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&amp;rID=NjlzODQw</a></p>   |



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| <p><b>Gender-Based Violence and Land Documentation and Administration in Zambia: Emerging Lessons from Implementation</b><br/> <a href="https://dec.usaid.gov/dec/content/Detail.aspx?VID=47&amp;ctID=ODVhZjk4NwQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&amp;rID=NjlzODM4">https://dec.usaid.gov/dec/content/Detail.aspx?VID=47&amp;ctID=ODVhZjk4NwQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&amp;rID=NjlzODM4</a></p> |
| <p><b>Lessons Learned from Pilot Fee-for-Service Customary Land Documentation in Zambia</b><br/> <a href="https://dec.usaid.gov/dec/content/Detail.aspx?VID=47&amp;ctID=ODVhZjk4NwQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&amp;rID=NjlzODYy">https://dec.usaid.gov/dec/content/Detail.aspx?VID=47&amp;ctID=ODVhZjk4NwQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&amp;rID=NjlzODYy</a></p>                               |
| <p><b>Gender-based Violence in the Natural Resource Sector in Zambia</b><br/> <a href="https://dec.usaid.gov/dec/content/Detail.aspx?VID=47&amp;ctID=ODVhZjk4NwQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&amp;rID=NjE5OTEz">https://dec.usaid.gov/dec/content/Detail.aspx?VID=47&amp;ctID=ODVhZjk4NwQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&amp;rID=NjE5OTEz</a></p>  |
| <p><b>In Her Name: Securing Land Tenure for Women in Zambia</b><br/> <a href="https://www.iied.org/her-name-securing-land-tenure-for-women-zambia">https://www.iied.org/her-name-securing-land-tenure-for-women-zambia</a></p>   |
| <p><b>Young Women Stand Their Ground in Zambia’s Wildlife Sector</b><br/> <a href="https://www.land-links.org/2021/08/young-women-stand-their-ground-in-zambias-wildlife-sector/">https://www.land-links.org/2021/08/young-women-stand-their-ground-in-zambias-wildlife-sector/</a></p>  |
| <p><b>Traditional Leaders in Zambia Shift Gender Norms and Strengthen Women’s Land Rights</b><br/> <a href="https://www.iied.org/traditional-leaders-zambia-shift-gender-norms-strengthen-womens-land-rights">https://www.iied.org/traditional-leaders-zambia-shift-gender-norms-strengthen-womens-land-rights</a></p>   |
| <p><b>The Voice of Leadership: Women in Wildlife in Zambia</b><br/> <a href="https://www.land-links.org/2021/03/the-voice-of-leadership-of-women-in-wildlife-in-zambia/">https://www.land-links.org/2021/03/the-voice-of-leadership-of-women-in-wildlife-in-zambia/</a></p>  |
| <p><b>Nancy Mutemba, Community Liaison Assistant and Gender Focal Person, Frankfurt Zoological Society</b><br/> <a href="https://www.land-links.org/2021/03/nancy-mutemba-community-liaison-assistant-and-gender-focal-person-frankfurt-zoological-society/">https://www.land-links.org/2021/03/nancy-mutemba-community-liaison-assistant-and-gender-focal-person-frankfurt-zoological-society/</a></p>          |
| <p><b>Harriet Mupeta – Mukungule CRB Board Secretary</b><br/> <a href="https://www.land-links.org/2021/03/harriet-mupeta-mukungule-crb-board-secretary/">https://www.land-links.org/2021/03/harriet-mupeta-mukungule-crb-board-secretary/</a></p>  |
| <p><b>Unwilling to buy votes, Catherine Chatata – Nabwalya CRB</b><br/> <a href="https://www.land-links.org/2021/03/unwilling-to-buy-votes-catherine-chatata-nabwalya-crb/">https://www.land-links.org/2021/03/unwilling-to-buy-votes-catherine-chatata-nabwalya-crb/</a></p>  |
| <p><b>Without Women there is No Tradition, Chief Chikwa – Chikwa CRB Patron</b><br/> <a href="https://www.land-links.org/2021/03/without-women-there-is-no-tradition-chief-chikwa-chikwa-crb-patron/">https://www.land-links.org/2021/03/without-women-there-is-no-tradition-chief-chikwa-chikwa-crb-patron/</a></p>   |
| <p><b>Agnes Chavula – Chikwa CRB Chairperson</b><br/> <a href="https://www.land-links.org/2021/03/agnes-chavula-chikwa-crb-chairperson/">https://www.land-links.org/2021/03/agnes-chavula-chikwa-crb-chairperson/</a></p>  |
| <p><b>Zambia Resource Tenure and Governance Review (January – December 2019)</b><br/> <a href="https://dec.usaid.gov/dec/content/Detail.aspx?VID=47&amp;ctID=ODVhZjk4NwQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&amp;rID=NjlzODgz">https://dec.usaid.gov/dec/content/Detail.aspx?VID=47&amp;ctID=ODVhZjk4NwQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&amp;rID=NjlzODgz</a></p>  |
| <p><b>2020 Review of Zambian Land Governance News</b><br/> <a href="https://dec.usaid.gov/dec/content/Detail.aspx?VID=47&amp;ctID=ODVhZjk4NwQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&amp;rID=NjlzODc3">https://dec.usaid.gov/dec/content/Detail.aspx?VID=47&amp;ctID=ODVhZjk4NwQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&amp;rID=NjlzODc3</a></p>   |
| <p><b>2020 Land and Resource Governance Research Symposium Report</b><br/> <a href="https://dec.usaid.gov/dec/content/Detail.aspx?VID=47&amp;ctID=ODVhZjk4NwQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&amp;rID=NjlzODc2">https://dec.usaid.gov/dec/content/Detail.aspx?VID=47&amp;ctID=ODVhZjk4NwQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&amp;rID=NjlzODc2</a></p>   |

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| <p><b>Scaling Up Community Forest Management in Zambia 2021</b><br/> <a href="https://dec.usaid.gov/dec/content/Detail.aspx?vID=47&amp;ctID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&amp;rID=NjlzODgx">https://dec.usaid.gov/dec/content/Detail.aspx?vID=47&amp;ctID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&amp;rID=NjlzODgx</a></p>   |
| <p><b>Report on the 2021 Community Game Ranching and Private Wildlife Estate Webinar Series</b><br/> <a href="https://dec.usaid.gov/dec/content/Detail.aspx?vID=47&amp;ctID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&amp;rID=NjlzODc5">https://dec.usaid.gov/dec/content/Detail.aspx?vID=47&amp;ctID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&amp;rID=NjlzODc5</a></p>                     |
| <p><b>Report on the 2021 Women's Land Rights Webinar Series</b><br/> <a href="https://dec.usaid.gov/dec/content/Detail.aspx?vID=47&amp;ctID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&amp;rID=NjlzODgw">https://dec.usaid.gov/dec/content/Detail.aspx?vID=47&amp;ctID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&amp;rID=NjlzODgw</a></p>   |
| <p><b>Zambia's House of Chiefs Speak Up for Gender Equality</b><br/> <a href="https://www.land-links.org/2021/12/zambias-house-of-chiefs-speak-up-for-gender-equality/">https://www.land-links.org/2021/12/zambias-house-of-chiefs-speak-up-for-gender-equality/</a></p>   |
| <p><b>Zambia's Chiefs Champion Gender Equality in Land and Natural Resource Governance</b><br/> <a href="https://www.iied.org/zambias-chiefs-champion-gender-equality-land-natural-resource-governance">https://www.iied.org/zambias-chiefs-champion-gender-equality-land-natural-resource-governance</a></p>  |
| <p><b>House of Chiefs Gender Guidelines for Traditional Leaders in Natural Resource Management in the Chiefdoms</b><br/> <a href="https://dec.usaid.gov/dec/content/Detail.aspx?vID=47&amp;ctID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&amp;rID=NjlzODY2">https://dec.usaid.gov/dec/content/Detail.aspx?vID=47&amp;ctID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&amp;rID=NjlzODY2</a></p> |
| <p><b>Land Documentation for Financial Inclusion Brief</b><br/> <a href="https://dec.usaid.gov/dec/content/Detail.aspx?vID=47&amp;ctID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&amp;rID=NjlzODOy">https://dec.usaid.gov/dec/content/Detail.aspx?vID=47&amp;ctID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&amp;rID=NjlzODOy</a></p>  |
| <p><b>CBNRM Governance Manuals: Managing Wildlife Resources</b><br/> <a href="https://dec.usaid.gov/dec/content/Detail.aspx?vID=47&amp;ctID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&amp;rID=NjlxODA3">https://dec.usaid.gov/dec/content/Detail.aspx?vID=47&amp;ctID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&amp;rID=NjlxODA3</a></p>   |
| <p><b>CBNRM Governance Manuals: Procurement Procedures</b><br/> <a href="https://dec.usaid.gov/dec/content/Detail.aspx?vID=47&amp;ctID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&amp;rID=NjlxODO5">https://dec.usaid.gov/dec/content/Detail.aspx?vID=47&amp;ctID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&amp;rID=NjlxODO5</a></p>  |
| <p><b>CBNRM Governance Manuals: VAG Management</b><br/> <a href="https://dec.usaid.gov/dec/content/Detail.aspx?vID=47&amp;ctID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&amp;rID=NjlxODA2">https://dec.usaid.gov/dec/content/Detail.aspx?vID=47&amp;ctID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&amp;rID=NjlxODA2</a></p>  |
| <p><b>CBNRM Governance Manuals: CRB Constitutions</b><br/> <a href="https://dec.usaid.gov/dec/content/Detail.aspx?vID=47&amp;ctID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&amp;rID=NjlxODO0">https://dec.usaid.gov/dec/content/Detail.aspx?vID=47&amp;ctID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&amp;rID=NjlxODO0</a></p>   |
| <p><b>CBNRM Governance Manuals: Annual General Meetings</b><br/> <a href="https://dec.usaid.gov/dec/content/Detail.aspx?vID=47&amp;ctID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&amp;rID=NjlxODQz">https://dec.usaid.gov/dec/content/Detail.aspx?vID=47&amp;ctID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&amp;rID=NjlxODQz</a></p>   |
| <p><b>CBNRM Governance Manuals: CRB Reporting Requirements</b><br/> <a href="https://dec.usaid.gov/dec/content/Detail.aspx?vID=47&amp;ctID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&amp;rID=NjlxODUx">https://dec.usaid.gov/dec/content/Detail.aspx?vID=47&amp;ctID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&amp;rID=NjlxODUx</a></p>  |
| <p><b>CBNRM Governance Manuals: CRB Roles and Responsibilities</b><br/> <a href="https://dec.usaid.gov/dec/content/Detail.aspx?vID=47&amp;ctID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&amp;rID=NjlxODU0">https://dec.usaid.gov/dec/content/Detail.aspx?vID=47&amp;ctID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&amp;rID=NjlxODU0</a></p>  |
| <p><b>CBNRM Governance Manuals: Human Resources Management</b><br/> <a href="https://dec.usaid.gov/dec/content/Detail.aspx?vID=47&amp;ctID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&amp;rID=NjlxODQ1">https://dec.usaid.gov/dec/content/Detail.aspx?vID=47&amp;ctID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&amp;rID=NjlxODQ1</a></p>  |

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| <p><b>CBNRM Governance Manuals: Human Wildlife Co-Existence</b><br/> <a href="https://dec.usaid.gov/dec/content/Detail.aspx?vID=47&amp;ctID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&amp;rID=NjlxMzA0">https://dec.usaid.gov/dec/content/Detail.aspx?vID=47&amp;ctID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&amp;rID=NjlxMzA0</a></p>  |
| <p><b>CBNRM Governance Manuals: Gender Equality in Natural Resource Management</b><br/> <a href="https://dec.usaid.gov/dec/content/Detail.aspx?vID=47&amp;ctID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&amp;rID=NjlxMzAz">https://dec.usaid.gov/dec/content/Detail.aspx?vID=47&amp;ctID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&amp;rID=NjlxMzAz</a></p>   |
| <p><b>CBNRM Governance Manuals: Facilitator's Guide</b><br/> <a href="https://dec.usaid.gov/dec/content/Detail.aspx?vID=47&amp;ctID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&amp;rID=NjlxMzAx">https://dec.usaid.gov/dec/content/Detail.aspx?vID=47&amp;ctID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&amp;rID=NjlxMzAx</a></p>  |
| <p><b>Practical Implementation Guide on Gender Equality and Social Inclusion in Customary Land Documentation in Zambia</b><br/> <a href="https://dec.usaid.gov/dec/content/Detail.aspx?vID=47&amp;ctID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&amp;rID=NjlxNzk4">https://dec.usaid.gov/dec/content/Detail.aspx?vID=47&amp;ctID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&amp;rID=NjlxNzk4</a></p>   |
| <p><b>Gender-responsive Land Administration in Local Authorities in Zambia</b><br/> <a href="https://dec.usaid.gov/dec/content/Detail.aspx?vID=47&amp;ctID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&amp;rID=NjlxOTc1">https://dec.usaid.gov/dec/content/Detail.aspx?vID=47&amp;ctID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&amp;rID=NjlxOTc1</a></p>   |
| <p><b>Gender-responsive Land Administration in Local Authorities in Zambia: Simplified Practice Notes</b><br/> <a href="https://dec.usaid.gov/dec/content/Detail.aspx?vID=47&amp;ctID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&amp;rID=NjlzODE2">https://dec.usaid.gov/dec/content/Detail.aspx?vID=47&amp;ctID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&amp;rID=NjlzODE2</a></p>  |
| <p><b>Women's Leadership and Empowerment Training Manual for Community Natural Resource Governance in Zambia</b><br/> <a href="https://dec.usaid.gov/dec/content/Detail.aspx?vID=47&amp;ctID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&amp;rID=NjlxODA5">https://dec.usaid.gov/dec/content/Detail.aspx?vID=47&amp;ctID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&amp;rID=NjlxODA5</a></p>   |
| <p><b>Lessons for Dialogue Among Wildlife and Community Forest Management Sectors in Zambia</b><br/> <a href="https://dec.usaid.gov/dec/content/Detail.aspx?vID=47&amp;ctID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&amp;rID=NjlxMjk5">https://dec.usaid.gov/dec/content/Detail.aspx?vID=47&amp;ctID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&amp;rID=NjlxMjk5</a></p>  |
| <p><b>Strengthening the Capacity of Traditional Leaders to Champion Gender Equality in Zambia Lessons Learned Piloting Gender Guidelines for Natural Resource Management</b><br/> <a href="https://dec.usaid.gov/dec/content/Detail.aspx?vID=47&amp;ctID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&amp;rID=Njl0NjU5">https://dec.usaid.gov/dec/content/Detail.aspx?vID=47&amp;ctID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&amp;rID=Njl0NjU5</a></p> |
| <p><b>Lessons on Forest and Wildlife Sector Integration in Zambia</b><br/> <a href="https://dec.usaid.gov/dec/content/Detail.aspx?vID=47&amp;ctID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&amp;rID=Njl0NjY0">https://dec.usaid.gov/dec/content/Detail.aspx?vID=47&amp;ctID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&amp;rID=Njl0NjY0</a></p>  |
| <p><b>Assessment of the data reporting system of the Zambia National Community Resource Board Association</b><br/> <a href="https://dec.usaid.gov/dec/content/Detail.aspx?vID=47&amp;ctID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&amp;rID=Njl0ODO3">https://dec.usaid.gov/dec/content/Detail.aspx?vID=47&amp;ctID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&amp;rID=Njl0ODO3</a></p>  |
| <p><b>Issue Brief: Lessons Learned for Community Game Ranching in Zambia</b><br/> <a href="https://dec.usaid.gov/dec/content/Detail.aspx?vID=47&amp;ctID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&amp;rID=Njl4MTA1">https://dec.usaid.gov/dec/content/Detail.aspx?vID=47&amp;ctID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&amp;rID=Njl4MTA1</a></p>   |
| <p><b>Sustainable Landscapes Opportunities Analysis for Zambia</b><br/> <a href="https://dec.usaid.gov/dec/content/Detail.aspx?vID=47&amp;ctID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&amp;rID=Njl4MTA2">https://dec.usaid.gov/dec/content/Detail.aspx?vID=47&amp;ctID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&amp;rID=Njl4MTA2</a></p>   |



# ANNEX 2 - INDICATORS

Data reporting on **ILRG's 31 indicators** is done by country. Table reports Life of Project (LOP) totals per indicator by country. Dashes indicate where an indicator is not relevant for a given country. WEE indicators are noted throughout next to the indicator title. Tables present standard indicators, arranged by indicator ID, followed by custom indicators.

| N° | PERFORMANCE INDICATOR NAME   | GHANA | INDIA | LIBERIA | MADAGASCAR | MALAWI | MOZAMBIQUE  | ZAMBIA | LOP TOTAL   |
|----|--|-------|-------|---------|------------|--------|-------------|--------|-------------|
| 13 | Number of groups trained in conflict mediation/ resolution skills or consensus-building techniques with USG assistance [DR.3.1-2]  | -     | -     | -       | -          | 26     | -           | 51     | 77          |
| 45 | Value of new USG commitments and private sector investment leveraged by the USG to support food security and nutrition [EG.3.1-14, WEE]  | -     | -     | -       | -          | -      | \$3,267,231 | -      | \$3,267,231 |
| 31 | Number of individuals in the agriculture system who have applied improved management practices or technologies with USG assistance [EG.3.2-24, WEE]                                | 1,486 | 2,164 | -       | -          | -      | 4,127       | -      | 9,520       |
| 38 | PROWEAI score [EG.3-f]   | -     | 0.60  | -       | -          | -      | -           | -      | 0.60        |
| 34 | Total number of clients benefitting from financial services provided through USG-assisted financial intermediaries, including non-financial institutions or actors [EG.4.2-1, WEE] | -     | -     | -       | -          | -      | -           | 747    | 747         |
| 44 | Number of days of USG-funded training provided to support microenterprise development [EG.4.2-4, WEE]  | -     | 3,014 | -       | -          | -      | -           | -      | 3,014       |
| 36 | Number of microenterprises supported by USG assistance [EG.5-3, WEE]   | -     | 2,231 | -       | -          | -      | 10,504      | 73     | 14,541      |

| N°  | PERFORMANCE INDICATOR NAME   | GHANA | INDIA | LIBERIA | MADAGASCAR | MALAWI | MOZAMBIQUE | ZAMBIA    | LOP TOTAL |
|-----|--|-------|-------|---------|------------|--------|------------|-----------|-----------|
| 9   | Number of hectares of biologically significant areas under improved natural resource management as a result of USG assistance [EG.10.2-2]  | -     | -     | -       | -          | -      | -          | 1,383,368 | 1,383,368 |
| 29  | Number of people with improved economic benefits derived from sustainable natural resource management and/or biodiversity conservation as a result of USG assistance [EG.10.2-3,WEE]   | -     | -     | -       | -          | -      | -          | 5,744     | 5,744     |
| 11c | Number of laws, policies, regulations, or standards, addressing biodiversity categories, officially proposed, adopted, or implemented as a result of USG assistance [EG.10.2-5]  | -     | -     | -       | -          | -      | -          | 16        | 16        |
| 2   | Number of specific pieces of land tenure and property rights (LTPR) legislation or implementing regulations proposed, adopted, and/or implemented positively affecting property rights of the urban and/or rural poor as a result of United States government (USG) assistance [EG.10.4-1,WEE] | 14    | 4     | 45      | 3          | 7      | 183        | 23        | 279       |
| 4   | Number of disputed land and property rights cases resolved by local authorities, contractors, mediators, or courts as a result of USG assistance [EG.10.4-3]   | -     | -     | -       | -          | -      | 23         | 1,343     | 1,366     |
| 3   | Percent of people with access to a land administration or service entity, office, or other related facility that the project technically or physically establishes or upgrades who report awareness and understanding of the services offered [EG.10.4-4]                                      | -     | -     | -       | -          | -      | 0%*        | 90%       | 22%       |
| 5   | Number of parcels with relevant parcel information corrected or incorporated into an official land administration system as a result of USG assistance [EG.10.4-5]   | -     | -     | -       | -          | -      | 13,361     | 23,050    | 36,411    |

| N°  | PERFORMANCE INDICATOR NAME   | GHANA     | INDIA | LIBERIA | MADAGASCAR | MALAWI | MOZAMBIQUE | ZAMBIA   | LOP TOTAL |
|-----|--|-----------|-------|---------|------------|--------|------------|----------|-----------|
| 1a  | Number of adults provided with legally recognized and documented tenure rights to land or marine areas, as a result of USG assistance. [EG.10.4-7,WEE]   | 1,421     | -     | 195,195 | -          | 17,536 | 254,217    | 84,870   | 553.239   |
| 1b  | Number and proportion of adults who perceive their tenure rights to land or marine areas as secure with USG assistance [EG.10.4-8,WEE]   | 0**       | 1,886 | -       | -          | -      | 204,549    | 84,870   | 291,305   |
| 7a  | Number of institutions with improved capacity in adaptation [EG.11-2]  | 5         | -     | -       | -          | -      | -          | -        | 5         |
| 26  | Number of people trained in sustainable landscapes [EG.13-1]   | 299       | -     | -       | -          | -      | -          | -        | 299       |
| 7c  | Number of institutions with improved capacity in sustainable landscapes [EG.13-2]  | -         | -     | -       | -          | -      | -          | 144      | 144       |
| 11b | Number of laws, policies, regulations, or standards, addressing sustainable landscapes categories, officially proposed, adopted, or implemented as a result of USG assistance [EG.13-3]                          | 14        | -     | -       | -          | -      | -          | 5        | 19        |
| 27  | Amount of investment mobilized (in USD) for sustainable landscapes [EG 13-4]   | \$289,386 | -     | -       | -          | -      | -          | \$66,000 | \$355,386 |
| 24  | Number of people receiving livelihood co-benefits (monetary or non-monetary) associated with the implementation of USG sustainable landscapes activities [EG.13-5]   | 1,421     | -     | -       | -          | -      | -          | -        | 1,421     |
| 25a | Projected greenhouse gas emissions reduced or avoided through 2030 from adopted laws, policies, regulations, or technologies related to sustainable landscapes [EG.13-7]   | 6,394     | -     | -       | -          | -      | -          | -        | 6,394     |
| 14  | Number of legal instruments drafted, proposed or adopted with USG assistance designed to promote gender equality or non-discrimination against women or girls at the national or sub-national level [GNDR-1,WEE] | -         | -     | -       | -          | -      | 183        | 10       | 193       |



| N°  | PERFORMANCE INDICATOR NAME   | GHANA  | INDIA | LIBERIA | MADAGASCAR | MALAWI | MOZAMBIQUE | ZAMBIA  | LOP TOTAL |
|-----|--|--------|-------|---------|------------|--------|------------|---------|-----------|
| 15  | Proportion of female participants in USG-assisted programs designed to increase access to productive economic resources (assets, credit, income or employment) training/ programming [GNDR-2,WEE]                  | 54%    | 89%   | -       | -          | -      | 53%        | 46%     | 51%       |
| 23  | Percentage of participants reporting increased agreement with the concept that males and females should have equal access to social, economic, and political resources and opportunities [GNDR-4]                  | -      | 83%   | -       | -          | -      | -          | -       | 83%       |
| 32  | Number of persons trained with USG assistance to advance outcomes consistent with gender equality or female empowerment through their roles in public or private sector institutions or organizations [GNDR-8,WEE] | 185    | 114   | -       | -          | 735    | 583        | 3,020   | 4,637     |
| 7d  | Number of institutions or organizations strengthened and participating in land use or resource management planning using equitable approaches [Custom]   | 5      | -     | 47      | 6          | -      | 332        | 127     | 517       |
| 10  | Number of hectares of community land holdings delimited or subject to participatory land use planning that improves sustainable natural re-source management [Custom]  | -      | -     | 501,407 | -          | -      | 891,892    | 103,975 | 1,497,275 |
| 25b | Projected greenhouse gas emissions reduced or avoided through 2050 from adopted laws, policies, regulations, or technologies related to sus-tainable landscapes [Custom]   | 19,181 | -     | -       | -          | -      | -          | -       | 19,181    |
| 30  | Percent representation of women in community governance structures within project areas [Custom]   | -      | -     | 44%     | -          | 50%    | 45%        | 40%     | 44%       |

\* Land administration services were originally planned for Mozambique work, but given government sensitivities this work shifted to a community rights based approach, rather than household. While a land administration platform was established at the end of the project it was not in place long enough to assess if communities felt they had access to these services.

\*\* Land tenure perception data is being collected by endline impact evaluators for the Ghana deforestation project. ILRG expected to have these results before the project closed, but data collection is not planned until spring 2024.





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