1ˢᵀ Annual Work Plan

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

OCTOBER 2018

1ST ANNUAL WORK PLAN

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

DISCLAIMER

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LIST OF ACRONYMS

BEO	Bureau Environmental Officer
CE	Categorical Exclusion
CFMG	Community Forestry Management Group
CFP	Community Forest Program (Zambia)
COP	Chief of Party
COR	Contracting Officer's Representative
CP	Cooperating Partner
CRB	Community Resource Board
CSO	Civil Society Organization
DCOP	Deputy Chief of Party
DINAT	National Directorate of Land (Mozambique)
DFNRMP	Decentralized Forest and Other Natural Resources Management Programme (Zambia)
DUAT	*Direito do Uso e Aproveitamento da Terra* (Mozambique)
E3/LU	Land and Urban Office in the Bureau for Economic Growth, Education, and Environment
EA	Environmental Assessment
ECOM	Ecom Agroindustrial Corp
EIA	Environmental Impact Assessment
EMMP	Environmental Mitigation and Monitoring Plan
EMMR	Environmental Mitigation and Monitoring Report
ETD	Environmental Threshold Decision
FCT	Land Consultation Forum (Mozambique)
FY	Fiscal Year
GEMS	Global Environmental Management Support
GIS	Geographic Information System
GMA	Game Management Area
GoM	Government of Mozambique
ICT	Information and Communication Technology
IDIQ	Indefinitely Delivery/Indefinite Quantity

IDP	Integrated Development Plan
IEE	Initial Environmental Examination
ILRG	Integrated Land and Resource Governance
IP Policy	Policy on Indigenous Peoples' Issues
iTC	Community Land Initiative (Mozambique)
M&E	Monitoring and Evaluation
MAST	Mobile Applications to Secure Tenure
MEL	Monitoring, Evaluation, and Learning
MEO	Mission Environmental Officer
MITADER	Ministry of Land, Environment and Rural Development (Mozambique)
MLNR	Ministry of Land and Natural Resources (Zambia)
MoU	Memorandum of Understanding
NDwC	Negative Determination with Conditions
NRM	Natural Resource Management
OMR	*Observatório do Meio Rural* (Mozambique)
ORAM	Rural Association for Mutual Support (Mozambique)
PIEE	Project Initial Environmental Examination
SEG	Sector Environmental Guideline
SIEE	Supplemental Initial Environmental Examination
SiGIT	*Sistema de Gestão de Informação sobre Terras* (Mozambique)
SOW	Scope of Work
STARR II	Strengthening Tenure and Resource Rights II
TA	Technical Assistance
TGCC	Tenure and Global Climate Change
TO	Task Order
TOR	Terms of Reference
UEM	Eduardo Mondlane University (Mozambique)
USAID	United States Agency for International Development
VAG	Village Action Group
WUA	Water User Association

1.0   INTRODUCTION

The Integrated Land and Resource Governance (ILRG) task order (TO) under the Strengthening Tenure and Resource Rights II (STARR II) Indefinite Delivery/Indefinite Quantity (IDIQ) contract provides support to the United States Agency for International Development's (USAID) Land and Urban Office in the Bureau for Economic Growth, Education, and Environment (E3/LU). ILRG develops and implements targeted interventions in select USAID presence and non-presence countries, providing technical assistance to improve land and resource governance, strengthen property rights, and build resilient livelihoods as the foundation for stability, resilience, and strong economic growth. The TO has four primary objectives that assist in ending extreme poverty:

- To increase inclusive economic growth, resilience, and food security;

- To provide a foundation for sustainable natural resource management and biodiversity conservation;

- To promote good governance, conflict mitigation, and disaster mitigation and relief; and,

- To empower women and other vulnerable populations.

To achieve these objectives, the TO works collaboratively with USAID, communities, civil society, host country governments, academia, and the private sector through four inter-related components:

- Component 1: Support the development of inclusive land and property rights laws and policies;

- Component 2: Assist law and policy implementation, including clarifying, documenting, registering, and administering rights to land and resources;

- Component 3: Support the capacity of local institutions to administer and secure equitable land and resource governance; and

- Component 4: Facilitate responsible land-based investment that creates optimized outcomes for communities, investors, and the public.

The ILRG contract has two mechanisms for providing support on land and natural resource governance. Under the term portion of the contract, the project implements technical assistance in Mozambique and Zambia, with the potential to also provide support in Mexico. Work in Mozambique initially focuses on ensuring that field activities inform legal and regulatory objectives, including USAID SPEED+ land policy engagement, and support to responsible land-based investment, while work in Zambia initially includes support to land policy, customary land administration and service delivery, and natural resource governance and tenure around protected areas. Under the completion portion of the contract, USAID missions, bureaus, and offices can support additional field support scopes of work in locations to be determined. Initial activities identified under this portion of the contract include support to a consultation to be held in Washington, DC on USAID's draft Indigenous Peoples' Policy, as well as support to deforestation-free cocoa in Ghana through the creation of a sustainably financed farm rehabilitation and land tenure strengthening model.

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

2.0 ILRG PROGRAM MANAGEMENT

2.1 ADMINISTRATION

ILRG presents an ambitious and flexible program design that seeks to streamline core project management functions, while creating opportunities for cross-activity learning and responsiveness to USAID. The ILRG Chief of Party (COP) is the only full-time member of the team, though as completion activities emerge it is anticipated that the Deputy Chief of Party (DCOP) will become full-time as well. The COP and DCOP are supported by a home office Project Manager and Deputy Project Manager, as well as on-call Contracts, Grants, and Procurement Manager, Grants Specialist, and Monitoring, Evaluating, and Learning (MEL) Specialist. The ILRG technical team includes two key personnel, in addition to the COP: a Land Tenure Specialist and a Gender Advisor, who provide cross-cutting support to activities, in addition to a Communications Consultant. As ILRG grows and adapts to USAID's requests, these positions may grow in scope and responsibility. For example, while a full-time Grants Specialist or MEL Specialist was not envisioned or budgeted under the term tasks, these positions may become necessary as the program grows in scope and size.

Each of the term and completion tasks are managed by a task lead, with varying levels of in country or global engagement, depending on the activity. ILRG subcontractors include: Terra Firma, Landesa, Global Land Alliance, Innola Solutions, Winrock International, and Columbia University. Most ILRG field activities will be implemented through grants with local partners, with technical oversight by task leads who will report back to the COP and administrative oversight by the DCOP or her designee.

Individual tasks include a focal point from USAID, preferably from missions, to manage technical direction in close coordination with the Contracting Officer's Representative (COR) and Alternate Contracting Officer's Representative (ACOR). As new completion tasks are identified and funded, ILRG will follow the field support approval process laid out in F.6 of the TO contract. Based on experiences in the first few months of the contract, ILRG recognizes that there may be significant ground work required by ILRG to move field support activities to the stage of formal USAID approval, and that rapid small requests are likely to emerge that would not be envisioned by the field support activities process. Early in fiscal year (FY) 2019, ILRG will examine ways to plan for these requests and ensure responsiveness to USAID.

2.2 COORDINATION, COLLABORATION, AND INFORMATION SHARING

ILRG uses several mechanisms for ensuring coordination among tasks and promoting information sharing. ILRG has an online file sharing platform (Egnyte) that all ILRG team members and USAID can use to access project resources and collaboratively work on documents. As needed, ILRG can use Google Drive and Dropbox to collaborate with USAID and others. Internal project coordination occurs through weekly notes and bi-weekly calls between the COP and task leads focusing on work plan activities, lessons learned, and upcoming approvals and products. Weekly email summaries for USAID document previous week technical and administrative accomplishments and meetings, as well as future priorities. Early in the coming year, ILRG will coordinate closely with the Communication, Evaluation, and Learning (CEL) contract to develop mechanisms for identifying learning opportunities and for building joint communications products. Within the first quarter of FY 2019, ILRG will develop a communications strategy to accompany the learning agenda outlined below and in the MEL Plan. As these priorities are identified, they will be budgeted for and integrated into project core management costs.

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

Gender and social inclusion will be integrated across ILRG activities. Globally, ILRG will approach gender and inclusive development by building the capacity of staff of ILRG partners (including grantees); the application of gender and social inclusion principles in the assessment and design phase of activities; and in the implementation and monitoring of activities. These will be codified through a project gender strategy inclusive of resources for the team and expected capacities, followed by country/activity specific gender assessments. ILRG will promote gender-budgeting (ensuring that there are explicit budgets for gender integration in each activity) where possible with USAID. It is expected that in the case of field-level country assessments, additional vulnerable populations may be integrated into gender assessments or an explicit vulnerable persons assessment may be carried out. As outlined specifically in relation to Zambia and Mozambique, ILRG has specific research questions around social inclusion that aim to drive adaptive management.

The ILRG program in Mozambique will place high priority on understanding how key social differentiators, especially gender and age, affect land rights and economic opportunities. The main activities for year one involve two very different social and economic contexts:

- The Illovo project in the south of the country involves peri-urban and neighboring communities in a traditionally patrilocal area that for decades has sent men to work for extended periods of time in South Africa.

- In contrast, the Portucel project lies in a rural matrilocal area in the north of the country.

In these different contexts, the program will assess how the design and implementation of land regularization and land administration can enhance or constrain the ability of women and youth to formalize and benefit from land rights. The project will further seek to identify other factors that may lead to the exclusion of certain people from formalizing land rights in their names, or from subsequently benefitting from land rights.

Inclusive development is also an important component of the Zambia work. Building on the qualitative and quantitative data from the Tenure and Global Climate Change Program (TGCC) and the associated impact evaluation, ILRG will assess how the program design and implementation impact women's land rights, economic growth outcomes, and decision-making agency. It will seek to build a larger evidence base related to women's rights in urban and rural areas and the link to broader gender-sensitive programming, including early childhood marriage, gender-based violence, nutrition, and health. ILRG will liaise with USAID and other donor-funded programs on gender to integrate land-related resources into their portfolios. ILRG also sees access to land as a critical component of youth-based opportunities and will explore the dynamics of land access and ownership for youth between ages 18-34. Finally, there has been a documented pattern of discrimination in terms of access to land for those with HIV/AIDS. With the success of President's Emergency Plan for AIDS Relief investment in reducing mortality associated with HIV infections, it is important to examine the long-term impact of HIV diagnosis on access to land. ILRG will reach out to those in the health sector within Zambia to identify opportunities for collaboration on understanding these dynamics. This work will be linked to the country learning agenda and activity design.

Specific strategies will be designed around the Mexico activities once the technical focus of those activities is identified, pending internal USAID discussions.

2.4   CAPACITY-BUILDING APPROACH

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

Our approach to capacity-building includes the following steps:

- **Broad (systems-level) needs assessment.** In the context of ILRG, this means evaluating capacity needs across a broad range of actors within each country program, looking at individuals, organizations, and the system as a whole.

- **Stakeholder engagement.** ILRG will reach out to stakeholders to validate the needs assessment, to ensure that the identified needs match with local demands and that stakeholders are committed to the capacity-building process.

- **Assessment of individual stakeholder capacity.** Using tools like the Functional Organizational Capacity Assessment (FOCAS), tailored to the project context, ILRG will assess the existing knowledge, skills, tools, and resources of organizations through a participatory process aimed at identifying and prioritizing needed assistance. These tools will evaluate not only hard skills (such as GIS capacity and administrative and financial capacity) but also soft skills like leadership, negotiation, and relationship building. Stakeholders will identify desired progress milestones for functional areas.

- **Capacity improvement plan.** Based on the findings of these assessments, ILRG will then work with stakeholders to design and implement a capacity improvement plan. The capacity improvement plan will identify how to meet the identified and prioritized needs through a mix of activities including in-person and online training, experiential and peer learning, mentoring and coaching, and identification of opportunities to directly apply new skills and knowledge. ILRG will look across the needs identified by different stakeholders to identify opportunities for individuals and organizations to learn together, both to ensure cost efficiency and to help stakeholders build strong networks amongst themselves. ILRG will also evaluate where existing stakeholder capacity can be leveraged to help support other stakeholders (e.g., where an organization can support or mentor another organization in the development of a particular skill).

- **Evaluation**. ILRG and stakeholders will review progress annually, through the use of the tools initially used to assess capacity, or through the development of assessment tools specific to the context. This process will examine progress made on the knowledge, skills, tools, and resources, and look at whether that progress has helped the stakeholder increase impact by reaching more people or a broader geographic scope, broadening technical areas, or doing higher quality work in existing areas. Stakeholders will also be asked to reflect on the capacity of the broader system around land and resource governance and where they see improvements. These evaluations will then help determine priority needs for the next year.

2.5   APPROACH TO SELF-RELIANCE

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

- **Awareness and Commitment:** ILRG's engagement in any particular country or on any particular theme is based on funding source and a particular development challenge, which may not initially appear to have a relationship to the journey to self-reliance. Working with USAID COR and activity managers, ILRG will work to build both awareness and commitment of counterpart USAID mission staff and within host country governments of the relevance to meeting self-reliance objectives.

- **Sustainability:** ILRG perceives sustainability of activities to be at the center of its approach to self-reliance. This includes ensuring that products and deliverables have a clear audience, and in cases where action is expected, that partners have the skills, resources, and commitment to following through beyond the life of the program. In some cases, ILRG will be piloting new models or carrying out activities whose success is not assured. In these cases, ILRG will endeavor to demonstrate proof of concept before suggesting that an approach is likely to be sustainable.

- **Scalability:** Despite ILRG's limited capacity to finance large-scale activities within a country, ILRG will keep its focus on sustainability from the perspective of ensuring that the approaches are scalable, based on developing templates that can be repeated or used by organizations not funded by ILRG; ensuring that activities are communicated well with government and other decision-makers with the platform to scale up activities; ensuring policy relevance of activities; and promoting low-cost solutions that can be carried out without significant outside investment post-project.

TABLE 1. RELATIONSHIP BETWEEN USAID SELF-RELIANCE FRAMEWORK INDICATORS, COUNTRY STATUS, AND ILRG ACTIVITIES

INDICATORS	ZAMBIA	MOZAMBIQUE	ILRG RELEVANCE
OPEN AND ACCOUNTABLE GOVERNANCE			
Liberal Democracy	0.3	0.35	Broadly relevant to ILRG activities, particularly as it relates to justice and rule of law, though it probably will not be a central focus.
Open Government	0.27	N/A	Central focus of ILRG in all activities related to law and policy, in terms of supporting open consultation and dialogue among stakeholders and access to land information.
INCLUSIVE DEVELOPMENT			
Social Group Equality	0.84	0.71	Particularly relevant in some countries where groups are discriminated against in relation to

			their immigration status, gender, or livelihood approaches, for example.
Economic Gender Gap	0.64	0.83	Extremely relevant in terms of understanding the impact of land tenure strengthening outcomes related to women's empowerment.
ECONOMIC POLICY			
Business Environment	0.59	0.37	Extremely relevant in terms of activities that seek to use non-traditional forms of documentation to help unserved communities access finance and service delivery. Also relevant in relation to macroeconomic environment that encourages investment.
Trade Freedom	0.77	0.73	Not relevant to ILRG activities.
Biodiversity and Habitat Protections	0.99	0.9	Extremely relevant in terms of effectiveness of protection measures. Two ILRG countries at the highest commitment level, yet performance requires substantial additional support.
GOVERNMENT CAPACITY			
Government Effectiveness	0.38	0.34	Decentralization processes and the relationship between rural communities and the state over land issues make this a very relevant metric.
Efficiency of Tax Administration	0.75	0.69	While existing ILRG countries rank highly, their effectiveness of tax administration on land is very low. ILRG may not support this directly but will help governments to identify solutions.
Safety and Security	0.47	0.47	Not particularly relevant to ILRG activities.
CIVIL SOCIETY CAPACITY			
Civil Society and Media Effectiveness	0.69	0.82	Extremely relevant to ILRG and part of approach that seeks to engage local civil society as leaders in land issues.
CITIZEN CAPACITY			
Poverty Rate ($5/day)	0.13	0.07	Relevant as reducing poverty is an assumed outcome of the ILRG work, though directly measuring impact on this metric will not likely be achieved under ILRG.
Education Quality	0.04	0.15	Not particularly relevant to ILRG activities in the traditional measure of education quality.
Child Health	0.47	0.26	Relevant though requires additional data related to the quality and security of land tenure as it relates to health outcomes. This is of interest to ILRG but will require dedicated investment.
CAPACITY OF THE ECONOMY			
Gross Domestic Product per Capita	0.35	0.13	Relevant as reducing increased income levels (and fairness of distribution) is an assumed outcome of the ILRG work, though directly measuring impact on this metric will not likely be achieved under ILRG.

Information and Communication Technology (ICT) Use	0.14	0.16	Extremely relevant to ILRG as it relates to the integration of ICT data collection as well as visualization.

Source: USAID Self-Reliance Roadmaps Portal

3.0   MOZAMBIQUE

Mozambique's economic performance has been strong since the end of the civil war in 1992, but growth has not been inclusive, and the country's rural areas show persistently high levels of poverty. Growth rates averaged 7.9 percent per year from 1993 to 2014, largely driven by foreign investments in capital- and import-intensive projects with limited linkages to the local economy. Despite the growth, Mozambique remains extremely poor and unequal; most poor people reside in the rural zones of the North and Central regions and their livelihoods rely heavily on the management and use of Mozambique's substantial natural capital, including, most importantly, land.

The use of land for social and economic development, particularly for agriculture production and food security, remains an important foundation of the national economic agenda. The last decade has seen an elevated level of interest in large-scale land acquisitions by foreign investors in Mozambique. These projects have targeted rural areas already occupied by local communities, whose livelihoods are very strongly linked to accessing land and associated natural resources. Tensions have arisen between the Government of Mozambique's (GoM's) strong interest in promoting foreign investment and agro-industry and the wellbeing of rural populations that are insufficiently aware of, and not able to exercise, their legal tenure rights. This situation causes frequent conflicts between the government, investors, and communities. As such, formalization of land tenure rights and promotion of land-based economic development through partnerships between communities and investors have become the proposed pillars of a land governance strategy for the country.

Climate change will give rise to challenges for development and poverty reduction efforts in the country. Climate change is expected to increase the occurrence and intensity of climate disasters such as coastal flooding, cyclones, droughts, and wildfires. There is also evidence that river and urban flooding will be increased. These disasters have already caused massive temporal relocations, which are only assumed to increase in the future.[1] The National Adaptation Strategy requires improved relocation processes and protection of property to enhance climate disaster response and recovery. Besides the challenges in disaster risk management, climate change is also going to have negative impacts on agriculture, water, coastal and natural resource management (NRM).

ILRG will be implemented in Mozambique at a time when significant changes are taking place in respect to the GoM approach to the mapping and registration of land rights in rural areas. The advent of the Terra Segura program in 2015, which is only now beginning to be implemented in earnest, marked a change from the prior *laissez faire* approach to "customarily" acquired land rights, which were largely left unmapped and undocumented. Until this recent shift, the cadastral and land administration authorities were mostly concerned with the land leaseholds of investors and the urban real property markets. Supported by new and financially significant projects funded by the World Bank, the GoM is now rolling out a nationwide land tenure regularization process that focuses on the systematic titling of the land holdings of rural households.

Shifts in public policy have been accompanied by a growing acceptance on the part of private sector investors of the importance of tenure security for local populations affected by their investment activities. Large companies have led the way, but the shift is a general one and has served to focus attention on the appropriate methodologies and tools for undertaking land-related due diligence activities, engaging with local populations on land issues, and mapping and documenting land rights

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[1] National Climate Change Adaptation and Mitigation Strategy:
http://www.cgcmc.gov.mz/attachments/article/148/National%20Climate%20Change%20Strategy_lowerres.pdf

patterns. These issues all fall firmly within the scope of the ILRG activities, with grant activities designed specifically to further knowledge and experience in the Mozambican context.

These shifts have also led to a renewed focus on some of the unresolved issues inherent in the formalization of land rights in this part of the world. Policy makers are beginning to ask questions in relation to the impact of regularizing community land holdings as "communally-managed blocks" vis-a-vis the identification and breaking apart of individual family land holdings from these areas. There are questions about how new institutions at community level interface with local administrative authorities and boundaries, and where they fit within broader decentralization processes. The ILRG team will actively contribute to these policy debates.

3.1   MOZAMBIQUE: SCALING & SUSTAINABILITY

ILRG is committed to ensuring that: a) the positive impacts from the interventions supported by USAID can endure beyond the lifetime of the ILRG program; and b) the approaches and tools that are developed for improving land and resource governance are capable of being replicated and implemented in other contexts. We have therefore adopted an ability to scale and sustainability as fundamental strategic considerations for how to structure the ILRG interventions.

There are two different facets to this challenge.

3.1.1   SCALING UP MAST APPROACHES

In respect to the Mobile Applications to Secure Tenure (MAST) approaches for the collection, verification, certification, and documentation of land and resource rights through decentralized and inclusive mapping processes, success will come from ensuring that ILRG develops and documents these tools and methodologies appropriately and actively demonstrates their efficacy to a broad range of actors. We will therefore place emphasis on reaching out to non-governmental organizations, private sector actors, and state institutions, and providing them with opportunities to follow the progress and impact of the ILRG Mozambique grants; two grants proposed in this first year are geared towards the further testing, development, and deployment of the MAST approaches in different contexts, to address different challenges. The team will seek to demonstrate how technology can be utilized to improve the affordability and sustainability of land and resource information systems to achieve development objectives related to economic growth, good governance, and sustainable resource management, in both the public and private spheres.

We will engage with the following actors and institutions to ensure that the lessons and the potential for uptake are widely shared:

a.   National Directorate of Land (DINAT), Ministry of Land, Environment and Rural Development (MITADER), Land Consultation Forum (FCT) (and Grupo de Reflexão)[2];

b.   The Community Land Initiative (iTC) and its service providers[3];

c.   Relevant academic institutions and civil society organizations, including Rural Association for Mutual Support (ORAM), Centro Terra Viva, Observatório do Meio Rural (OMR), Eduardo Mondlane University (UEM);

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[2] DINAT is the regulatory authority that holds the national land cadaster records; MITADER is the relevant ministry for land; FCT is a national forum established by government decree for land reform discussions among government and civil society, with a steering body known as the Grupo de Reflexão.

[3] iTC was established in 2006 as a pilot program funded by a group of donors to support community land delimitation and has since been established as an independent Foundation.

d. Donors, such as the Swiss Agency for Development and Cooperation, Department for International Development, Royal Dutch Embassy, Swedish Embassy, Irish Aid; and

e. Private sector groups, including Beira Agricultural Growth Corridor actors (AgDevCo & partners), Feed the Future Agricultural Innovations program, Confederation of Economic Associations, Novo Madal, Westphalia, Condor, etc.

As noted, the ILRG Mozambique and Zambia activities will benefit from the analysis by Innola Solutions of the existing tools and their integration with both independent administrative platforms (see below) and with the Sistema de Gestão de Informação sobre Terras (SiGIT), the current state cadastral management system.

3.1.2   ENSURING SUSTAINABILITY OF DATA PLATFORMS

There is a challenge of a different order involved in ensuring that data on land and resource rights generated through ILRG activities can be continuously leveraged over the long term to produce the positive impacts envisaged from this improved foundation for land and resource governance. The data will need to be safely housed, continuously updated, and made accessible in appropriate ways to: a) the decentralized institutions that will curate it; b) the holders of the rights; and c) other data users with the potential for adding value.

Sustainability from this perspective therefore demands a long-term vision, which goes beyond the lifetime of the ILRG program. The most obvious strategic response in this context is to seek the integration of the data into national, state-maintained databases and systems that incorporate these goals and lobbying in this regard will form a central part of the Mozambique activities. But this will only be achieved, if at all, in the long term. Previous experience in both Zambia and Mozambique also shows that devolving the data and the responsibilities to host and manage it, to decentralized agencies is fraught with technical, financial and institutional challenges. Under current conditions, it is not a sustainable option.

The response, therefore, in the short term in Mozambique is for the data generated under ILRG activities to be housed within a new, national, independent institution (Cadastro Popular) which has the specific goal of providing an accessible platform for hosting this kind of data and the necessary technical capacity to guarantee its maintenance, security and availability. This Cadastro Popular is in the process of being funded by the Land Tenure Facility. A memorandum of understanding (MoU) will be developed and signed between ILRG with the Cadastro Popular.

3.2   MOZAMBIQUE: MANAGEMENT AND ADMINISTRATION

ILRG will have a small operational team based in Maputo, which will lead the policy engagement activities, be responsible for the design of field activities, provide technical and logistical support to implementing partners, lead the development of learning products and learning events, and engage with relevant national institutions, donors, and private sector entities based in Maputo. This team will comprise the Country Coordinator, Grants Technical Manager, Field Liaison, Geographic Information System (GIS) & Data Technical Support person, and an Administrator. The team will design and provide in-country technical direction and support of grants and subcontracts.

3.3   MOZAMBIQUE: POLICY ENGAGEMENT

In November 2017, the Mozambican President launched a review of the national land policy and legal framework, a process that was to be conducted under the auspices of the FCT, a statutory body which brings together public, private, and civil society land sector actors and other relevant stakeholders in the

country. The FCT re-confirmed, at the same meeting, that any change to the land policy and legal framework should take place within the parameters set by the Mozambican Constitution, which affirms that land is property of the state and cannot be sold or in any way alienated or mortgaged. The FCT mandated MITADER to prepare the new National Land Policy; prioritize the systematic formalization of land rights held by good faith and customary occupation; consolidate the institutional framework through the establishment of an autonomous national land administration authority; make recommendations on the transferability of *direitos do uso e aproveitamento da terra* (DUATs) via the existing legal mechanism for sub-leasing, known as the *cessão de exploração*; and consider the institutional and technological linkages between the land cadaster and the real property registration systems. In June 2018, a further statutory commission[4] was established by MITADER to oversee the process of revising the Land Policy as well as the institutional and legal framework, a move which has led to some disquiet in the civil society sector because it appears to marginalize the role of the existing, and more consultative, FCT.

Much of the groundwork for future policy amendments will take place over the next year to 18 months; the GoM is currently developing ToR to contract a legal consultancy firm to assist with the reform process and have set October 2020 as the target for the adoption of the new Land Policy and legal framework.

3.3.1   IMPLEMENTATION

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

3.3.2   DELIVERABLES

The following deliverables provide a bridge for the community focused rural land documentation and administration activities of ILRG with the national level policy processes and will enable experiential learning to be fed into the work being conducted by SPEED+ and by the legal technical assistance firm to be contracted by the GoM. These are designed to build support for community-based land documentation as a national level tool and to highlight areas requiring attention in respect to the framework for community representation; they are therefore important to the long-term prospects for ILRG's scaling and sustainability.

- Policy document on the institutional framework and regulatory needs for local community representation in the context of the land law, drawing on best practice and learning from the region, drafted and shared with the Grupo de Reflexão and the FCT;

- Policy review of community-based land administration and natural resource management in the context of formalized community and household level rights, published for comment; and

- Reviews of the implications of policy choices proposed by the Commission for Revision of the National Land Policy, circulated to interested stakeholders.

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

3.4 MOZAMBIQUE OUTGROWER SCHEMES: ILLOVO LAND TENURE SUPPORT FOR SURROUNDING SMALLHOLDERS

Through the USAID Responsible Land-Based Investment Pilot, implemented in 2017 by the Hluvukani Sugar Cane Producers Cooperative and with support from Illovo Sugar Africa, approximately 1,600 farmers (current and potential small-scale cane producers, as well as those growing food or other crops for sale) were assisted to map and secure their tenure rights to land within the flood protection scheme surrounding the core Illovo estate. This pilot covered six of the 11 blocks of land that fall within this area, prioritizing those blocks where there was high potential for integrating the existing land holders into the sugar value chain. The remaining five blocks are occupied mainly by smallholders that are less likely to become sugar farmers; nevertheless, the land they currently occupy will increase in value and desirability as a result of the infrastructure developments being carried out by Illovo with European Union grant support. There is therefore a compelling argument for assistance to also be provided to these occupiers, to help them defend their rights and their interests in the face of potential future attempts to occupy and use their land. While there is less of a business case for the company in assisting with this process, Illovo has agreed to partner with ILRG, and to make contributions towards the costs of extending the activities of the pilot to cover the remaining blocks.

3.4.1 IMPLEMENTATION

The team will negotiate a formal partnership agreement with Illovo for the implementation of the project, which as with the pilot will be implemented by the Hluvukani Cooperative, either under a sole-source grant from ILRG or through funding provided separately by Illovo. The Terra Firma team will provide technical support for the use of MAST tools and capacity-building of field staff and will act as a liaison with the Cadastro Popular for back-end services; this will ensure adequate data processing and normalization processes, map production, certification and long-term hosting of the rights data.

3.4.2 DELIVERABLES

- Locally-issued Land Rights Declarations to rights holders, confirming legitimate acquisition of DUAT rights;

- Data on verified rights integrated into the Cadastro Popular platform, with secure access granted to Hluvukani Cooperative, as data "owners;"

- Maps of blocks, including family/household land parcels and adjustments of family land parcels affected by flood protection infrastructure; and

- Data on family/household DUATs submitted for integration into the SiGIT.

3.5 MOZAMBIQUE SMALL-SCALE IRRIGATION: PORTUCEL PILOT

ILRG seeks to identify models of land-based investment that provide benefits to local communities while also being profitable for the investors. The Portucel initiative falls within that context but is directed towards activities that are ancillary to the main investment and that form part of the investor's contributions to improved livelihoods within their investment area.

With technical support from the International Finance Corporation, Portucel has identified over 70 locations for potential small dam sites in and near its concessions in Zambézia, all of which have potential for the implementation of small-scale irrigation schemes. Portucel has agreed to finance the cost of building the first dam, while guaranteeing that the water will be used solely by a community-managed water user association (WUA); the company notes that it has no interest or ability to use the

water for irrigation or fire suppression. The construction of the dam and the development of a block of newly irrigable agricultural plots presents obvious opportunities to members of the community but could be prejudicial to some members who are currently using the land that will be affected by these developments. The activity will therefore seek to pilot a methodology that can help institute a balance between the benefits and burdens and ensure that there is equitable access to the irrigated plots upon completion. The starting point for this process is the current pattern of land rights, with obvious applications for MAST approaches for identifying them.

3.5.1   IMPLEMENTATION

The Terra Firma team will facilitate a formal agreement with Portucel confirming that the company will 1) pay all costs of building the first dam in one community, and 2) work together with Terra Firma to develop the overall scope of work to be covered by the ILRG activity. Potentially, the piloting of this process will involve three separate field engagements:

1) A grant to undertake the land regularization process in the affected community, ensuring that women's rights to access and control land in this matrilineal area are respected and, if needed, strengthened. Major activities will include: establishing a local community land association, delimiting the community boundary (estimated at approximately 3,500 hectares), delimiting family parcels (estimated at approximately 500), and providing Declarations of Land Rights to owners. The grantee will then map out the location of the proposed dam and affected areas upstream and downstream, identify affected families, and facilitate negotiations among community members regarding internal "relocation" to ensure that a wide range of families can access the newly irrigable land, especially families who may be negatively affected by the construction of the dam.

2) A consultancy to review the impacts of the downstream irrigation system on land rights to support the water user association (WUA)/community negotiations.

3) A set of activities, through a grant or subcontract, to establish and build the capacity of a WUA, ensuring that there are sustainable mechanisms for the equitable sharing of water, the maintenance of the system and for exit and entry of users.

The Terra Firma team will provide technical support to the land regularization process. Staff will train the grantee in the use of MAST tools; provide ad hoc support for field activities; and facilitate the link with the Cadastro Popular for the services in respect to data processing, data normalization, map production, certification and the long-term hosting of the rights data, on behalf of the community land association and, if appropriate, the WUA.

3.5.2   DELIVERABLES

- Local community land association established, with elected representatives and founding statutes;

- Maps of target community, including the community delimited area and family land parcels;

- Map of adjusted land, showing dam site, flooded areas and irrigable areas, with adjustments of family land parcels;

- Locally-issued Declarations to rights holders, confirming legitimate acquisition of DUAT rights;

- Data on verified rights integrated into the Cadastro Popular platform, with secure access granted to the Community Land Association, as data "owners;"

- Data on family/household DUATs submitted for integration into the SiGIT; and

- WUA formed and capacity built.

3.6   MOZAMBIQUE: LEARNING AGENDA

In Mozambique, ILRG will build upon the active engagement of its team and partners to document lessons from work on land, and to guide subsequent activities. The implementation team, together with other ILRG partners, will develop a series of briefing papers, blog posts, and articles on key issues to be defined prior to the end of 2018.

3.6.1   GENDER

Like ILRG's learning agenda in Zambia, the work in Mozambique will explore the impacts of customary certification on women through quantitative and qualitative analysis of community land associations and of family land allocations. The results will guide the design of customary land documentation processes and will shape capacity-building to be conducted under ILRG. This element of the learning agenda will be further refined based on a gender assessment in early 2019.

3.6.2   YOUTH

The quantitative and qualitative analysis of community land associations and of family land allocations noted above will also investigate participation and influence by different age groups. This will guide design of the approach to awareness raising and to land documentation processes that include youth as title holders. This should enable more youth to see agriculture as a viable income activity, especially important given that 66 percent of Mozambique's population is under 25 years of age.

3.6.3   CUSTOMARY/STATE GOVERNANCE TENSIONS

The project will document the relationships between state authorities (national, provincial, and district), traditional authorities, and the new community land associations, to identify areas of tension and opportunities for improved land governance systems that serve the needs of rural residents. This will include attention to such issues as roles and responsibilities in confirming land rights, maintenance of data in land administration systems that are available to local communities, and resolution of conflicts over land. The key question to be examined is: how does formal recognition of customary tenure impact tenure security, social cohesion, sustainable land and resource management via establishment of norms and plans over community resources, the resolution of intra and inter-community conflicts and disputes, and interactions with external actors?

3.6.4   COMMUNITY-BASED ASSOCIATIONS AND RIGHTS RECOGNITION IN NATURAL RESOURCE MANAGEMENT

ILRG will leverage existing and ongoing research on strengths and weaknesses of community-based associations related to natural resource management, particularly as related to their security of rights, access to benefits, representation, and accountability within the communities they represent.

4.0   ZAMBIA

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

Newspaper articles and cases from civil society organizations (CSOs) decry land corruption at a range of levels, from headpersons, to chiefs, to local councils, to ministry employees, painting Zambia's overall system of land allocation and management as opaque and prone to abuse. Equally challenging within this environment are the overlapping resource rights and land management frameworks, where for example customary law dominates land allocation in rural areas for agriculture, but all forest and wildlife resources on the same land are managed by under-resourced departments (Forest Department and Department of National Parks and Wildlife). Similarly, in the context of decentralization, district councils have new and far reaching obligations into customary areas through integrated district planning with customary authorities. These overlapping responsibilities have resulted in an environment of distrust where the state is unable to fulfill its obligations to deliver services in customary areas, and at the same time chiefs and local communities fear that their interests may be overpowered by those with more money or power.

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

Zambia is on the verge of completing its first National Land Policy, which recognizes both these challenges and associated opportunities to secure people's rights to land and resources, particularly the most vulnerable, as well as generate own-source revenue through transparent and locally legitimate practices, which will be central to Zambia's journey to self-reliance. This ILRG Zambia work plan reflects this broad national context.

4.1   ZAMBIA: SCALING & SUSTAINABILITY

ILRG's Zambia strategy is focused on ensuring the sustainability of previous USAID investments and moving toward a scalable approach aligned with other actors in the land and resource governance sector. ILRG sees these two elements of sustainability and scalability as central to self-reliance. The coalition of actors who have decision-making and management authorities will be engaged to build their

capacity and commitment to working together. Sustainability is thus focused on technical assistance to historical beneficiaries at the community, chiefdom, and district levels to focus on their ability to collect, manage and use land and resources rights data. This aims to demonstrate a cost-effective approach for long-term community-based land administration (paralleling work in Mozambique and Ghana). This will involve coordination with UN-Habitat, Medeem, Zambia Land Alliance, House of Chiefs, Ministry of Local Government, and Ministry of Lands and Natural Resources (MLNR). ILRG will test models of decentralized customary land administration and evaluate success with these partners every six months.

Scalability of ILRG MAST approaches will be based on coordination with respect to data standards, data collection safeguards and processes, as well as building a coalition of partners who will collect data, and those who will administer and manage data for planning, service delivery, and tenure security. ILRG aims to develop these standards and agreements by April 2019.

The scaling and sustainability of ILRG activities will be linked to a communications strategy and focus on ensuring policy relevance for all of ILRG's activities, particularly related to consolidating experience on wildlife and forest resource management in a way that secures rights and promotes benefits at the local level. At the same time, ILRG will remain flexible to evolving demands and needs – for example, around supporting responsible land-based investment in the agriculture and energy sectors.

4.2   ZAMBIA: MANAGEMENT AND ADMINISTRATION

In Zambia, ILRG will have a small Lusaka-based operational team, including the program COP for the first two years of implementation. This team will provide technical and logistical support to field implementing partners, as well as to Lusaka-based institutions. The technical team will be composed of the ILRG COP, a Country Coordinator, a Data Specialist, and a Monitoring and Evaluation (M&E) and Capacity-Building Specialist. This team will be supported by a two-person finance and administration team. Grants and subcontracts will be competed, issued, and managed locally. Each activity/deliverable will be led by a responsible technical lead.

4.3   ZAMBIA: POLICY ENGAGEMENT

Zambia has never had a Land Policy to guide MLNR activities to secure land and resource tenure for rural and urban populations alike and to encourage domestic and international investment. Despite a series of failed attempts to finalize a policy, the current process, which has been ongoing since 2014, has the potential to bring the policy to completion through: 1) a transparent and inclusive process that focuses on trust building among all stakeholders; 2) an effectively implemented communications and outreach strategy; 3) targeted technical assistance to promote an understanding of key elements of the policy; and 4) consideration and adoption of international best practices.

Establishment of a land policy is only the initial challenge, as there are a range of additional laws and policies that will need to be harmonized and agreed upon to move forward with policy implementation. Recognizing that ILRG's assistance will need to be demand-based, the program will offer a series of support items to the MLNR and the House of Chiefs for their consideration, as two main stakeholders in the process. These conditions and arrangements are the key assumptions that drive the success of this activity.

4.3.1   IMPLEMENTATION

Beginning in October 2018, ILRG will meet with the MLNR to examine the land policy roadmap and communication strategy and identify where ILRG support may be provided. ILRG assistance will not be restricted to MLNR, but rather focus on engagement of the broader Zambian government, traditional

leaders, and civil society, including the press. ILRG assistance will also not be used to fund activities that are part of government's day-to-day work – for example, meetings of the technical drafting committee.

ILRG policy support will be contingent on: 1) clear timelines; 2) a process from the MLNR for receiving, documenting, and responding to all comments on the policy; and 3) a focus on trust building and adequate time for review and consultation. ILRG is also available to provide technical support on contentious areas of the policy, based on MLNR requests to be made in October/November 2018, related to best practices from neighboring countries or global experience, as well as potential implications of elements of the policy.

Parallel to the land policy support process, ILRG will offer technical support on laws and regulations associated with the land policy. In particular, ILRG will be able to offer support on the Lands Act; Land Survey Act; Lands and Deeds Registry Act; Land Tribunal Regulations; and Customary Conversion Regulations. This will be through a dedicated review of each relevant act/regulation, by the core team and/or consultants.

Post-Land Policy engagement, additional legislative review will be undertaken in relation to community-based management and benefit-sharing/community governance regulations related to natural resource management, including the Wetland Policy; Wildlife Act and associated regulations; the Forests Act and associated regulations; and the Mining Act. These reviews will update past work undertaken by USAID TGCC, as well as the Finnish-funded Decentralized Forest and other Natural Resources Management Programme (DFNRMP). These will inform proposed implementation activities in and around Kafue National Park.

4.3.2   DELIVERABLES

- Based on analysis of existing process, work with MLNR on revised roadmap for Land Policy process, inclusive of communications strategy with clear areas for ILRG assistance;

- Comment tracker associated with input on national land policy operationalized;

- Technical support to the House of Chiefs, based on their needs/requests, though likely related to consultations and analysis of the Land Policy;

- Specific best practices, lessons from the region, and/or implications of policy decisions drafted and shared with Technical Drafting Committee;

- Review of land legal framework in context of revised National Land Policy, with suggestions for priority revisions;

- Review of natural resource management related laws and regulations, and their application in the context of securing community rights, improved planning and access to benefits; and

- Meetings and outreach associated with trust-building on the land policy.

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

ILRG's field activities will be associated with advancing sustainable customary land administration systems that build on TGCC experiences; integrating low-cost data collection and administration methods into district planning that bridges customary and state systems; supporting rural land and resource governance institutions for forest and wildlife management; and demonstrating the benefits of land rights documentation for households, communities, and private sector actors. This requires

examining how the existing customary land documentation experiences are applicable and may work in other parts of the country with different customary traditions. During this first year it is not anticipated that additional chiefdoms outside of Eastern Province would undergo a full documentation process, but this type of activity may be examined for year two. Activities may integrate one or more of the above goals, based on the amount of experience in each location with documentation. Key assumptions of this work are an ongoing demand for customary land certificates and the development of a legal framework that is consistent with customary land administration. Wildlife and forest resource management success will similarly be contingent on the capacity and commitment of partners and local community members in the areas of interest.

Sustainable Customary Land Administration Systems and Improved District Planning: Under the predecessor TGCC program and across similar activities around the world over recent years, MAST approaches have been used to document household and community rights to land and resources. The principles and approaches that have been applied produce high quality, spatially explicit data that is validated at the community level. In Zambia, TGCC's work documented over 16,000 parcels of household land and hundreds of resource maps in five chiefdoms covering hundreds of thousands of hectares. Two primary challenges remain associated with these processes:

- What benefits can households and communities, particularly vulnerable populations, women, and youth, access based on these documented rights; and

- Will the administrative system be maintained sustainably post-USAID/donor investment from both financial and technical capacity perspectives?

Each of these challenges/questions are central to the question of sustainability and the contribution of this activity to self-reliance objectives. With respect to benefits, ILRG is interested in advancing both public benefits through improved decision-making around development planning by supporting inclusive, data-based district integrated development plans, as well as encouraging private sector actors to engage with customary land rights data to more effectively and equitably deliver services, which could include access to finance. Additionally, it will be important to see how government engages with households that have received customary land certificates from chiefs in the past few years, where now new districts are being established (in Lusangazi and Chipangali, both in Eastern Province).

In terms of administrative systems, TGCC worked with over 200 community level governance regimes in Petauke and Chipata and yet local capacity to update land certificates and engage with the data remains tenuous. There is a distinct need to support chiefs and district level service providers to support community-based updating of certificates, but also ensure that this can be done at a low cost. In each case these processes will be linked to improved management and coordination with customary and state management of game management areas (GMAs) (Sandwe Chiefdom / Petauke District) and forest reserves (Chipata District).

Improved Natural Resource Management Based on Clarifying Rights: Zambia's abundant natural forest and wildlife resources provide a significant opportunity for rural communities to benefit. Yet the implementation of the legal framework has not necessarily led to the realization of these potential benefits. Community governance structures exist in both the wildlife sector through community resource boards (CRBs), and in the past few years in the forest sector through community forest management groups (CFMGs), and these associations should support the achievement of village action group (VAG) objectives. While these structures present potential, they have not been fully tested and scaled, and lessons are still being learned in how best to support rights at the local level. For example, despite community conservancy movements in most of Zambia's neighboring countries, there are less than a handful of cases in all of Zambia of communities attempting to register land rights in their own name to benefit from community game ranching. Similarly, CFMGs have been legalized only within the

last two years, and their experiences need to be consolidated and communicated to identify areas of tension in the early application.

ILRG intends to support improved natural resource management, through assembling experiences and piloting community-based natural resource management approaches that secure resource tenure in and around Zambia's GMAs. This is likely to focus on advancing community game ranches on "open areas" and within GMAs, as well as supporting the establishment of CFMGs and supporting communities and organizations in facing hurdles to moving activities along and the policy, legislative, and administrative measures that can be undertaken to advance processes. For example, the Statutory Instrument on Private Wildlife Estates is expected to provide clarity on opportunities for game ranching in open areas; it will be important to examine the relevant experiences to make this process function. These efforts will be integrated with the district integrated development plan (IDP) process for associated districts and will seek to create channels for increased coordination between customary leaders and government authorities on planning and resource management. The program will complement natural resource management activities occurring in and around the GMAs, working with and through local implementing partners in Kafue National Park and near Sandwe GMA, or other areas of potential interest through an open process. Other opportunities for advancing community game ranching, community titling and CFMGs will also be identified.

4.4.1   IMPLEMENTATION

Sustainable Customary Land Administration: Within the first two quarters, ILRG partner Innola Solutions will analyze the administrative platform needs for Zambia customary land work, also considering ILRG investments in Mozambique and USAID's broader investment in technology under these two ILRG countries. The needs will be considered against capacity, financial and institutional constraints. This analysis will also consider current and future options for harmonization with Zambia's state land information management system. This will be complemented by an analysis supported by Land Alliance of the different options for customary land administration from a social perspective, including through meetings with chiefs, indunas, and headpersons associated with customary land documentation processes. During this time, ILRG will also hold a meeting with MLNR, the Ministry of Local Government, Medeem, Zambia Land Alliance, Open Street Map Zambia, and UN-Habitat to examine data standards for customary land documentation, with the goal of agreement by early 2019 and partner alignment of data. ILRG will examine the range of spatial and non-spatial data collection modules used under TGCC, as well as those needed for the proposed ILRG work in Zambia.

Based on these efforts, ILRG will refine its MAST approach and data collection standards by the end of March 2019. It is likely that as a result of the above assessments, a Lusaka-based organization will host customary land administration data, and ILRG will provide support to this institution to make the data open and usable as district level IDP support approaches (in collaboration with the GIZ Decentralisation for Development program) are finalized and deployed toward the end of year one through local grantees.

ILRG Data Collection Modules

Non-Spatial:
- Village names
- Village registers
- Village development indicators
- Disputes and resolution
- Governance institutions: VAG, CFMB, CRB, WUA

Spatial:
- Household certification
- Community certification
- Community infrastructure
- Community resources
- Jurisdictions: village; chiefdom; GMA; district

ILRG anticipates awarding grants in Chipata and Petauke to support customary land administration and district planning processes using community validated spatial and non-spatial data. Early in year one, ILRG will work with MLNR and the Department of Resettlement to move the over 3,000 documents

collected under TGCC in a resettlement area into the formal titling process. Documentation of this process will make clear the gaps and areas of tension between these different government actors and relevant systems. This process will be important for MLNR to demonstrate its commitment in working with MAST technologies and ability to move large amounts of data into the National Land Titling Program. ILRG will closely monitor and, through implementing partners, engage with the process of planning new district centers in Lusangazi and Chipangali, two locations where TGCC previously documented rights. ILRG will examine the interest of the Ministry of Local Government in partnering to ensure that people affected by the creation of the new districts (on both state and customary land) are not negatively affected by the process. Finally, through these local partners under the Petauke and Chipata grants, ILRG will advance opportunities for rural service delivery built on customary land data. ILRG recognizes that the private sector can be an important driver of service delivery to rural areas, through agricultural inputs, microfinancing, delivery of on- or off-grid electricity, or crop or other insurance. ILRG anticipates collaboration with an ongoing project of the International Fund for Agricultural Development, as well as a Power Africa partner, to create innovative solutions to deliver access to services at a household or community level using customary land rights data. This engagement will be designed to help private sector actors use land rights data to target their delivery more effectively, not as a subsidy for the services themselves. This process will be closely coordinated with USAID prior to implementation.

Improved Natural Resource Management Based on Clarifying Rights: In collaboration with the Nature Conservancy and a coalition of actors that have been supporting Kafue National Park, ILRG will assemble experiences on community natural resource governance in Zambia, building on existing reports from the past twenty years, and current experiences from USAID, the Community Forest Program (CFP), and other donors. This review may be done in collaboration with an international conservation capacity organization, Maliasili. In particular, the National CRB Association will be an important structure to coordinate with throughout the process. The analysis will define the issues related to scalability of community governance structures, resource rights documentation and recognition and benefit sharing. This will define an agenda for legislative support (likely focused around guidance on implementing provisions of Wildlife Act and Forest Act) and key areas of piloting and testing (likely focused around community game ranching through community titling or other approaches to secure tenure). Based on these findings, the ILRG team will continue work from TGCC in Sandwe Chiefdom in Eastern Province and will identify one to three grantees across other areas of the country to implement the above approaches and assist in the revision of guidance materials. Grantees will demonstrate a willingness to engage with district authorities, relevant wildlife and forest officers from the district, customary leaders and civil society partners. The approaches are expected to fit into the district IDP process and to catalyze the establishment of community forests and/or community game ranches.

4.4.2   DELIVERABLES

- Assessment of customary land administration systems technology and interoperability needs;

- Options paper for sustainable customary land administration;

- Review of CFP and DNRMP application of community forest management regulations;

- Data standards and data collection modules for customary land documentation and integrated district development planning;

- Review of experiences on community natural resource governance in Zambia;

- Strategy and engagement with private sector actor(s) using customary land administration data to better target financial or agricultural services to communities;

- Pilot implementation of community natural resource governance approach; and

- Extension of customary land certification based on clarifying existing conflicts and improved IDPs.

4.5   ZAMBIA: CAPACITY-BUILDING

USAID's engagement on customary land documentation processes has been important within Zambia as part of a movement to mobilize local organizations and communities themselves to take responsibility for documenting their resource rights. As ILRG works with other partners across Zambia to agree on standards and identify platforms for consolidating data, it can have a catalytic role with respect to building capacities for collecting, managing, and administering land rights information. ILRG will invite applications for "land champions" across civil society, national and local government, chiefs, and their advisors to be trained in MAST processes and tools and work with the ILRG data management team on long-term data administration. Preference will be given to champions/areas where district-level local government, CSOs, and customary authorities agree to participate together, and demonstrate an interest/ability to self-fund data collection and corrections processes, resolving longstanding conflicts and/or delivering services.

ILRG will pay special attention to the role of local government in each of these processes. The Ministry of Local Government has asked ILRG to support their completion of guidelines on engagement in customary areas, per the Urban and Regional Planning Act. This request aligns well with ILRG's interest in ensuring that local government capacities are built collectively with chiefs and civil society partners to deliver services to beneficiaries. ILRG sees the integration of local government in processes with the goal of developing:

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

2. A manual for community engagement in the development of local area plans; and

3. An approach for the development of planning agreements with at least one chiefdom.

In addition to local government engagement, ILRG's year one approach will particularly focus on requests from the House of Chiefs for land governance capacity-building support. ILRG will work with the House of Chiefs to assemble best practices and areas where resources and trainings and other approaches to build capacity may be required. It is expected that these activities and deeper engagement with the House of Chiefs will be pursued in year two. These activities will be integrated as possible with broader USAID engagement on other areas of USAID/Zambia investment, including gender, health, and natural resource management.

During year one, ILRG will liaise with organizations that focus on gender, health, or natural resource management to encourage broader use of ILRG tools, and to ensure that ILRG-proposed approaches fully integrate best practices from these sectors. The success of land champions will be based on the availability of funding and resources for these partners to collect information and contribute to planning processes, as well as the continuity of partner staff, particularly district government.

4.5.1 IMPLEMENTATION

Early in 2019, a call to district planners, House of Chiefs, and CSOs will be released, offering a cadre of up to 30 individuals/organizations to participate in a series of capacity-building engagements on customary land documentation processes. Opportunities for this group of land champions will be aligned with grantee trainings and will be focused on ensuring that these champions continue through the full training program and ultimately apply their learnings to demonstrate improved capacity.

In addition to land champions, ILRG will ensure that each partner institution receiving ILRG funds undergoes an initial capacity assessment, jointly agrees upon a strategy to building institutional capacity/sustainability based on their interests with ILRG, carries out that strategy as part of their grant, and is subsequently evaluated.

4.5.2 DELIVERABLES

- Land governance capacity assessment developed and tested;

- Land champions selected; initial resources for independent study identified, including the USAID massive open online course; WhatsApp group established;

- One to two land champion trainings delivered accompanying field trainings with ILRG grantees, and opportunities for additional engagement/mentorship identified;

- Chiefdom land governance approach developed with the partnership of the House of Chiefs;

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

- Manual developed for community engagement in the development of local area plans; and

- An approach for the development of planning agreements with at least one chiefdom.

4.6 ZAMBIA: COORDINATION ON LAND GOVERNANCE

Between 2014 and 2017 USAID coordinated the cooperating partners' quarterly meetings on land governance. These meetings varied in their composition and invitees – sometimes including just cooperating partners, sometimes including government representatives, and other times including civil society. Under ILRG, USAID will continue to coordinate these meetings to ensure they happen quarterly, but also seek to increase ownership of the meetings by the government, as well as other cooperating partners (CPs). Key assumptions around this coordination is that partners find this process valuable and are willing to take on coordination in subsequent years.

4.6.1 IMPLEMENTATION

ILRG will work with MLNR to consolidate the names of institutions and entities funding and implementing land tenure-related work in Zambia and regional initiatives that include Zambia. Building on this list, and through outreach to other potentially interested parties, ILRG will re-establish a monthly media update on land issues based on a mobile form to share with the Zambia land community. It is expected that an analysis of this will inform CSO and MLNR engagement with the media, and also lead to specific outreach to the media through other related civil society land governance programs. ILRG will work with MLNR to coordinate quarterly CP and implementing partner technical meetings on land issues. While ILRG will support the coordination of the meetings, it will attempt to create broader ownership through having a rotating technical lead and hosting by other CPs.

At the district/provincial levels, ILRG will integrate land governance coordination meetings into grantee scopes of work, either through standalone meetings or integration of land governance into district development committee meetings.

Informally, ILRG will seek to remain a resource for the US Embassy, other CPs, and government. It will be available to link actors in the land sector on the full range of urban and rural land governance issues, including through participation in relevant land sector events, summary notes of these events through weekly updates to USAID, and informal assistance to those who request support on understanding land related issues (as long as no new research or effort is required).

ILRG will host an annual land and resource governance symposium allowing civil society, government, and academics to present on recent research relating to pressing themes in land governance. Depending on available resources, ILRG may fund research each year, particularly research that fills in analytical gaps. ILRG will partner with relevant university departments, CPs, implementing partners, and government to identify priorities and also to build a coalition around deepening research.

4.6.2   DELIVERABLES

- Land and resource governance activity list compiled and updated;

- Monthly land media updates;

- Quarterly meeting notes and resources from national CP/implementing partner meetings; and

- Annual research symposium and presentations at other relevant meetings on land and natural resources, including the National CRB Association Conference.

4.7   ZAMBIA: LEARNING AGENDA

ILRG Zambia has the opportunity to reflect on lessons learned from the TGCC program and recent broader donor activities to build a deeper analytical basis for future work in the land sector. ILRG anticipates using either a series of subcontracts, consultant agreements, or grants within Zambia or with international partners to explore key issues, as noted above. ILRG will carry out a phone survey, using contacts collected under TGCC, to understand successes and weaknesses of the customary land documentation process and outcomes, to support the sustainable customary land administration elements of the above approach.

4.7.1   POLITICAL ECONOMIC ANALYSIS OF THE ZAMBIAN LAND SECTOR

Zambia's land sector reflects the intersection of a number of cultural, economic, and political processes. Urban and rural issues, rising numbers of youth, foreign investment, wealth inequality, management of natural capital, and the relationship between state and customary institutions are among the societal drivers that play out within the land and resource governance sector. During the first year, ILRG will develop a critical analysis of the political economy of the land sector for consideration by USAID, CPs, and broader partners in Zambia.

This analysis will include consideration of state (both central and decentralized) and customary institutional relationships related to service delivery, planning, decision-making, land governance, and information in Zambia. This reflects a political economy approach that will be outlined before February 2019 and then developed, informing subsequent program activities by identifying areas of tensions and gaps. It is anticipated to highlight the diversity of relationships and experiences across Zambia – both where land governance is working and where challenges remain. This analysis will help to frame the opportunities and constraints facing land and resource management in Zambia. It is anticipated that this

element will also be explored through comparison with other ILRG countries, including Mozambique and Ghana.

4.7.2   GENDER

ILRG's research agenda related to gender will explore the impacts of customary certification on women through both a quantitative analysis of household and community associations, and through a qualitative study. The results will be revisited to influence how customary land documentation processes proceed, and how trainings are carried out under ILRG. This element of learning agenda will be further refined based on a gender assessment in early 2019.

4.7.3   YOUTH

ILRG anticipates undertaking a literature review of youth and land issues in Zambia, particularly related to access to land and drivers of urban/rural migration. This will extend to focus groups and meetings with civil society groups working on youth issues. The research will be carried out through an internship partnership with the Youth in Africa Leadership Initiative. The research is expected to be presented and used by ILRG in Zambia to make connections with other relevant USAID programs that focus on youth issues. As with gender, natural resource management and service delivery, ILRG finds value in communicating with other USAID programs to build synergies among USAID activities.

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

As noted above, ILRG proposes to leverage experience and ongoing research of other implementing partners in Zambia on CRBs, VAGs, and CFMGs over recent years with respect to their governance structures, successes and challenges, particularly as it relates to their security of rights, access to benefits, representation and accountability within the communities they represent. These elements will be compared with broader USAID learning, including with other ILRG countries.

6.0   MEXICO

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

As of the October 2018, USAID/Mexico's interest in implementing the above activities is unclear. As a result, these activities are on hold pending discussions between E3/LU and USAID/Mexico. During the first half of FY 2019, ILRG will further discuss with E3/LU how this activity will be further developed, integrated into other existing activities, or reprogrammed. If changes to the country or type of work are identified, discussions will be required with the USAID Contracting Officer.

7.0   GHANA: COCOA REHABILITATION

West Africa is the world's predominant supplier of cocoa, but productivity is declining as trees age and farmers have done little rehabilitation. In Ghana, smallholder cocoa production has been a major driver of deforestation over the past 20 years. The Government of Ghana has committed to reducing deforestation in the country, and cocoa buyers have made commitments to eliminating deforestation from their supply chains. Farm rehabilitation, local level forest governance, and land use planning have the potential to increase productivity, reduce deforestation, and improve local livelihoods in Ghana's cocoa-producing regions. But smallholder farmers face several barriers to farm rehabilitation: lack of financing; lack of access to technical assistance and international best practices for agriculture; and insecure land and resource rights.

Under the TGCC program from 2016 to 2017, USAID, Hershey's, and Ecom Agroindustrial Corp (ECOM) collaborated on a pilot activity to better understand how to address these complex challenges. In 2017, a TGCC pilot in Nyame Nnae, a cocoa farming community in the Asankrangwa, western Ghana, developed and tested a financial model for cocoa farm rehabilitation, as well as inclusive household land documentation processes. The pilot sought to clarify customary land rights through the development of three templates to capture and document land and tree rights as currently practiced. A local firm was contracted to carry out mapping of community and cocoa farm boundaries. ECOM extension agents were provided with training on basic tenure principles and dispute resolution techniques to give them the skills to monitor tenure in their field work and help resolve land disputes. The pilot project surveyed 190 local farms and documented the associated tenure rights, with 37 percent of farms held by women.

USAID, Hershey's, and ECOM are interested in scaling up this work to have a landscape-level impact on forests, communities, and activities. However, there is a need to first refine the model in terms of both technical implementation and financial sustainability, incorporating lessons learned from the pilot about assumptions included in the original design. Additionally, there is interest in exploring how farmers might self-finance tenure documentation going forward. Based on these considerations, the work will start with a two-year "bridge phase" covering 2019 and 2020. The bridge phase will focus on further testing and refinement of the models before scaling up begins. The activity is anticipated to include three components: farm rehabilitation; household/farm-level tenure strengthening; and landscape-scale governance and land use planning.

7.1   IMPLEMENTATION

Prior to the bridge phase, the team will engage in a "creation phase" in which the project partners will meet with other key stakeholders to discuss ideas for the bridge phase and create a detailed implementation plan and associated budget. The creation phase commenced in August 2018 and is expected to last through January 2019. The team will hold a planning workshop in Accra, Ghana in November 2018 and will produce a final implementation plan for the bridge phase in January 2019, which will lay out a detailed plan of activities, including a timetable, budget, and other considerations. The implementation plan will detail how gender equality and social inclusion will be addressed throughout project activities. Major assumptions that will influence the long-term success of this engagement are associated with the geographic scale of Hershey's, ECOM, and USAID investments, and the ability of these private sector partners to commit to scaling up approaches following the bridge phase.

7.2   DELIVERABLES

- Project implementation plan; and

- Other deliverables to be detailed in the Project Implementation Plan.

8.0 CONSULTATION ON POLICY ON INDIGENOUS PEOPLES' ISSUES

From August 2018 to December 2019, ILRG will support USAID's policy development process aimed at establishing a Policy on Indigenous Peoples' Issues (the IP Policy) that will inform USAID assistance as it relates to indigenous peoples. The policy will:

- Ensure that USAID's programs take a "do no harm" approach with respect to indigenous peoples in the places USAID works;

- Enable USAID to better include indigenous peoples as partners in the development process; and

- Ensure that USAID programming aligns with indigenous peoples' development priorities.

To support the IP Policy process, ILRG will support a consultation in November 2018 during which the draft policy will be shared with representatives from indigenous peoples' organizations and allied organizations. To maximize the two days, the draft policy will be shared with participants to read and comment on beforehand. This consultation meeting is part of the broader policy development and consultation process that USAID is undertaking and is being organized in coordination with other aspects of USAID's process. This consultation will give key stakeholders an opportunity to provide feedback on the IP Policy, ensuring USAID will meet its commitment to follow best practices when implementing activities that impact indigenous land and resource rights.

8.1 IMPLEMENTATION

ILRG is carrying out all the logistics associated with the consultation, including distributing the draft policy and comment forms; organizing the venue, interpretation, and document translation; facilitating travel for participants; arranging facilitation and finalization of all presentations; and summarizing the proceedings of the consultation. ILRG will ensure that participant inputs have been collected appropriately and that dialogue has been able to summarize the key results of the consultations. Following the consultation, a report will be prepared in English; following USAID review and approval of the draft report, it will be translated into French and Spanish. Additional work may emerge based on the interests of the USAID Center for Excellence on Democracy, Human, Rights, and Governance (the office heading up the process) following the consultation and subject to budget availability.

8.2 DELIVERABLES

- Final event agenda;

- Facilitation of the two-day event; and

- Final approved and translated report documenting feedback.

9.0 IMPLEMENTATION PLAN MATRIX

TABLE 2. ILRG IMPLEMENTATION PLAN MATRIX

ACTIVITY	COMP.	OCT. 2018	NOV. 2018	DEC. 2018	FY19 Q2	FY19 Q3	FY19 Q4	OUTPUTS
Mozambique								
Management and Program Integration								
Contract and orient core team		X	X					
Consult and agree with relevant partners on ILRG focal areas		X	X					
Develop ILRG Mozambique M&E tools		X	X	X	X			
Carry out gender and vulnerable populations assessment					X			Assessment and integration strategy
Consolidate and update existing Mozambique training materials & implementation tools		X	X	X	X	X		Training resources and plan
Build portfolio of potential future projects for grant support		X	X	X	X	X	X	Implementation strategy with USAID /Mozambique
Establish MoU between ILRG & Cadastro Popular for provision of back-end data management support to ILRG grantees and projects					X			MoU
Policy Engagement								
Establish formal ILRG participation in Reflection Group and Land Consultative Forum	1			X				
Establish ILRG Policy Research Agenda in consultation with iTC, SPEED+, FNDS, and World Bank	1			X	X			Research agenda
Circulate Policy/Legal Paper #1	1					X		Paper
Circulate Policy/Legal Paper #2	1						X	Paper
Outgrower Schemes: Illovo Pilot								
Develop SOW and budget, including Illovo's financial and in-kind contribution for review by USAID, and approve	2a	X	X					

ACTIVITY	COMP.	OCT. 2018	NOV. 2018	DEC. 2018	FY19 Q2	FY19 Q3	FY19 Q4	OUTPUTS
sole source procurement for documenting and mapping smallholdings within remaining EU flood protected blocks								
Award grant to Hluvukani Cooperative, including 50% female enumerators	2a			X				
Provide training to Hluvukani Cooperative field teams on use of MAST, as part of capacity-building efforts	3			X				
Coordinate with Cadastro Popular for the production of field maps, data collection tools & materials for Hluvukani field teams	2a				X			
Provide field data to Cadastro Popular for production of materials for local verification of land claims	2a				X	X	X	
Provide training to Hluvukani Cooperative field teams on land readjustment processes	3						X	
Provide verification of data to Cadastro Popular for production of final certificates and maps reflecting verified land claims	2a					X	X	Parcels documented
Coordinate with DINAT & Cadastro Popular regarding submission of verified data to the SiGIT	1						X	
Small-Scale Irrigation Land Impacts: Portucel Pilot								
Agreement with Portucel confirming that the company will pay all costs of building the first dam in one community	4			X				MoU or private sector agreement
Develop grant application request for documenting and mapping land rights within dam site community	2a			X	X			
Develop grant application request for design and establishment of WUA and associated support	2b				X			
Award grants to successful applicants					X	X		
Carry out consultancy on impacts of irrigation system on land rights (irrigation scheme to be financed and designed by Portucel)	4				X			

ACTIVITY	COMP.	OCT. 2018	NOV. 2018	DEC. 2018	FY19 Q2	FY19 Q3	FY19 Q4	OUTPUTS
Provide training to grantee on use of MAST for community land delimitation and household plot demarcation	2a					X		
Coordinate with Cadastro Popular for the production of field maps, data collection tools & materials for grantee	2a					X		
Provide field data to Cadastro Popular for production of materials for local verification of land claims	2a					X	X	
Document land readjustment processes resulting from dam & irrigation block development	2a, 4						X	Innovative MAST tool
Provide verification data to Cadastro Popular for production of final certificates and maps reflecting verified land claims	2a, 2b						X	Parcels documented
Learning Agenda								
Carry out gender specific research associated with the findings of gender assessment	2b					X	X	Research paper
Support Land Alliance research on state vs customary vs local association relationships in context of land administration	2a				X	X		Research paper
Zambia								
Management and Program Integration								
Hire and train core team		X	X					
Consult and agree with relevant ministries on ILRG focal areas			X	X				Document guiding Ministry and Local Partner engagement
Develop ILRG Zambia M&E tools			X					Ona platform
Carry out gender and vulnerable populations assessment	2b				X			Assessment and integration strategy
Consolidate existing Zambia training and capacity-building materials and develop plan for updating/developing new materials	3		X	X	X			ILRG Capacity-Building Plan and resources
Policy Engagement								

ACTIVITY	COMP.	OCT. 2018	NOV. 2018	DEC. 2018	FY19 Q2	FY19 Q3	FY19 Q4	OUTPUTS
Request clarification from MLNR on existing roadmap for policy completion and work with Ministry to update based on CP support	I	X	X					
Identify policy relevant technical analysis requests from MLNR and carry out consultancy on best practices	I		X	X				
Develop and work with House of Chiefs and MLNR on strategy to come to agreement on contentious policy elements	I		X	X				
Support processes to share, consult and document comments on the Land Policy	I				X	X		Comment tracker
Support communications and consultations associated with final policy validation meeting, including ensuring that key stakeholders accept the policy prior to the meeting	I				X	X		Approved Land Policy
Identify legislation associated with the land policy that may need to be revised moving forward and support legislative revision processes through independent analysis	I		X	X				Legislative priority list
Carry out analysis of harmonization of Land Policy outcomes with relevant natural resource policy and law	I				X	X		NRM analysis
Identify and agree with relevant ministries on the elements of legislation and regulations that ILRG is designed to inform	I		X	X	X	X		
Support the development of outreach and communications materials associated with the Land Policy, as relevant	I				X	X	X	
Support for policy implementation plan and assessment of capacity of implementing agencies/actors	3					X	X	Capacity Assessment Plan
Update Power Africa Energy Sector Guidance from Kenya to the Zambian context	4			X	X			Guidance Updated
Sustainable Customary Land Administration Systems								
Clean Petauke and Chipata customary land administration databases	2a		X					Summary of status and prioritization

ACTIVITY	COMP.	OCT. 2018	NOV. 2018	DEC. 2018	FY19 Q2	FY19 Q3	FY19 Q4	OUTPUTS
Develop site plans and materials for moving ILRG data into the National Land Titling Process (await MLNR and Department of Resettlement acceptance to move forward with additional MLNR support to the National Land Titling Programme)	2a		X					3,000+ parcels integrated into Zambia Integrated Land Management Information System
Carry out Innola and Land Alliance consultancies on needs assessment for affordable administration of customary land data (may also support evaluation of National Land Titling Programme process)	2a		X	X	X			Customary land administration strategy
Hold a series of technical workshops with customary land documentation partners, relevant ministries and customary authorities on data standards and data collection principles moving forward for MAST approaches in Zambia, both for household level, community level and district level data	2a			X	X	X		Finalized data standards
Move development planning data and customary data into National Spatial Database Infrastructure	2a					X	X	
Develop grant application request to pilot administrative procedures and data management inclusive of chiefs, community institutions, civil society, districts, and service providers (grant should also inform the development of IDP and continued engagement on wildlife and forest management)	2a				X			
Award grants for piloting IDP and customary administration	2a, 4					X	X	
Collaborate with private sector actors on extending financial or agricultural services to households/communities based on customary land data	2a, 4					X	X	
Improved NRM Based on Clarifying Rights								
Assess tenure barriers to community-based NRM in Zambia through an analysis of legislation, institutional structures, and current practices, building on recent studies and experience	2a, 4			X	X			Report

ACTIVITY	COMP.	OCT. 2018	NOV. 2018	DEC. 2018	FY19 Q2	FY19 Q3	FY19 Q4	OUTPUTS
Convene NRM stakeholders through a series of engagements on MAST tools, and resource rights documentation processes	2a, 3		X	X	X	X	X	Workshop outcomes
With USAID assistance, develop relationships between ILRG and Department of National Parks and Wildlife	2a, 4			X				
Develop grant application request focusing on community game ranching and/or community forest management, based on the use of land documentation methodologies, in collaboration with district integrated development plans and government and customary stakeholders	2a, 4					X	X	
Award and deploy community game ranching/community forest management grant	2a, 4						X	
Capacity-Building								
Adapt land governance capacity assessment tool for ILRG use	3		X	X				Capacity assessment
Develop and deploy (potentially with support or collaboration of the Monitoring and Evaluation of Land in Africa program) a land governance assessment targeted to chiefdoms and districts across the country	3			X	X	X		Baseline paper
Consolidate land governance training materials and resources with other CSO and government partners, carry out gap analysis, and identify areas for ILRG and other partners to contribute	3			X	X	X		Capacity-Building plan and resources
Develop agreement with House of Chiefs on customary land governance capacity-building agenda						X	X	
Support Ministry of Local Government on GIS capacity-building training manual and testing						X	X	GIS Training Manual
Develop terms of reference (TORs) for Land Champion partners and undertake recruitment	3				X	X	X	
Coordination on Land Governance								

ACTIVITY	COMP.	OCT. 2018	NOV. 2018	DEC. 2018	FY19 Q2	FY19 Q3	FY19 Q4	OUTPUTS
Update ILRG list of land stakeholders by institution and location, confirm their interest in long-term engagement, and coordination needs	1		X	X				
Develop TOR for land governance CP coordination with MLNR and support the devolvement of responsibilities to other CPs	1	X						CP group coordination
Convene quarterly CP meetings	1				X	X	X	
Develop options for district-level partners to support coordination within District Development Committees	3				X			Local level land coordination
Update and share monthly land media updates, including online reference, including recent research and outcomes	1			X	X	X	X	Land sector updates
Learning Agenda								
Develop learning and research agenda, including consolidation and coordination of experiences	1			X				
Carry out gender specific research associated with the findings of gender assessment	2b		X	X	X	X	X	Evidence and paper
Carry out youth related research on access to land and urban/rural migration	2b			X	X	X		Evidence and paper
Carry out political economy analysis of land in relation to customary and state relationships	2			X	X	X		Framework paper
Carry out assessment of community-based associations in the NRM sector, as it pertains to rights and efficacy (noted above)	2b			X	X	X		Paper
Hold annual two-day research symposium on land governance related research in Zambia	1						X	Symposium papers organized
Mexico								
Clarify role of Mexico or identify with USAID the option to meet term contractual requirements		X	X	X	X			
Ghana								
Hold weekly coordination calls with USAID and Ghana partners		X	X	X				

ACTIVITY	COMP.	OCT. 2018	NOV. 2018	DEC. 2018	FY19 Q2	FY19 Q3	FY19 Q4	OUTPUTS
Hold Ghana planning workshop	2a		X					
Facilitate agreement among partners on Ghana bridge phase implementation	2a			X	X			Implementation plan
Implement Ghana season one of bridge phase implementation	2a				X	X	X	
Consultation on Policy on Indigenous Peoples' Issues								
Hold weekly coordination calls with USAID	1	X	X					
Hold consultation meeting on Draft Policy on Indigenous Peoples' Issues	1		X					
Draft and submit consultation summary report	1			X				Policy consultation summary report
Determine follow up engagement on policy with USAID	1			X	X			
Implement follow up engagement activities	1				X	X	X	

ANNEX 1: PLANNED COMMUNICATION MATERIALS

TABLE 3. ILRG PLANNED COMMUNICATION MATERIALS

NO.	NAME	DESCRIPTION	APPROX. TIMING
1	Project Brief	Contractual; to be updated quarterly	Oct. 2018, Jan. 2019, Apr. 2019, Jul. 2019
2	Infographics x 4 Country Specific and Global	Similar to TGCC infographics	Nov. 2018
3	Capacity-Building Plan	Plan for trainings across all tasks for FY 2019	Jan. 2019
4	ILRG Quarterly Blog Posts	Themes TBD	Jan. 2019, Mar. 2019, Jun. 2019, Sept. 2019
5	Success Stories	Contractual; quarterly	Jan. 2019, Apr. 2019, Jul. 2019
6	ILRG Launch Post	Associated with World Bank Annual Conference on Land and Poverty	Feb. 2019
7	IP Policy Consultation Post	On completion of the policy process	Feb. 2019
8	ILRG Thematic Infographics	~¼ page per theme	Periodically 2019
9	ILRG Policy Briefs	Zambia/Mozambique	Mar. 2019
10	Ghana Bridge Launch Post?	With first plantings	Mar. 2019
11	Additional TBD, including capacity-building materials identified in the Capacity-Building Plan	TBD	TBD

ANNEX 2: PROCUREMENT PLAN

TABLE 4. ILRG PROCUREMENT PLAN FOR FY 2019 (items at $500 or greater)

COUNTRY	ITEM	NO. UNITS	UNIT COST	TOTAL COST
Zambia	4-wheel drive vehicle (to be confirmed)	1	$47,000	$47,000
Zambia	Laptop and basic software (Microsoft Office, etc.)	5	$700	$3,500
Zambia	Laserjet black and white printer	1	$500	$500
Zambia	All-in-one printer/copier/scanner	1	$5,200	$5,200
Zambia	Plotter for printing maps	1	$4,000	$4,000
Zambia	Satellite phone	1	$600	$600
Zambia	Conference table and chairs for 8	1	$2,600	$2,600

ANNEX 3: ANTICIPATED INTERNATIONAL TRAVEL

TABLE 5. ILRG ANTICIPATED INTERNATIONAL TRAVEL FOR FY 2019

NO.	NAME	POSITION	ORG.	DESTINATION	PURPOSE OF TRIP	LENGTH OF TRIP	APPROX. TIMING
1	Matt Sommerville	COP	Tetra Tech	Zambia	Mobilization	N/A	Aug. 2018
2	Matt Sommerville	COP	Tetra Tech	Mozambique	Participation in work planning	1 week	Sept. 2018
3	Melissa Hall	DCOP	Tetra Tech	Mozambique/Zambia	Participation in work planning	2 weeks	Sept. 2018
4	Participants	N/A	N/A	US	Participation in IP Policy consultation	1 week	Nov. 2018
5	Igor Popov	Land Admin	Innola	Mozambique/Zambia	Assessment	3 weeks	Nov. 2018
6	Kevin Barthel	Land Admin	Land Alliance	Mozambique/Zambia	Assessment	3 weeks	Nov. 2018
7	Mark Freudenberger	Land Tenure Specialist	Tetra Tech	Ghana	Work planning	1 week	Nov. 2018
8	Robert O'Sullivan	Forest /Finance	Winrock	Ghana	Work planning	1 week	Nov. 2018
9	Terence Mothers	GIS Support	Terra Firma	Mozambique	Technical support	1.5 weeks	Nov./Dec. 2018
10	Emmanuel Mutale	Country Coordinator	Tetra Tech	Mozambique	Training	1 week	Dec. 2018
11	Kaoma Chenge	IT Officer	Tetra Tech	Mozambique	Training	1 week	Dec. 2018
12	Bwalya Chuba	M&E Specialist	Tetra Tech	Mozambique	Training	1 week	Dec. 2018
13	Jennifer Duncan	Gender Spec	Landesa	Mozambique/Zambia	Gender assessment	3 weeks	Jan. 2019
14	Robert O'Sullivan	Forest /Finance	Winrock	Ghana	Start-up	2 weeks	Feb. 2019
15	Melissa Hall	DCOP	Tetra Tech	Mozambique/Zambia	Grant management	2 weeks	Feb. 2019
16	Matt Sommerville	COP	Tetra Tech	Mozambique	Assessment with USAID Mozambique of opportunities with Modal, Sky Islands and Portucel	2 week	April. 2019
17	Jennifer Duncan	Gender Spec	Landesa	Ghana	Gender assessment	1 week	Feb. 2019
18	Scheller Hinkle	MEL Specialist	Tetra Tech	Mozambique/Zambia	MEL support	2 weeks	TBD

19	TBD	Irrigation Specialist	Tetra Tech	Mozambique	Design of irrigation system	TBD	Feb./Mar. 2019
20	Carol Colfer	Land Admin	Innola	Mozambique/Zambia	Administration Support	TBD	TBD
21	Terence Mothers	GIS Support	Terra Firma	Mozambique/Zambia	Mapping support	1.5 weeks	Mar. 2019
22	Cristina Alvarez	Project Manager	Tetra Tech	Mexico	Start-up	1 week	TBD
23	Melissa Hall	DCOP	Tetra Tech	Mozambique/Zambia	Grant management	2 weeks	TBD
24	Melissa Hall	DCOP	Tetra Tech	Mozambique/Zambia	Grant management	2 weeks	TBD
25	TBC			India TBC		TBD	
26	TBC			Burma TBC		TBD	
27	TBC			Liberia TBC		TBD	

ANNEX 4: ENVIRONMENTAL MITIGATION AND MONITORING PLAN

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

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

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

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

   Such activities are not anticipated during the life of ILRG.

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

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

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

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

EMMP.1 BACKGROUND

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

EMMP.1.1 STARR II IDIQ H.15 ENVIRONMENTAL COMPLIANCE

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

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

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

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

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

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

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

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

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

EMMP.1.2   ILRG TO H.3 ENVIRONMENTAL COMPLIANCE

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

1. 22 CFR 216.2(c)(2)(i): Education, technical assistance, or training programs except to the extent such programs include activities directly affecting the environment (such as construction of facilities, etc.)

2. 22 CFR 216.2(c)(2)(iii): Analyses, studies, academic or research workshops and meetings

3. 22 CFR 216.2(c)(2)(v): Document and information transfers

4. 22 CFR 216.2(c)(2)(xiv): Studies, projects, or programs intended to develop the capability of recipient countries to engage in development planning, except to the extent designed to result in activities directly affecting the environment.

EMMP.1.3   ILRG IEE REQUIREMENTS

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

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

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

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

EMMP.2   DEFINITIONS, ROLES, & RESPONSIBILITIES

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

EMMP.2.1   DEFINITIONS: ENVIRONMENTAL MITIGATION AND MONITORING

The goals and processes for environmental mitigation and monitoring have been clearly defined by USAID. This document, including all definitions, builds directly upon USAID's guidance on the development and implementation of EMMPs.[5]

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

Mitigation can reduce impacts in three ways:

a) Prevention and control measures, which fully or partially prevent an impact/reduce a risk by:[6]

- o   Changing means or technique
- o   Changing the site
- o   Specifying operating practices

b) Compensatory measures, which offset adverse impacts in one area with improvements elsewhere

c) Remediation measures, which repair or restore the environment after damage is done

Environmental monitoring is defined as:

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

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

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

In terms of *mitigation*, this plan defines …

a) What and Why:

- o   What are the significant impacts that need to be mitigated?
- o   For each significant impact, what are the proposed mitigation measures?

- Who:

- o   Who carries out mitigation measures? Who manages or verifies?

- When:

- o   At what stage in the project cycle is each measure implemented?
- o   Is there adaptive mitigation?

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[5]   Recent guidance documents include *Environmental Procedures Training Manual, Introduction to Environmental Mitigation and Monitoring Plans*, and *Environmental Guidelines for Small-Scale Activities in Africa*.

[6]   Prevention of impacts by changes to activity design, site, or technique is the most reliable approach to mitigation; as such, this EMMP gives preference to prevention and control measures.

In terms of *monitoring*, this plan defines …

1. What:

    1. What are the indicators?

2. Why:

o Why each indicator—what is the purpose of each indicator?

- When and How:

    1. When and how will indicators be measured? How will the information be analyzed?

3. Who:

    1. Who monitors? Who analyzes? Who reports? Who receives the information?

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

To be effective, mitigation and monitoring must be

- Realistic: Mitigation and monitoring must be achievable within time, resources, and capabilities.

- Targeted: Mitigation measures and indicators must correspond to impacts.

- Funded: Funding for mitigation and monitoring must be adequate over the life of the activity.

- Considered early: Preventive mitigation is usually the cheapest and most effective form of mitigation, but prevention must be built in at the design stage.

EMMP.2.2   ROLES AND RESPONSIBILITIES FOR ENVIRONMENTAL COMPLIANCE

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

1. COP: The COP has ultimate responsibility for ensuring that the ILRG EMMP is implemented appropriately and in a timely fashion.

2. Task leads and implementing partner coordinators: As environmental compliance is integrated into project implementation (including monitoring and evaluation), the task leads are assigned responsibility to ensure that all technical assistance activities under their leadership comply with this EMMP.

3. MEL Specialist: Building on the integration of the work plan, M&E plan, and the EMMP, the Home Office MEL Specialist in is responsible for ensuring that the EMMP indicators are monitored and reported on. The MEL Specialist will be responsible for delegating any additional M&E responsibilities for the EMMP and coordinating with the COP.

EMMP.2.3   REPORTING REQUIREMENTS:

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

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

- The EMMR will record the environmental mitigation and monitoring measures outlined in the EMMP and will indicate the activities used to ensure that those measures were implemented.

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

EMMP.3 MITIGATION & MONITORING PLAN

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

EMMP.3.1 PLANNED ACTIVITIES/TASKS AND ENVIRONMENTAL THRESHOLD DECISION

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

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

a) Support land use planning and education on environmentally sustainable, productive, and diversified land uses;

b) Pilot ways to map, evaluate, document, and/or register land and resource rights (including collective rights);

c) Apply "fit-for-purpose" systems of interventions that are aligned with local government laws and regulations and are cost-effective;

d) Work with government and communities to provide documentation to individuals and communities outlining their land and resource rights;

e) Improve the ways by which women acquire land (e.g. purchase, inheritance), the quality of land they receive, and how land is transferred at marriage or a spouse's death;

f) Support processes to incorporate international good practices into government decisions that impact indigenous peoples' land and resource rights including the right to consultation and to hold collective title;

g) Improve planning and management related to tropical forest conservation, agricultural land use, and land tenure. build host country capacity to implement land and resource governance;

h) Support application of the Voluntary Guidelines, the Principles for Responsible Investment in Agriculture and Food Systems, and/or other such responsible investment guidance in sectors such as agriculture, energy, infrastructure, urban housing or others;

i) Assist stakeholders in developing socially and environmentally responsible partnerships (e.g., with the Tropical Forest Alliance 2020) that promote investment while protecting local land rights;

j) Enhance the capacity of governments to support responsible investments.

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

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

SUB-ACTIVITY	IEE/ETD[7]	REFERENCE
Mozambique		
Activity: Policy Engagement		
Participate in Reflection Group and Land Consultative Forum	CE	22 CFR 216.2(c)(2)(i)
Establish ILRG Policy Research Agenda	CE	22 CFR 216.3(a)(2)(ii)
Develop and circulate policy and legal papers	CE	22 CFR 216.3(a)(2)(ii)
Activity: Outgrower Schemes – Illovo Pilot		
Training on MAST techniques	CE	22 CFR 216.2(c)(2)(i)
Carry out MAST implementation	ND/wC	
Training on land readjustment processes	CE	22 CFR 216.2(c)(2)(i)
Carry out land readjustment processes	ND/wC	
Liaise with DINAT and Cadastro Popular for submission of data to SiGIT	CE	22 CFR 216.2(c)(2)(xiv)
Activity: Portucel Pilot		
Training on MAST techniques	CE	22 CFR 216.2(c)(2)(i)
Carry out MAST implementation	ND/wC	
Carry out establishment of WUA	ND/wC	
Liaise with DINAT and Cadastro Popular for submission of data to SiGIT	CE	22 CFR 216.2(c)(2)(iv)
Activity: Support Research on Land Tenure Issues		
Carry out gender specific research	CE	22 CFR 216.3(a)(2)(iii)
Support research on state, customary and local association relationships in land administration	CE	22 CFR 216.3(a)(2)(iii)
Zambia		
Activity: Policy Engagement		
Research on best practice for policy	CE	22 CFR 216. 2(c)(2)(ii)
Support consultation processes	CE	22 CFR 216. 2(c)(2)(ii)
Activity: Sustainable Customary Land Administration		
Support movement of ILRG data into the National Land Titling System for Resettlement Areas	CE	22 CFR 216.2(c)(2)(iv)

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[7] CE = Categorical Exclusion, NDw/C = Negative Determination with Conditions

SUB-ACTIVITY	IEE/ETD[7]	REFERENCE
Carry out research on affordable and accessible customary land data systems	CE	22 CFR 216.2(c)(2)(iii)
Technical workshops on data standards	CE	22 CFR 216.2(c)(2)(ii)
Pilot inclusive customary land administration	ND/wC	
Pilot district IDP	CE	22 CFR 216.2(c)(2)(xiv)
Pilot extension of financial or agriculture services to households/communities	ND/wC	
Activity: Improved NRM		
Carry out research on community-based wildlife management and forest management	CE	22 CFR 216.2(c)(2)(ii)
Implement customary land documentation to support wildlife and forest management for communities	ND/wC	
Activity: Capacity-Building		
Consolidate land governance training materials	CE	22 CFR 216.2(c)(2)(i)
Carry out training on land governance with partners and Land Champions	CE	22 CFR 216.2(c)(2)(i)
Activity: Coordination on Land		
Produce monthly outreach land news	CE	22 CFR 216.2(c)(2)(i)
Convene quarterly CP Meetings on land	CE	22 CFR 216.2(c)(2)(ii)
Activity: Learning Agenda		
Carry out Zambia-specific gender, youth, urban/rural, natural resource management research	CE	22 CFR 216.2(c)(2)(iii)
Mexico		
Activities To Be Determined		
Ghana		
Activity: Bridge Phase Design		
Consult with relevant stakeholders: USAID, Hershey's, ECOM, traditional leaders	CE	22 CFR 216. 2(c)(2)(ii)
Consultation on Policy on Indigenous Peoples' Issues		
Activity: Policy Consultation		
Consult on policy including written and verbal comments	CE	22 CFR 216. 2(c)(2)(ii)

EMMP.3.2   MITIGATION MEASURES AND MONITORING PROTOCOLS

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

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

TABLE 7. ILRG MITIGATION MEASURES & MONITORING PROTOCOL

ACTIVITY, ENVIRONMENTAL THREATS, AND CONDITION	MITIGATION MEASURE(S)	MONITORING INDICATOR(S)	MONITORING METHOD & FREQUENCY	BUDGET	RESPONSIBLE PARTY(IES)
Mozambique Activity: MAST Implementation and Land Readjustment Processes. ILRG will work through local grantees partners to document current land and resource use practices. ILRG is not promoting specific land use planning objectives, such as conversion from one activity to another, but rather is empowering the communities to make their own decisions. **Condition:** Technical assistance and training addresses issues of sustainable land use and management; social impacts of land use planning; and environmental soundness. **Condition**: Include information regarding how analysis of current land patterns, social priorities, and environmental services of areas in question occurs so that environmental sustainability is incorporated into land use planning. ILRG's engagement will not promote land use changes specifically, but rather provides stakeholders with tools and basic processes for making active decisions on the sustainable use of their land.	ILRG, in all land use planning and management plans, training, and technical assistance to communities, will integrate principles of: • Sustainable land use planning and management • Social and environmental soundness • Vulnerability of current land use patterns to climate change and variability, as appropriate ILRG will not be engaging in any specific recommendations on changes in land use, but rather documenting current land uses and providing tools (maps) and resources to counterparts to develop their land use plans, in line with best practices. **Scopes of Work (SOWs):** In addition, SOWs for technical assistance (TA) contracted to support land use planning and community planning will include requirements that consideration be given to sustainable land use and management, social impacts of land use planning, environmental soundness, and global climate change.	• Project records • EMMP training records • Land documentation and land readjustment processes-related training materials and community land management training materials • Land use Management Plans • TA SOWs	Annual reports will include a brief summary of this compliance. Records will be kept in the Ona Platform. Training materials and outputs are developed by project partners and will be shared with the COP at the time of development.	These activities are built into the budget, as part of project implementation.	Task leads are responsible for monitoring in line with broader M&E requirements. COP and MEL Specialist will monitor compliance.
Mozambique Activity: *Establishment and Training of WUA. ILRG will support the downstream negotiation of rights related to the use of water and resulting increase in value of land. The creation of*	ILRG will ensure that the program includes best practices for maintenance and upkeep of small-scale irrigations through the application of the above sector environmental guidelines and	• EMMP training records	Annual reports will include a brief summary of compliance. Records will be kept in	These activities are built into the budget, as part of	The consultant hired will be responsible for following compliance steps

ACTIVITY, ENVIRONMENTAL THREATS, AND CONDITION	MITIGATION MEASURE(S)	MONITORING INDICATOR(S)	MONITORING METHOD & FREQUENCY	BUDGET	RESPONSIBLE PARTY(IES)
a Water User Association and support for fair negotiations will be part of this engagement. **Condition:** *Approaches should assure broad social inclusion and access to benefits.*	specific actions for water management associated with the investment.	• Training records from the WUA approach • Monitoring visits of performance of irrigation system	Mozambique-specific project documentation. This will be monitored annually.	project implementation.	initially and integrating into training materials. On a yearly basis, the Mozambique Task Lead is responsible for submitting documentation of monitoring visits and actions taken. COP and MEL Specialist will monitor compliance.
Zambia Activity: MAST Implementation and Land Use Planning and Natural Resource Management Activities. ILRG will work through local grantees partners to document current land and resource use practices. ILRG is not promoting specific land use planning objectives, such as conversion from one activity to another, but rather is empowering the communities to make their own decisions. **Condition:** Technical assistance and training addresses issues of sustainable land use and management; social impacts of land use planning; and environmental soundness. **Condition**: Include information regarding how analysis of current land patterns, social priorities, and	ILRG, in all land use planning and management plans training and technical assistance to communities will integrate principles of: 1. Sustainable land use planning and management 2. Social and environmental soundness 3. Vulnerability of current land use patterns to climate change and variability, as appropriate. ILRG will not be engaging in any specific recommendations on changes in land use, but rather documenting current land uses and providing tools (maps) and resources to counterparts to develop their land use plans, in line with best practices. ILRG will integrate good practices from the USAID GEMS SEGs into the trainings, including on forests,	• Project records • EMMP training records • Land documentation and land readjustment processes-related training materials and community land management training materials • Land use management plans • TA SOWs	Annual reports will include a brief summary of this compliance. Records will be kept in the Ona Platform. Training materials and outputs are developed by project partners and will be shared with the COP at the time of development.	These activities are built into the budget, as part of project implementation.	Zambia Task Lead is responsible for monitoring in line with broader M&E requirements. COP and MEL Specialist will monitor compliance.

ACTIVITY, ENVIRONMENTAL THREATS, AND CONDITION	MITIGATION MEASURE(S)	MONITORING INDICATOR(S)	MONITORING METHOD & FREQUENCY	BUDGET	RESPONSIBLE PARTY(IES)
environmental services of areas in question occurs so that environmental sustainability is incorporated into land use planning. ILRG's engagement will not promote land use changes specifically, but rather provides stakeholders with tools and basic processes for making active decisions on the sustainable use of their land.	community-based natural resource management, and agriculture. **SOWs:** In addition, scopes of work (SOWs) for technical assistance (TA) contracted to support land use planning and community planning will include requirements that consideration be given to sustainable land use and management, social impacts of land use planning, environmental soundness, and global climate change.				