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# ANNUAL PROGRESS REPORT, FY 2021 INCLUDING QUARTERLY REPORT, JULY – SEPTEMBER 2021

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

Contract Number: 7200AA18D00003/7200AA18F00015  
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Cover Photo: Training of women potato farmers in Dhuluk, Purba Bardhaman, West Bengal, India. ILRG India

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# LIST OF ACRONYMS

ADR	Alternative Dispute Resolution
CAF	Capacity Assessment Framework
CBNRM	Community-Based Natural Resource Management
CDLA	Chipata District Land Alliance (Zambia)
CEL	Communications, Evidence, and Learning
CLDMC	Community Land Development and Management Committee (Liberia)
COGEB	Comité de Gestion du Bassin Versant Sambirano (Madagascar)
COMACO	Community Markets for Conservation (Zambia)
COVID-19	Coronavirus Disease 2019
CRB	Community Resources Board (Zambia)
CRCL	Climate Resilient Cocoa Landscapes (Madagascar)
DNPW	Department of National Parks and Wildlife
DRC	Democratic Republic of Congo
ECOM	Ecom Agroindustrial Corp.
FNDS	National Funder for Sustainable Development (Mozambique)
FPIC	Free, Prior and Informed Consent
FY	Fiscal Year
FZS	Frankfurt Zoological Society
GAI	Green Advocates International
GALS	Gender Action Learning System
GBV	Gender-Based Violence
GC	Governance Committee
GMA	Game Management Area
GRAS	Green Resources AS
IDIQ	Indefinite Delivery/Indefinite Quantity
ILRG	Integrated Land and Resource Governance
IPIS	International Peace Information Service
LAP	Local Area Plan
LFP	Land for Prosperity (Colombia)

LLA	Liberia Land Authority
LLG	Land Leasing Group
LRIU	Land Reform Implementation Unit (Malawi)
MAST	Mobile Approaches to Secure Tenure
MEL	Monitoring, Evaluation, and Learning
MHC	Mocuba Honey Company
MLHUD	Ministry of Lands, Housing and Urban Development (Malawi)
MLT	Malawi Leaf Tobacco
MoU	Memorandum of Understanding
NC	Nurturing Connections
NGO	Non-Governmental Organization
NLTP	National Land Titling Programme (Zambia)
OECD	Organisation for Economic Co-operation and Development
PDLA	Petauke District Land Alliance (Zambia)
PES	Payment for Ecosystem Services
PIER	Private Investment for Enhanced Resilience
PPA	Public-Private Alliance for Responsible Minerals Trade
Prindex	Property Rights Index
SDI	Sustainable Development Institute
SFP	Sustainable Farming Practice
SOP	Standard Operating Procedure
SOW	Scope of Work
SRLM	State Rural Livelihoods Mission (India)
STARR II	Strengthening Tenure and Resource Rights II
TA	Traditional Authority
TLMA	Traditional Land Management Area
USAID	United States Agency for International Development
WCF	World Cocoa Foundation
WEE	Women's Economic Empowerment
WPAZ	Wildlife Producers Association of Zambia
ZCRBA	Zambia Community Resources Board Association

ZLA

Zambia Land Alliance

## I.0 INTRODUCTION AND BACKGROUND

The Integrated Land and Resource Governance (ILRG) task order under the Strengthening Tenure and Resource Rights II (STARR II) Indefinite Delivery/Indefinite Quantity (IDIQ) contract provides support to the United States Agency for International Development's (USAID) Land and Resource Governance Team under the Development, Democracy, and Innovation Bureau's Environment, Energy, and Infrastructure Center. ILRG implements interventions in USAID countries, providing technical assistance to improve land and resource governance, strengthen property rights, and build resilient livelihoods as the foundation for stability, resilience, and economic growth. The task order has four primary objectives: 1) to increase inclusive economic growth, resilience, and food security; 2) to provide a foundation for sustainable natural resource management and biodiversity conservation; 3) to promote good governance, conflict mitigation, and disaster mitigation and relief; and 4) to empower women and other vulnerable populations.

To achieve this, the task order works through four interrelated components with diverse stakeholders:

- Component 1: Support the development of inclusive land and property rights laws and policies;
- Component 2: Assist law and policy implementation, including clarifying, documenting, registering, and administering rights to land and resources;
- Component 3: Support the capacity of local institutions to administer and secure equitable land and resource governance; and
- Component 4: Facilitate responsible land-based investment that creates optimized outcomes for communities, investors, and the public.

The ILRG contract has two mechanisms for providing support on land and natural resource governance: 1) term activities; and 2) completion activities. The term portion of the contract was mostly expended in the first three years, primarily on technical assistance in Mozambique and Zambia, although some funding remains to support limited core management and analytical activities. Under the completion portion of the contract, USAID missions, bureaus, and offices can support additional scopes of work. Activities currently pursued under this portion of the contract include: 1) support around USAID's Policy on Promoting the Rights of Indigenous Peoples; 2) support to deforestation-free cocoa in Ghana through the creation of a sustainably financed farm rehabilitation and land tenure strengthening model; 3) collaboration with PepsiCo on gender and women's empowerment within the potato value chain in West Bengal, India; 4) a land tenure and property rights assessment in Indonesia; 6) a deep dive in Colombia with the Property Rights Index (Prindex); 5) support for completion of Customary Land Protection Program activities in Liberia; 6) activities related to the Women's Economic Empowerment (WEE) Fund in Ghana, India, Malawi, Mozambique, and Zambia; 7) support to the Public-Private Alliance for Responsible Minerals Trade (PPA); 8) engagement in Madagascar with the Climate Resilient Cocoa Landscape Program; 9) investigation of conflict financing, due diligence and socioeconomic dynamics in the artisanal mining supply chains in Democratic Republic of Congo (DRC); 10) multiple activities in Mozambique including clarification of rights to land and resources related to responsible land-based investment, as well as disaster response work in Cabo Delgado and Sofala Provinces; and 11) in Zambia support to land policy, customary land administration, and service delivery, as well as community-based natural resource governance around protected areas.

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

## 2.0 SUMMARY OF YEAR 3

During fiscal year (FY) 2021, ILRG continued to launch new activities in Madagascar, Malawi, Liberia, and DRC, as well as deepen work on women's land rights and economic empowerment. Progress continued to be stalled in every country due to coronavirus disease 2019 (COVID-19) and associated international travel and local activity restrictions.

Nevertheless, there were substantial achievements in FY 2021: rights documentation processes continued in Ghana, Zambia, and Mozambique and were launched in Liberia and Malawi. Women's land rights activities were a major focus, and ILRG launched impactful work related to social norms change and women's representation in land and resource governance bodies. Private sector partnerships were implemented in Mozambique with Grupo Madal and Green Resources SA. A second season of partnership with PepsiCo on WEE in the potato supply chain in West Bengal was completed successfully, with further engagement on PepsiCo's long-term strategy. The long-standing partnership in Ghana with Hershey and Ecom Agroindustrial Corp. (ECOM) evolved into a novel payment for ecosystem services (PES) pilot. ILRG's work with ECOM in Ghana will further explore WEE integration into the cocoa supply chain.

In Zambia, the National Lands Policy was approved with recognition of USAID's substantial support. In Mozambique, ILRG partnered with the National Land Commission to carry out broad surveys on the Land Law and policy. ILRG's engagement in Malawi is primarily through government, as ILRG navigates the first large-scale implementation of the country's new land laws. In Ghana, ILRG's support on tree tenure remains its primary policy contribution, and in India, ILRG's experience on land leasing in West Bengal continues to influence the state's leasing policy. Finally in Liberia, ILRG's engagements with the Land Commission have helped to navigate the community land deed registration process. Capacity-building activities focused on gender integration in all countries, particularly around community natural resource governance in Zambia with five civil society and one private sector partner and their beneficiaries. In Madagascar, ILRG found an important role in stimulating private sector, civil society, and government awareness of land governance issues in the Sambirano Valley that ILRG will continue for the coming years.

ILRG also successfully carried out a large data collection process in Colombia to inform the Prindex initiative. Activities in DRC related to conflict minerals and responsible sourcing were successfully launched and coordinated with the mission. Finally, in Mozambique activities related to disaster preparedness were launched in Sofala Province in response to both the conflict in Cabo Delgado and the impacts of frequent cyclones. ILRG's portfolio has been reviewed for its ability to contribute to climate change mitigation and adaptation goals.

Priorities for FY 2022 include making significant progress in Malawi on customary land documentation and in Ghana with WEE through a partnership with ECOM. Further launching of field work for the disaster risk reduction pilots in Mozambique is also a major operational priority. As ILRG looks to its final two years, it is seeking to ensure that all country activities complete their implementation and impacts, and that learning opportunities are fully captured, particularly as they relate to WEE, private sector engagement, land rights documentation, community governance and natural resource management, and responsible sourcing of minerals.

## 3.0 PROJECT ACTIVITIES

This report covers fiscal year 2021, inclusive of the quarterly report for July to September 2021.

### 3.1 PROJECT MANAGEMENT

ILRG continues to use bi-weekly written updates and weekly global calls with USAID, as well as activity-specific coordination calls, for overall project management. ILRG has a streamlined program management structure with a small global team providing support to activities in multiple countries; the addition of a full-time Gender Advisor has been impactful, and ILRG plans to hire a full-time Project Officer to help with learning and communications for the final years of the project.

#### 3.1.1 ENVIRONMENTAL MITIGATION MEASURES AND MONITORING

ILRG's revised environmental mitigation and monitoring plan (EMMP) was approved in FY 2021 to align with its new activities. No major environmental mitigation responses were noted/required for FY 2021 and ILRG rolled out EMMP with partners and staff to understand their obligations.

### 3.2 PROJECT PERFORMANCE

Despite constant adaptation required to address impacts of COVID-19, the ILRG project continued to perform well in FY 2021. Below ILRG presents a brief description of key achievements and examples related to the areas of the contractor performance assessment report evaluation criteria.

**Quality:** ILRG pays a great deal of attention to the quality and accessibility of its products and learnings. This year, ILRG was particularly proud of the following achievements within project priority areas outlined below (a sentiment echoed in the comments in the text boxes):

**Gender:** ILRG communicated out on its achievements in India, Zambia and Mozambique, particularly around [women's group potato production](#), [risks of gender-based violence in land documentation processes](#), Zambia's first [all-women community wildlife scout team](#), and Mozambique extension training, where ILRG was USAID's number one social media article.

"Thanks to you and ILRG for all the support, guidance and pushing the gender issues. We are extremely grateful." (I. Stevenson, Conservation Lower Zambezi)  
"Great article Team!! Thank you for this amazing work [on PepsiCo/USAID article *Climate Change is Not Gender Neutral*]." (C. Daugherty, PepsiCo)  
"[The Ghana gender assessment is a] best in class example of an assessment led by an implementing partner." (C. Hart, USAID GenDev)

"It was particularly gratifying to see that USAID's support through TGCC and of course ILRG was recognized specifically. Your contributions cannot be understated." (A. Norikane, USAID)

**Policy:** ILRG was instrumental in launching a multi-stakeholder platform for land use decision making in Madagascar, worked with the National Land Commission in Mozambique to collect broad survey data on land law and policy, and provided consistent long-term contributions to Zambia's finalization of the National Lands Policy after two decades of effort.

**Technical backstopping:** ILRG continued to act as a resource for USAID, donors, civil society and others engaged in land and resource governance issues across the countries in which it works, including in helping the World Bank scope future land governance work in Zambia.

"Many thanks to (ILRG) for the comprehensive overview." (M. Stickler, World Bank)

**Communications:** ILRG continued to look for and leverage opportunities to share out key activities

“Great work on the putting towns on the map success story [for Liberia]. I do feel like this will resonate so much more in-country. I hope the Mission DOC agrees and can help identify outlets.” (C. Stevens, USAID)

“Keep up the good work that ILRG is doing to help CSOs be more aligned and not work in silos,” (Zambian researcher)

“Words cannot express what you have done to bring these issues to light and develop a process to rebuild and regenerate,” (R. Shenton, Grassroots Trust)

and lessons learned with both in-country and global audiences, to ensure that stakeholders are aware of the work, including 31 broadly published articles/pieces in the past year (see Annex 5). According to site analytics, ILRG was the most visited project page on LandLinks, and also had 13 of the top 25 most downloaded products on the site.

**Schedule and Timeliness:** ILRG remained extremely responsive to USAID requests in FY 2021 and aims to respond to messages

within 24 hours. ILRG also attempts to anticipate USAID needs both in technical and contractual matters. ILRG has shown a willingness to mobilize quickly to adapt to USAID priorities, particularly during the change of administration in the past year, as illustrated by consultancies on responsible mining and climate, zoonosis, and biodiversity partnership priorities. ILRG submitted contract deliverables by their due dates, requesting one extension for the annual work plan to allow for all tasks to have consultative meetings. Despite the constant adaptations to COVID-19 impacts, ILRG has largely been able to stay on schedule and ensure implementation of activities in nine countries this year.

**Cost Control and Budget:** ILRG remains extremely budget conscious, finding opportunities to reduce costs and ensure that funding is used for intended impacts to reach beneficiaries, in part through a small core team for a project of its size and complexity. Given the complicated contract structure, ILRG has to manage budgets for a diverse set of tasks and continues to do so with a focus on cost-efficiency. ILRG prepares budget scenarios and models to improve USAID’s decision making between multiple bureaus and missions.

**Management:** ILRG is a complex project to manage given the wide variety of Washington-based and in-country counterparts for each activity, as well as substantive influence of both private sector partners and offices within USAID/Washington. With a lean full-time staff of just three at a global level, in FY 2021 ILRG managed 16 employees, 26 subcontractors, 10 grantees, and over 50 consultants across nine countries of implementation. ILRG’s diverse funding sources require constant pivoting to make both short- and long-term plans across countries, activity managers, and private sector partners.

**Regulatory Compliance:** ILRG has very strong regulatory compliance, including submission of contractual obligations and necessary waivers and requests for approvals with advance warning and enough time to not slow down project implementation. ILRG trains staff on relevant regulatory compliance issues through its project management meetings.

### 3.3 CORE TERM ACTIVITIES

#### 3.3.1 DEVELOPMENT OF CAPACITY DEVELOPMENT INDICATORS AND TOOL

In FY 2021, ILRG used feedback gathered from ILRG pilot users of the capacity assessment framework (CAF) in Ghana, Mozambique, and Zambia to improve the functioning of the Excel-based CAF application tool, engaging with project teams from non-ILRG projects to discover if a pilot application was feasible, and responding to USAID comments on the methodology guide. Key points that emerged from pilot users were a need to explain and streamline the winnowing feature of the CAF where the user tailors the application tool to the needs of a specific activity and to correct an error in the translation of the framework into the Excel-based tool that led to confusion and extra time spent. Additionally, while project staff are interested in having a tool that helps demonstrate effectiveness of

capacity development efforts beyond standard monitoring, evaluation, and learning (MEL) indicator approaches, the CAF testing was added into existing workloads and budgets. Ideally the CAF would be agreed to in the scope of work or MEL plan early in the project's lifecycle.

Given these needs, piloting of the tool on non-ILRG projects was delayed until revisions were completed; revisions also addressed feedback from USAID/Washington. As of the end of FY 2021, ILRG is exploring potential pilot applications by the Ethiopia Land Governance Activity and by the Colombia Land for Prosperity (LFP) Activity. In Ethiopia, the CAF will be adapted to establish a baseline measure of the custom indicator: Number of land administration and land use personnel with a reported stronger capacity. For Colombia, discussion is ongoing about what application of CAF is viable for pilot testing while adding value to the activity.

### 3.3.2 MOBILE APPROACHES TO SECURE TENURE (MAST)

In FY 2021, partners in Zambia completed data collection work partway through the activity year, and the country team pivoted to finalizing documentation, following up on data quality, and pinpointing areas for improvement. The team took a deep dive into issues and challenges encountered during the previous 18 months, including process and enabling technology. As a result of this reflection and end-of-support for older ODK technologies, ILRG adopted the latest ODK Central platform for project and data management, and adapted approaches to take advantage of this improved system. Additionally, the team adopted an open-source data analytics platform to replace an assortment of monitoring and analysis tools and streamlined processes across the board. The final months of the year were spent implementing these improvements to service partners that are being onboarded now.

In Liberia and Malawi, ILRG completed preparation work and is actively engaging with partners carrying out field work. Teams in both countries are being trained by country staff in their respective mobile applications. In Liberia, partners began working with Cadasta, using an ESRI-based system based on both partners' extensive experience with the platform, which is being adapted to ILRG's community boundary mapping approach.

## 3.4 MOZAMBIQUE

In Mozambique, ILRG works to clarify, document, and administer land and resource rights through collaboration on responsible land-based investment. This year, ILRG activities have significantly increased the profile of MAST, with other private and public actors across various sectors increasingly showing interest. District authorities in Zambézia have repeatedly confirmed the usefulness of the approach and the value of confirming existing but undocumented land rights held by rural communities and families.

ILRG supported land rights and sustainable benefits in a range of situations, involving expansion into the provinces of Nampula, Niassa, and Sofala, as well as national-level policy work. ILRG made important steps towards supporting the national land policy reform process based on a new memorandum of understanding (MoU) with the Ministerial Commission overseeing this process and an agreement to support a series of provincial consultations on reform of the land law. Importantly, the MoU included potential work to identify how community-generated cadastral information on land rights could be integrated into the formal land administration system.

### 3.4.1 MANAGEMENT AND ADMINISTRATION

Terra Firma continues to lead ILRG activities in Mozambique. The office remained open despite COVID-19, with more reliance on telework and with social distancing within the office. Small in-person meetings were permitted inside and outside the office, always ensuring distancing and use of masks. Some staff work from home and have routine virtual meetings for planning and coordination; most meetings with people from outside the office involve teleconferencing.

### 3.4.2 PROGRAMMING ACTIVITIES

ILRG rolled out implementation of activities supporting a range of innovative engagements with private sector companies.

**Green Resources AS (GRAS) Responsible Land Relinquishment:** GRAS is consolidating its plantation forestry work in a smaller, more geographically concentrated footprint. As part of this process, it is renouncing its rights to over 235,000 hectares of land in ways designed to benefit nearly 100 communities with up to 500,000 residents in Zambézia, Niassa, and Nampula Provinces. The activity received good support from all three provincial governments, but the process received some resistance from the National Directorate of Lands and Territorial Development. The delimitation process was slowed and, in some cases, came to a halt after the National Department of Land sent letters to provincial authorities instructing them to stop. ILRG met with the legal advisor to the minister, who confirmed the correctness of ILRG's approach and instructed the National Directorate to allow operations to resume.

Documents for the official registration of parcels in the real property register were submitted in all three provinces. GRAS formally renounced its rights on the livelihoods value parcels and plans to renounce the high value parcels by the end of October 2021. ILRG is working with GRAS to ensure that the company successfully transfers assets through sale at a symbolic price to neighboring communities.

Three service providers implemented activities related to livelihoods value parcels without standing timber or infrastructure; a fourth worked on the high value, high risk parcels across the three provinces. ILRG's partners moved from planning and initial engagements with local government authorities into active fieldwork. This started with detailed baseline interviews with community leaders and community members, moving on to 916 community meetings involving a total of 26,694 participants (49 per cent female). Eighty-eight community land associations were established, including 1,360 founding members (45.7 percent of whom were women). Participatory community mapping processes involved 272 meetings in 11 districts in three provinces. Service providers submitted evidence that they confirmed the delimitations of 26 previously delimited communities, while also completing 39 new delimitations and submitting requests for certification to provincial authorities. ILRG has been informed by two of the service providers that they did additional delimitations, but they have so far not submitted documentation to the ILRG database as evidence. This failure to complete timely uploads of required evidence is a performance problem requiring significant time from ILRG staff. The ILRG team is working closely with all to ensure data is fully and correctly provided.

GRAS and Malawi Leaf Tobacco (MLT) signed a contract worth about \$120,000 for MLT to purchase wood from six land blocks in Alto Molocue District, Zambezia Province. To meet MLT's requirement for sustainable timber, GRAS provided a forest management plan and will oversee the sales in coming months. GRAS will recoup its direct costs on this process but will hold about US\$80,000 on behalf of the communities. One of ILRG's tasks is to help the six community associations agree how they will manage and use these funds, perhaps through a higher-level body that represents them all.

**Grupo Madal Ingrower and Outgrowers:** Grupo Madal is actively providing all material requested and has committed over US\$300,000 in cash and in-kind towards the activities, such as subsidized transportation, housing, and office space for the service provider, NANA, and all operational costs for the agricultural extension system.

The activity successfully laid the foundation for the ingrower scheme, in which residents of 14 communities adjacent to four Madal farms are receiving contracts for use of Madal land, along with inputs and extension support to be provided by the company. A total of 1,546 farmers, of whom 1,345 (87 percent) are women, were allocated 0.5-hectare parcels covering nearly 800 hectares. Most of these parcels were already being used informally and without the company's agreement, with production in

very small, scattered plots. As agreed with communities, ingrowers will shift into the newly established grid pattern before the start of the rainy season in November 2021; they will receive coconut saplings, other seeds, and technical support, as well as a guarantee that Madal will buy the crops.

Community delimitations were completed for all 14 neighboring communities, with requests for production of formal certificates of delimitation submitted to provincial authorities. Delimitation of family parcels within these communities is underway. By the end of September 2021, 3,770 people (55 percent women) registered to delimit their land in the first 10 participating communities; the process will be completed in the final four communities during October 2021. The parcel delimitation process involves multiple field teams working simultaneously in four phases, each with three or four communities; as the areas remaining to be delimited in a specific phase are reduced, some of the field teams shift to the next set of communities. By the end of September, 1,427 parcels had been delimited. Work was completed in three communities and initiated in a further seven (to be completed by the end of October 2021); parcel delimitation in the remaining four will be done by the end of November 2021. ILRG is working to confirm details submitted for parcels and has started to produce community level maps and lists of claimants from the first three communities. Details will be publicly displayed for 30 days in each community, allowing anyone to confirm, correct or object to the claims.

Given ILRG's analysis of the available time and budget, the activity was designed from the beginning to delimit parcels in a "border area" of each community close to Madal's properties. NANA has noted that some of the rights holders in these border areas are absent, often working in other provinces; this means that participation in the process has been lower than anticipated and the teams are expanding more deeply into communities. NANA is recruiting more team members for an intensive effort to conclude all delimitation work by the end of November 2021, when the rainy season will make further work increasingly difficult. A second phase of parcel delimitation is designed to be completed based on future ILRG funding for Years 4 and 5.

ILRG provided technical support to NANA and Madal in various ways, including the design of the agricultural extension system; NANA has an agronomist who is supporting Madal's 17 extension staff. This team will help ingrowers to form a total of about 70 farmers' clubs and set up a plan to undertake weekly extension visits to provide inputs, technical advice, and practical demonstrations. Madal used its own funds to begin distribution of coconut saplings and cowpea seeds to ingrowers.

ILRG provided hands-on training to NANA staff on key features of the land law, use of the CaVaTeCo methodology for land delimitation, and the legal steps in delimitation of communities, combined with long-distance support. The service provider is less proficient in community engagement and in technical aspects of land delimitation than desired; this has entailed a significantly higher than anticipated degree of technical support and guidance from ILRG. This has included helping the service provider to design its implementation strategy, adjust staffing levels, provide technical training and to pursue submission of required information to the database.

**Smallholder Eucalyptus Production in Portucel areas:** ILRG registered 74 participants (of whom 65 percent are women) in six adjacent communities in southern Ile District, all of which are within areas where Portucel holds DUAT rights. All participants planted eucalyptus saplings, reaching a total of 5,400 trees. Majol extension staff provided ongoing support to ensure proper land preparation, planting, and watering of the trees. By the end of the period, the largest trees had already grown from a planting size of about 20 centimeters to over two meters in height. The company that provided eucalyptus saplings also visited participants several times to monitor production and growth. Their technical specialist trained selected participants from each of the six communities in how to prune lower branches; this will speed up growth and improve quality of the trees. Farmers were also happy to be able to use the leaves for medicinal purposes at home.

A company based in neighboring Mocuba district, the Mocuba Honey Company (MHC), submitted a letter of interest to ILRG. This company works with smallholders in several districts to guide farmers in management of eucalyptus trees and buys several products that offer cash income throughout the life cycle of the trees. Within the first year of growth, eucalyptus leaves can be used for medicinal purposes at home or sold to MHC to produce essential oil for sale to hotels and other clients. As the trees grow, they contribute to honey production, with MHC providing hives and training, and buying honey from growers. With two to three years, trees are at the right size for some construction purposes and can be used as building posts within four years.

Service provider Majol hired a consultant to review Portucel's policies and procedures, with an eye towards recommending ways of making them more gender responsive. The ILRG Global Gender Advisor reviewed the terms of reference and initial report and continues to provide technical support.

Portucel backed away from the activity at the launch, due to fears that they would somehow assume responsibility for supporting farmers. However, the service provider maintained contact, and Portucel began to express more interest as they saw that participants were managing trees properly. Two other local companies stepped forward to express interest in long-term collaboration, where they would provide technical assistance in exchange for the opportunity to purchase timber from the farmers; one would also provide training and purchase leaves (for pressing essential oil) and honey. As ILRG's engagement with these communities is phased out, ILRG's national and regional partners will continue to support the growers in establishing market links.

**Land Administration and Disaster Preparedness.** ILRG received government agreement on the design of these new activities, which focus on the piloting of land administration responses in support of disaster and conflict-induced resettlement in Sofala and Cabo Delgado Provinces respectively. ILRG determined it would be preferable to split these into parallel activities with different service providers; requests for proposals are in the process of final elaboration and will be released shortly.

Planning for the Sofala intervention in resettlement areas was a significant challenge. After months of discussion and an official agreement with the National Institute for Disaster Management to serve as the national partner, the latter withdrew based on an internal decision that the agency does not have a mandate in "formalizing land rights." ILRG subsequently established agreements with district governments and with the provincial land department as implementing partners. The activity will be implemented in two resettlement areas in Buzi and Nhamatanda Districts in Sofala.

Work to support people who have been displaced by violence in Cabo Delgado has been shaped by ILRG with contacts from the World Bank and its implementing partner from the national government, the National Fund for Sustainable Development (FNDS).

### 3.4.3 POLICY SUPPORT

ILRG continued its positive relationship with the National Directorate of Land and Territorial Development and the Coordinator of the Ministerial Commission for the Revision to the Land Policy. In late 2020, USAID/Mozambique presented 100 ILRG-funded tablets pre-loaded with a digital survey form to be used in the national initiative to gather suggestions on the review of the land law and land policy. In February 2021, ILRG provided technical assistance and training to the commission. ILRG designed a database and digital portal to make the results publicly available, which the Minister of Land and Environment launched formally during a webinar this quarter, on Earth Day (April 22). By the end of September 2021, staff managed by the commission had completed and submitted 22,346 interviews.

ILRG provided legal and technical advice to the World Bank's national MozLand project, which works on the legal reform process, and to its implementer, FNDS. Assistance first focused on the regulatory environment for creating interoperability between the national cadaster and the Real Property Register.

The second technical theme has involved guidance in how to support land administration in areas of resettlement by internally displaced people fleeing climate events and insecurity.

#### 3.4.4 GENDER CONSIDERATIONS

ILRG's Gender Advisor in Mozambique and the ILRG Global Gender Advisor designed and implemented a series of virtual and face-to-face workshops to train service providers in basic gender issues related to land rights, land delimitation and sustainable use of land. ILRG also developed two manuals, *Women's Empowerment in the Context of Land Rights and Agricultural Value Chains* and *Domestic Dialogues on Gender Norms*, which have been shared with all service providers. Service providers were also assisted in developing plans on how to use the manuals to guide training with communities in coming months.

#### 3.4.5 SIGNIFICANT IMPLEMENTATION PROBLEMS AND RESOLUTION

Three issues stand out as problems needing attention in activities involving relationships among companies, communities, and service providers:

1. *Government buy-in*: While local governments are virtually entirely supportive of the process, they receive orientation and direction from higher levels where support for MAST was forthcoming only after significant delays, stoppages, and the eventual engagement of the national legal advisor.
2. *Uneven technical capacity of service providers*: ILRG provided orientation, initial technical training, and repeated in-service training on the CaVaTeCo approach and methodology and on gender issues. While three of the service providers have provided good quality services with work done on time, three others continue to have problems. These largely involve the quality of work (requiring significant inputs, advice, and technical support from ILRG) and a continuing failure to upload all required evidence into the database, such as missing some of the required signatures or supporting documentation.
3. *Relationships between service providers and companies*: Whereas GRAS was actively supportive throughout the activity, the other two companies had distinct problems. Portucel, after having initially raised the idea of smallholder eucalyptus outgrowers, developed institutional "cold feet" when the Chief Executive Officer was replaced by someone who has personal doubts about the approach. ILRG did find other companies that are interested, but this highlights that even senior staff buy-in can be easily overturned if there is staff turnover. Grupo Madal continues to be engaged with ILRG and supports the objectives, but there have been significant conflicts between Madal and the service provider based on different perspectives about the details of roles and responsibilities (for example, an MoU between them took over eight months to sign). This was exacerbated by Madal's impatience with the service provider's technical limitations and by the fact that the service provider's donor-based history had not provided them with any understanding of how to work in ways that simultaneously satisfy a funder (ILRG) and a company.

#### 3.4.6 ACTIVITIES TO COORDINATE, COLLABORATE, AND SHARE INFORMATION

ILRG is encouraging the adoption at scale of the MAST tools through strategic partnerships with a growing number of government entities, private sector operators, non-governmental organizations (NGOs), and communities in different provinces. Terra Firma has received funds from the Swiss Development Corporation to formalize land tenure for 10 communities in four districts of Niassa Province; the Wildlife Conservation Society also allocated some of its funding from the Global Environment Facility to support land tenure regularization in border areas around the Niassa Special Reserve in Niassa Province. The Land-at-Scale program funded Centro Terra Viva and Terra Firma to roll out land tenure work in 30 districts, including funds to undertake land tenure regularization in all 60 or so remaining communities in Ile District in Zambezia, where ILRG supported similar work in the past.

All these concepts involve use of the CaVaTeCo methodology, and therefore support roll-out of MAST in several more districts in additional provinces. This will mean that new local and provincial government representatives and implementing partners will become familiar with the approach.

### 3.5 ZAMBIA

ILRG engagement in Zambia builds on the momentum of USAID engagement on customary land tenure issues in Zambia since 2014, which initially worked with district-level civil society to support chiefs and rural communities in customary land documentation and agroforestry extension. This work evolved into a broader engagement that included advancing inclusive activities related to wildlife and natural resource tenure and the use of customary land documentation for district planning purposes, as well as the National Lands Policy.

#### 3.5.1 MANAGEMENT AND ADMINISTRATION

ILRG Zambia deploys a small technical office in Lusaka which supports field partners and leads coordination with USAID and various collaborating ministries and departments. ILRG's field activities have been implemented by local grantees and subcontractors, who also play a leading role on national-level community-based natural resource management (CBNRM) policy and coordination. These agreements came to an end in FY 2021, and new agreements were established towards the end of the year. Technical consultants on gender norms, forest management, integrated planning, and capacity-building backstop the overall activities. This year, ILRG faced the challenge of two waves of COVID-19 in Zambia that closed the office and required significant adaptation. The ILRG Chief of Party demobilized in the third quarter, ILRG's Country Coordinator role lapsed and was replaced with a Wildlife Specialist to advance relations in biodiversity and natural resource management. National elections and the passing of Zambia's first president during a COVID-19 wave placed significant constraints on field implementation and government coordination during the year. The new government has offered the opportunity to re-establish partnerships and create momentum for the final two years.

#### 3.5.2 ADVANCING LAND POLICY AND REGULATIONS

**Coordination and Policy Engagement:** In FY 2021, ILRG continued to push for land policy coordination, resulting in the approval and launch of the National Lands Policy, a monumental achievement for Zambia. ILRG continued to lead the cooperating partners group on land and has sought to identify new leadership for the group post-ILRG. The Ministry of Lands and Natural Resources has asked for assistance on legislation and regulations associated with the Lands Policy, but to date has not provided a roadmap for implementation or any specific request to ILRG, in part potentially due to the new government alignment of priorities. ILRG coordinated with the United Nations Human Settlements Program, Medici Land Governance, Medeem, Zambia Integrated Forest Landscape Program, and a local consultant on data standards for customary land documentation, but also awaits ministry partnership. ILRG is supporting the ministry in the development of a communications strategy which as of the end of the year is undergoing internal validation. This plan was consulted with civil society in its validation and sees civil society as a major partner in the rollout.

**Field Implementation:** ILRG worked with partners Chipata District Land Alliance (CDLA) and Petauke District Land Alliance (PDLA), as well as with Frankfurt Zoological Society (FZS), on customary land documentation and administration. These partners completed documentation processes in four chiefdoms and further solidified documentation best practices, in particular around gender integration. Concerns around certificate distribution remained a barrier for some chiefs, who expressed fears of locking in existing land allocations, and reducing their opportunities for improved planning in the future. At the same time, land documents in Ukwimi Resettlement area have proved to be important for the new district council in considering how it accesses land for community development. ILRG has

completed its work in Ukwimi with distributing site plans to all residents and sharing data with relevant government authorities.

Moving forward, FZS and the Zambia Land Alliance (ZLA) will carry out additional documentation of land; in Lundazi area with FZS, while ZLA will support land administration with five to seven chiefs in Chipata and Petauke Districts, updating certificate names, parcel boundaries, and transactions. The long-term administration of land certificates remains the key challenge for customary documentation and the main focus of field work for ILRG's engagement in the coming years.

**Gender and WEE:** ILRG continued to deepen its work on gender and land documentation with two main products. ILRG developed a brief on gender-based violence and land documentation, which has been used to better understand the risks facing women throughout the land documentation cycle and has been highly shared both in Zambia and globally. At the same time, ILRG partnered with Medici, the implementer of the National Land Titling Programme (NLTP), to train enumerator staff on gender issues and develop practice notes on how the NLTP can improve its gender responsiveness.

### 3.5.3 IMPROVED NATURAL RESOURCE MANAGEMENT

**Coordination and Policy Engagement:** ILRG started FY 2021 with a set of meetings to align the program to the Department of National Parks and Wildlife (DNPW) priorities. This established key common priorities related to advancing the wildlife economy, land use planning, community governance and gender integration. Throughout the year despite consistent efforts, progress remained limited. While this was partially due to COVID-19 and national politics, challenges persisted pertaining to community-level planning, interest in women's empowerment and concerns over the mandate of the Zambia Community Resources Board Association's (ZCRBA) vis-à-vis the department in community governance. ILRG partner the Wildlife Producers Association of Zambia (WPAZ) had constructive engagements with government on a technical level. This limited progress led to a shift at the end of the year to focus support on site level activity and engagement through civil society and NGOs. ILRG remains available to support policy priorities and is working with DNPW on a review of the Wildlife Act and on land allocation concerns within game management areas (GMAs).

**Field Implementation:** On community game ranching opportunities, Community Markets for Conservation (COMACO) worked through the governance elements of forest, wildlife, and agricultural management, making progress on an MoU for the Nyalugwe Community Game Ranch. With WPAZ support, they were able to carry out exchange visits with Ntambu Community Game Ranch and members of the private wildlife estates.

On community governance, ILRG partner ZCRBA led a series of capacity assessments for over 20 community resources boards (CRBs) across the country to establish a baseline for future engagements. This was accompanied by continued assistance with mobile/remote reporting of CRB monthly governance activities, to which approximately 20 CRBs consistently reported. In addition to working with CRBs in USAID priority landscapes, ILRG will focus on the capacities of these active CRBs in the coming year. ILRG also developed a capacity gap analysis and capacity building plan with ZCRBA and began developing tools. This work was halted by DNPW due to conflict over who has a mandate to build CRB capacity. ILRG held meetings with DNPW early in the next quarter to agree that ILRG would develop the materials outside of the government's engagement and DNPW would review at a later date for applicability. ILRG continues working with ZCRBA on these tools and progress, including the finalization of a leadership training for the ZCRBA Executive Committee.

Wildlife planning efforts did not advance significantly this year due to limited engagement from DNPW. However, ILRG has started a methodology with FZS and in Sandwe Chiefdom to use customary maps to guide wildlife management challenges related to chiefdom boundary disputes, illegal mining, human-

wildlife conflict, and disagreements over revenue sharing. Furthermore, DNPW's recent interest in controlling land allocation within GMAs presents a positive opening for collaboration.

Gender integration achieved the greatest set of impacts this year with a cadre of women community scouts trained and employed during the year in partnership with Chunga Training School. NGO partners expressed great interest in improving women's representation and leadership within CRBs, which have traditionally been male dominated. This led to a series of engagements with 13 CRBs during their election processes to improve women's participation, and led to overall greater community engagement. A subsequent leadership and empowerment training has been launched to support these elected women (and other women active in the wildlife economy). ILRG carries out quarterly or bi-annual check-ins with members of the scout cohort to understand their experiences and works with supporting NGOs or ZCRBA to track the experiences of women within the elected governance groups.

### 3.5.4 ADVANCING COMMUNITY-BASED PLANNING AND GOVERNANCE

**Coordination and Policy Engagement:** While ILRG sought to simplify the overall program by limiting engagement on planning and district governance, USAID/Zambia's buy-in highlighted an interest in coordination with the new Local Impact Governance Activity. This has led to a partnership in four districts on gendered dimensions of land allocation procedures and in creating greater links between the council and wildlife officers. ILRG worked with the House of Chiefs on two major products, the completion of gender guidelines for traditional leaders in relation to land and natural resource management and the inaugural Chalimbana University Diploma on Traditional Leadership. The piloting of the guidelines and completion of the two-year course will be finalized during FY 2022.

**Field Implementation:** ILRG partners CDLA and PDLA completed the development of local area plans (LAPs) with four separate chiefdoms under the guidance of ILRG's planning consultant. Two of these were distributed in formal ceremonies and two await final approval. These represent Zambia's first LAPs produced in line with the Urban and Regional Planning Act of 2015 and are of great interest to the Ministry of Local Government. ILRG's partnerships with Madison Finance and Risk Shield closed out this year. Each targeted women and supported the use of customary certificates to reach farmers with financial products. COVID-19 constrained the field engagements for both products and the learning opportunities, but these lessons were transitioned over to the USAID Enterprise Development and Growth Enhanced Activity that is working on financial inclusion.

### 3.5.5 ACTIVITIES TO COORDINATE, COLLABORATE, AND SHARE INFORMATION

ILRG has been effective this year in communication despite the lack of in-person events. The annual research symposium moved to a webinar series on gender, community forest management and the private wildlife economy, which was well-received and garnered heavy national and international participation. ILRG Zambia's products remain among the most highly downloaded from LandLinks, and there were several communications pushes with the USAID mission this year. Notably Zambia's work on land was highlighted during the 16 days of Activism Against Gender-Based Violence, and in relation to World Wildlife Day. The land cooperating partners group remains highly active, including giving presentations to the Heads of Mission group.

### 3.5.6 SIGNIFICANT IMPLEMENTATION PROBLEMS AND RESOLUTION

Two waves of COVID-19 and national elections were the major barriers to action. Yet partners adapted their schedules and met in small groups or remotely. ILRG operated for a portion of the year with limited budget clarity and therefore could not commit to a second round of partnerships until the third quarter of 2021. Nevertheless, ILRG used this period to improve design and work with likely partners on a common vision. The ILRG team remains flexible and has used the mid-point of the project to narrow down impacts for the final two years of action.

### **3.6 INDIGENOUS PEOPLES**

In FY 2019, USAID provided ILRG with a scope of work (SOW) to develop five region-specific analysis reports on the status of the human rights of Indigenous Peoples as well as one specific to pastoralists. The profiles will support USAID staff in understanding the regional contexts that determine the current human rights status of Indigenous Peoples in the geographic areas. The final pastoralist technical analysis was submitted in July 2020 and was approved and posted on USAID's website in August 2020. ILRG submitted final drafts of three of the five regional profiles (the Middle East and North Africa profile is on indefinite hold and the Eastern Europe profile is on temporary hold until feedback is received from the region). The documents were cleared and the final edits were approved. The final formatted documents will be submitted for posting in early October 2021.

USAID introduced a new scope of work in May 2021 to provide technical support to USAID missions as they engage Indigenous Peoples in line with international standards for free, prior, and informed consent (FPIC), and legal FPIC requirements of host countries. ILRG is developing a training module for USAID staff and implementing partners on understanding FPIC and implementing a FPIC process with the support of Equitable Origin. ILRG will support specific missions to develop customized FPIC tools for USAID missions as requested and participated in an initial presentation to USAID/Peru staff.

### **3.7 SUPPORTING DEFORESTATION-FREE COCOA IN GHANA**

ILRG is collaborating with Hershey and ECOM to scale up a financially viable farm rehabilitation and land tenure strengthening model for the Ghanaian cocoa sector. The bridge phase focuses on further testing and refining three components: 1) ECOM's farm rehabilitation services intended to develop a commercially viable model that can be offered to farmers at scale; 2) a cost recovery model for cocoa farm documentation services; and 3) an approach to landscape-scale governance and land use planning to ensure that forest carbon stocks are protected and enhanced. FY 2021 was marked by continued implementation delays due to COVID-19 along with delays securing funding for a PES scheme, but the project was still able to achieve meaningful success.

#### **3.7.1 LAND GOVERNANCE AND COMMUNITY LAND USE PLANNING**

In January 2021, after a ten-month delay due to COVID-19, the Ghana team returned to the field to lead community education and engagement on climate-smart land use decisions. The team used a combination of education on climate change that was reinforced by the ECO Game as the primary method to engage and educate communities on long-term implications of land use decisions. The team also conducted initial engagement on shade tree selection, the concept of PES tied to maintaining shade trees on farms, and customary norms regarding swampy areas, ownership of shade trees, and PES payments under different forms of land tenure. The team also started engagements with the communities on community action plans that will capture norms and operational details of the PES program to ensure longevity of the PES scheme objectives.

Hershey agreed to fund a PES scheme implemented by ECOM early in 2021, but delays finalizing the funding agreement delayed development of the standard operating procedures (SOPs) detailing how to create and operationalize a PES program that ECOM will use to implement the PES in the field after ILRG ends. The SOPs will be finalized in the first quarter of FY 2022 in consultation with the communities, ECOM, Hershey, and USAID. A total of 9,500 seedlings from four shade tree species were also supplied to the project communities through the leaders of community tree committees, who ensured that they were planted on cocoa farms.

ILRG staff led a training of trainers to help 10 ECOM extension agents engage communities on shade tree species selection and care. Participants learned how to select desirable shade tree species and studied techniques to enhance the survival and growth of seedlings and trees, as well as climate-smart

approaches to nutrient/water conservation and pest/disease management. ECOM staff said they found the training useful and recommended scaling it to 300 other field staff and about 1,200 farmers.

### 3.7.2 COST RECOVERY FARM-LEVEL TENURE DOCUMENTATION

The ILRG Ghana team helped negotiate a lump sum fee of GH¢14,000 (US\$2,414) with the Asankrangwa Stool to sign all of the FarmSeal documents in December 2020. A total of 842 farms were mapped, and sufficient information to produce FarmSeal documents was collected for 787 farms. A number of documents did not make it through each of the steps to being delivered to farmers in all communities. A large number of the produced documents that were not signed were in Yirase, a community where the chief had raised objections to documentation for *abunu* farms in 2020. During fieldwork in July, ILRG carried out alternative dispute resolution (ADR) meetings with customary leaders, landowners, and tenant farmers. ILRG engaged a representative of Asankrangwa Palace to join a meeting in Yirase to dispel rumors on the negative impacts of documentation efforts on landowners. In all, the ILRG team resolved 18 disputes between landowners and farmers, who agreed to sign tenure documentation formalizing the customary norms reflected in the farmers' *abunu* tenure arrangements. This increased the total number of delivered documents to 533 (69 percent). Meridia formally transferred the physical filing system and a computer for accessing electronic copies of its FarmSeal documents to a trained representative of the Asankrangwa Stool, marking the end of their engagement.

### 3.7.3 FARM REHABILITATION SERVICES

ILRG provided a grant to ECOM to purchase and test soil scanners. The scanners were found to be effective at producing rapid soil testing and aiding the development of soil treatment plans to improve soil quality. ECOM's work to improve cocoa seedling production was also successful, with nursery survival rates of 95 percent and farm-level survival rates of 75 percent. While the farm-level survival rate was lower than the target, it was nonetheless a substantial improvement over the previous TGCC pilot where farm-level cocoa seedling survival rates were 40 – 45 percent.

In FY 2021, ECOM planted five different species of timber as shade trees on the rehabilitated farms. Each hectare averaged 60 shade trees and 12 different species, with a total of 2,500 shade trees planted on 29 rehabilitated farms once the agroforestry model is fully implemented. The first season's trials from 2019 – 2020 were chili peppers, garden eggs, okra, and turmeric; this season saw very low yields across all crops compared to projections, except for turmeric. The second season ran from 2020 – 2021 and included chili peppers, watermelon, and cabbage. Yields were higher across all crops compared to the first season but were still below expectations, ranging from 57 to 67 percent of projected yield. ILRG, ECOM, and the State Department-funded Private Investment for Enhanced Resilience (PIER) project held two joint webinars with USAID staff and World Cocoa Foundation (WCF) member companies to discuss the results from the farm rehabilitation activity. After these consultations, ECOM informed USAID that the current field trials do not support scaling the current model. ECOM plans to reconsider its approach to rehabilitation services and determine whether another model could be developed.

### 3.7.4 TREE TENURE

The report on tree tenure law and policy in Ghana, along with the accompanying brief and summary for policymakers, was approved for public release in March 2021. ILRG held an initial round of webinars to discuss the findings, including with WCF. The Ghana team completed their initial analysis of the companion research on the potential impact of tree tenure reform on Forestry Commission income and began drafting the paper, which will be finalized in the first quarter of FY 2022; it is expected to consist of a summary for policy makers and an academic article the team plans to submit for publication.

The Ghana team also participated in an August workshop alongside TaylorCrabbe, ClientEarth, and civil society leaders as part of a series of pre-parliamentary consultations to kickstart the development of a

consolidated national forestry law. The lack of clarity on tree ownership and benefit-sharing arrangements on trees outside of forest reserves were emphasized as priorities to include in the bill, as were customary arrangements (e.g., *abunu*), carbon credit rights, and payment for ecosystem services.

### 3.7.5 ACTIVITIES TO COORDINATE, COLLABORATE, AND SHARE INFORMATION

A report summarizing PIER's support for ECOM's farm rehabilitation services was released, and ILRG initiated conversations with the International Finance Corporation and World Bank who are also exploring how to scale up blended finance options for cocoa rehabilitation in West Africa. The lessons learned report on land tenure documentation was also finalized and posted on LandLinks. The key findings from the tree tenure law and policy report were also shared in a WCF-sponsored webinar in March. ILRG staff spoke on a panel in late September 2021 about the potential of PES schemes with private sector actors involved in ILRG Madagascar's work in cocoa-growing Sambirano Valley.

### 3.7.6 SIGNIFICANT IMPLEMENTATION PROBLEMS AND RESOLUTION

The need to develop COVID-19 fieldwork protocols and finalize PES funding significantly delayed fieldwork (from October to January and March to July, respectively). Additionally, Ghana Cocoa Board regulations against companies making inducements to farmers not already enrolled in sustainability programs may limit the PES scheme to three of the four communities, as only three were enrolled in sustainability programs over the 2020/2021 growing season.

The team also faced challenges obtaining key data from government sources for the economic analysis of tree tenure reform, including the Forestry Commission. To address this, the team reached out to the Office of the Administrator of Stool Lands for data, as this office also receives a portion of the timber revenue. ILRG's spatial analysis of the potential to increase tree planting off-reserve was delayed due to challenges in collecting data, including baseline data on current levels of shade trees across the cocoa growing region and third-party spatial data used by the Forestry Commission. The field team was equally unable to obtain data of logging within the forest reserves surrounding the communities to complete remote sensing analysis of deforestation within the reserves.

Finally, 66 landowner-tenant conflicts remained unresolved because of landowners' tensions with tenant farmers, even after another 18 conflicts were resolved during the ADR work in July. Four additional disputes were referred to the Asankrangwa Palace after unsuccessful attempts to resolve the disputes at the community level.

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

USAID and PepsiCo are partnering to make the business case for women's empowerment in the PepsiCo potato supply chain in West Bengal, India. The partnership is improving women's access to land, skills, and employment and entrepreneurial opportunities to increase adoption of sustainable farming practices (SFPs), performance of PepsiCo key performance indicators, and women's income and agency, showing that investing in women's empowerment makes good social and economic sense.

This year ILRG completed an internal interim results assessment to compile main achievements, lessons, and challenges. The assessment found that PepsiCo's staff capacity and openness to engage with women has increased and indicators of improved business performance have been observed, including increasing farmers' supply base and enhancing brand loyalty, i.e., farmer's positive perception of PepsiCo and willingness to continue to work with the company. Receiving agronomy training for the first time and accessing land through group leasing strengthened women's capacity, confidence, and technical skills to enter – and increase their contributions to – the potato supply chain. Evidence of WEE is emerging, as

women farmers have improved self-image, confidence, mobility, access to knowledge and resources, income, decision-making power, acceptance by family and community members, and collective agency.

### 3.8.1 MANAGEMENT AND ADMINISTRATION

ILRG India has a small technical team of full-time staff, with a project office in Kolkata, with additional support for gender interventions from consultants and subcontractors. The ILRG global Gender Advisor and a Tetra Tech gender and agriculture expert provide on-demand support. The India country team holds bi-weekly meetings with local PepsiCo staff and the global ILRG team holds monthly coordination calls with PepsiCo and USAID.

### 3.8.2 INCREASING WOMEN'S EMPOWERMENT AND GENDER EQUALITY AT THE FARM, GROUP, AND COMMUNITY LEVEL

Despite the impact of the COVID-19 pandemic, in FY 2021 ILRG provided agronomy training to 602 women in PepsiCo farming families in 12 communities and a refresher training to 230 women in self-help groups who had been trained in the previous year; to date, the partnership has trained a total of 1,067 women farmers. ILRG assessed women trained in Year 1 and women who did not attend training in both years in order to better understand the impact of agronomy training according to women's roles in farming and reasons for nonattendance (and this information is guiding adaptive management and Year 3 planning). All women consulted stated that they applied knowledge learned from agronomy training on their family farms and/or on farms where they worked as paid laborers. Women noted that training provides the specialized knowledge that is needed for PepsiCo potato cultivation compared to local potato varieties. SFP compliance data showed that ILRG families performed worse overall (43 percent compared to 50 percent), although ILRG families performed better in areas where women can exert greater influence. For instance, the score for appropriate storage of agrochemicals was 33 percent for ILRG families and 0 percent for control, indicating that SFP training tailored for women can support farming families to increase compliance, contributing towards PepsiCo's broader sustainability goals.

ILRG gathered yield data from 150 women trained in Year 2 in three communities. These women reported producing 2,188.3 MT of potatoes (gross) from 178.47 acres of land. The average gross and net yields, as well as potato rejection rate, were similar or slightly below (or above for rejection rate) those reported by PepsiCo for farmers in their communities. Overall, the commercial data shared by PepsiCo showed that the potato yield for PepsiCo farmers in ILRG communities was virtually the same as the control group (11.59 compared to 11.68). Both women working on their family's farms and as paid laborers reported they had scope to apply new knowledge and skills gained, although they were not always able to apply them, especially those working as paid laborers. Nonetheless, women reported that after attending training, men often do not share with others, whereas women strive to retain and tend to share knowledge, especially with their spouses, others in their family, and their neighbors. This shows that increasing women's access to knowledge has a multiplying effect, benefiting not only them but other people in their households and communities, with the potential to further improve overall productivity.

ILRG planned to support eight to 10 land leasing groups (LLGs) in FY 2021, but factors linked to the COVID-19 pandemic and a uniquely competitive land lease market meant that only two groups were able to secure land. One of the Year 1 LLGs, Eid Mubarak, comprised of 10 Muslim women, leased land again; the second group, Jaher Ayo, was composed of 12 Scheduled Tribe members. Eid Mubarak yielded 252 bags of potatoes per acre, above the 210 bag/acre average for the area; net yield was 12.4 MT/acre, above the 11.33 MT/acre average yield reported by PepsiCo farmers in Moloypur. The Jaher Ayo group produced 255 bags of potatoes per acre, with a net yield of 12.73 MT/acre, well above the average of 200 – 210 bags per acre and 10.78 MT/acre reported by PepsiCo farmers in their area.

The Eid Mubarak group also implemented a PepsiCo demonstration farm in Moloypur, showcasing women's independent farming and use of efficient technologies such as drip irrigation. This was the only

one of 14 PepsiCo demonstration farms in West Bengal to be managed by women. Despite being the same size, the net profit on the demonstration farm was less than half that earned on the control plot. This was due to delays in the provision of inputs by other companies and the additional labor costs related to the drip irrigation system, which will be reimbursed by PepsiCo.

Over the past year, 12 women Community Agronomists were engaged in six communities, helping deliver agronomy training and support to women farmers. Over the course of the two seasons, the Community Agronomists supported over 750 women farmers. Community Agronomists were engaged through an open and transparent selection process in the communities and received 20 hours of training on women's empowerment in the PepsiCo potato supply chain; adult education and communication strategies; extension techniques; potato production and SFPs; planning community-based events and meetings; and reporting, monitoring, and evaluation. Following this initial training, they received ongoing mentoring support from ILRG staff and the PepsiCo team throughout the season. As Community Agronomists are from and based in the target communities, they are able to make more field visits and provide more frequent advice to farmers. This was particularly important during the COVID-19 pandemic, when field visits by ILRG and PepsiCo staff were severely constrained.

Discriminatory gender norms have negative impacts on PepsiCo efforts to develop women's empowerment initiatives, and on the efficacy and productivity of PepsiCo's overall supply chain. ILRG is promoting shifts in harmful gender norms at the household and community levels. At the household level, two structured gender norms change approaches are being used, each in six communities: Gender Action Learning System (GALS) and Nurturing Connections (NC). GALS sessions began in February 2021, reaching 165 farmers (30 percent men) in four communities before being suspended due to the second COVID-19 wave in India. GALS was resumed in September 2021 with adaptations to respond to the pandemic restrictions, including a much smaller number of farmers in each session. The first phase of GALS, the change catalyst workshop, was successfully completed in all six target communities, reaching a total of 92 people (54 women and 38 men). The second and third phases of GALS will be completed in FY 2022, as will the second approach, NC.

At the community level, the presence of women agronomists, women working together, and women leading farming operations (in land leasing and demonstration farms) all offer a powerful example and pathway to shift gender norms and perceptions of what women can and should be doing. Aggregators play a crucial role in the potato supply chain and have great potential to act as gender champions and change agents. Over the past year, aggregators took initiative to increase women's participation in the supply chain, reaching out to women with farming advice and speaking with men in the communities to change their perceptions about women's roles in farming. Finally, community events on key dates such as International Women's Day provided an opportunity to appreciate and publicly recognize women and men who have challenged gender norms, inspiring others to champion women's empowerment and reinforcing PepsiCo's commitment to gender equality.

ILRG had planned to deliver Empowered Entrepreneurship training in FY 2021 but decided to postpone it to FY 2022 because of COVID-19 restrictions on large gatherings and international travel.

### **3.8.3 STRENGTHENING PEPSICO'S GLOBAL AND LOCAL GENDER KNOWLEDGE, AWARENESS, AND CAPABILITIES**

ILRG continued to work closely with 13 PepsiCo agronomists, four assistant managers and area managers, and 19 PepsiCo aggregators on WEE and land tenure issues, with ongoing interactions to strengthen their gender knowledge, awareness, and capacity. A training on gender-based violence (GBV) for PepsiCo staff was postponed due to COVID-19 restrictions.

Over the past year, shifts in knowledge, perceptions, and attitudes towards women's roles in agriculture were observed in interviews and interactions with PepsiCo staff. PepsiCo staff are starting to understand

the benefits of reaching, benefiting, and empowering women to increase the adoption of improved potato production practices, as well as the number of new farmers to meet production targets. Promising changes in institutional practices and interest in uptaking/expanding women's empowerment activities are also increasingly observed. In October 2020 PepsiCo hired three new women agronomists, who are supporting demonstration farms and performing farmer field visits. ILRG provided support to onboard them, including gender training. ILRG was also contacted by a male PepsiCo agronomist in an area outside of the target communities, expressing interest in reaching and training women farmers. Every year PepsiCo recognizes the efforts of aggregators on their performance on business metrics like seed selling, yield, and minimum rejection. This year for the first time PepsiCo also recognized aggregators' active role in promoting women's empowerment in the supply chain. Two aggregators and one sub-vendor (cooperative) were recognized for their efforts.

### **3.8.4 LEVERAGING ADDITIONAL GOVERNMENT AND PRIVATE SECTOR PARTNERSHIPS FOR SUSTAINABILITY AND SCALE**

Advocacy work with the government to increase women's access to land in West Bengal is following three areas: introduction of joint titling for married couples; lease liberalization for women's groups; and broader lease liberalization. Over the past year, ILRG drafted sample amendments to the West Bengal Land Reforms Act to address each of these advocacy areas. Advocacy efforts were hindered by the COVID-19 pandemic and state elections but will be resumed in FY 2022. ILRG will engage with the West Bengal State Rural Livelihoods Mission (SRLM) to build government interest in supporting LLGs throughout the state, which could lead to the expansion of LLGs throughout West Bengal, also expanding the farming supply base for PepsiCo. ILRG will also share land literacy training resources and tools with the SRLM to support their broader women's land literacy efforts.

### **3.8.5 ACTIVITIES TO COORDINATE, COLLABORATE, AND SHARE INFORMATION**

ILRG staff coordinated regularly with the USAID-PepsiCo Global Development Alliance (GDA), sharing best practices and lessons learned from West Bengal to inform GDA WEE activities. ILRG published a number of blog posts with impact stories from the USAID-PepsiCo partnership on LandLinks and AgriLinks, which were reproduced on other websites and disseminated via social media; a piece was also published on Medium. Articles about the partnership were also published in news outlets in India. ILRG worked with a local videographer to produce two short videos showcasing the USAID-PepsiCo partnership. Links to all these pieces can be found in Annex 5. A longer video was produced for PepsiCo for training and public information purposes.

### **3.8.6 SIGNIFICANT IMPLEMENTATION PROBLEMS AND RESOLUTION**

The main challenge this year continued to be the COVID-19 pandemic. Agronomy training could not be fully completed (five out of six planned modules were delivered). SFP training and gender norms change sessions were interrupted and/or adapted to gather much smaller groups of people than initially planned. Entrepreneurship training for lead women farmers and aggregators and land literacy training had to be postponed, as did, land literacy orientation and GBV training for PepsiCo staff. ILRG implemented alternative means to remain in touch with women farmers, including delivering postcards with key concepts discussed in initial gender norms change sessions. The pandemic situation remains uncertain, with the possibility of a third COVID-19 wave. Contingency planning was included in the yearly work plan. In early FY 2022 ILRG will deliver SFP training to a broader group of women farmers via cell phone text messages. Six additional Community Agronomists are being engaged, so that all communities have this support. This would enable ILRG to continue to provide support and training to women if field visits are disrupted again. Staff, partners, and women farmers have been patient as activities are postponed and schedules revised, but this has affected impact and budgeting.

### **3.9 PRINDEX SUB-NATIONAL ASSESSMENT**

In FY 2020, USAID requested ILRG support for a subnational “deep dive” survey data collection and analysis activity in one of several candidate countries that would build on the results of the Prindex survey in that country. After reviewing an options analysis that was submitted in late 2019, USAID approved Zambia as the country for the deep dive and ILRG drafted an implementation plan. However, in early 2021, discussions with the Communications, Evidence and Learning (CEL) evaluation team for USAID/Colombia’s LFP activity, the LFP project team, and USAID led to growing interest in doing the Prindex deep dive in Colombia complementary to LFP application of Prindex and CEL’s household survey. USAID agreed for ILRG to design an application in Colombia instead of Zambia. ILRG support for Prindex application in Colombia allows enhanced learning about tenure security in Colombia of interest to the Government of Colombia, USAID, and their partners, and also about methodologies for understanding perceptions of tenure security.

ILRG procured the services of a local data collection firm, G/Exponencial, and of its consortium partner Global Land Alliance for methodological design, quality assurance, data analysis and production of a lessons learned paper to share globally and in Colombia. In FY 2021, these agreements were signed, preparatory work and data collection were completed, and data analysis commenced. The data analysis is expected to be completed early in FY 2022 and then findings will be discussed with stakeholders during a virtual pre-release event before the lessons learned report is finalized.

#### **3.9.1 ACTIVITIES TO COORDINATE, COLLABORATE, AND SHARE INFORMATION**

ILRG coordinated with the CEL team on planning of household interview sampling and timeline to minimize confusions or participant fatigue that might occur if both data collection efforts interviewing the same household and working in the same communities at the same time. ILRG is preparing a lessons learned brief for global circulation and will collaborate with CEL experts and other stakeholders for feedback and so as to reflect their learning in moving from a draft brief to a final brief.

#### **3.9.2 SIGNIFICANT IMPLEMENTATION PROBLEMS AND RESOLUTION**

Subcontracting the local data collection firm and agreeing on the concept note took longer than anticipated, leading to an effective start date of the activity of mid-March rather than early January 2021. In addition, in-country security concerns and waves of COVID-19 increase led to delays in progress of fieldwork. Despite this, the data collection and submission of the data set were completed by the end of August with good quality and modest delay.

### **3.10 LIBERIA COMMUNITY LAND PROTECTION FOR USAID IMPACT EVALUATION**

ILRG continued support to the community lands protection process through grants to two Liberian civil society organizations, Sustainable Development Institute (SDI) and Green Advocates International (GAI). In the first quarter, the grantees completed the community self-identification step, including sketch mapping and drafting of community profiles, for a total of 36 communities: four in Lofa County, 13 in River Gee County, 14 in Maryland County, and five in Nimba County.

In early 2021 GAI brought to the attention of the Liberia Land Authority (LLA) that a Tenure Facility-funded organization supported community self-identification at the clan level, which included six of the seven communities in Nimba County that GAI collaborated with to self-identify at a sub-unit (i.e., town) level. As the LLA had validated both processes, they met with both organizations in late March 2021, traveled to Nimba County to meet with community leaders in mid-May, provided initial feedback in early June, and provided guidance on how to proceed at the end of September 2021. With the go-ahead from the LLA to re-engage with the communities, GAI will recommence collaboration with the five self-

identified communities to draft their community land and resource bylaws and elect community land development and management committee (CLDMC) officers and members early in FY 2022.

SDI worked with 31 communities in Lofa, River Gee and Maryland Counties to draft their community land and resource bylaws and to elect officers and members of the CLDMCs. In anticipation of the CLDMC elections, SDI worked with women to train them in campaign strategies. As a result, women participated fully in the CLDMC election process, with women elected to 48.4 percent of the CLDMC officer positions and 43.2 percent of all CLDMC members across the three counties. In the last quarter, SDI began community engagement for the community boundary harmonization and data collection steps.

ILRG engaged Cadasta to build on their ongoing support to Liberian civil society organizations to provide refresher training to SDI and GAI on the use of mobile technology to collect and manage community boundary spatial data. Cadasta will provide virtual training to SDI in October 2021 and to GAI later in FY 2022 once they approach implementation of the mapping step of the customary land formalization process. Community boundary data will be stored on the Cadasta platform while the Liberia Land Authority develops its own platform for managing customary land data. Upon completion of the activity, if not before, all data will be shared with the Land Authority.

### **3.10.1 ACTIVITIES TO COORDINATE, COLLABORATE, AND SHARE INFORMATION**

ILRG continues to coordinate with USAID's new Land Management Activity, and other donor supported work such as the IDH, Landesa, and World Bank programs, to capture lessons learned in the implementation of the customary land formalization process. ILRG will participate in, although not directly support, the donor-funded national land conference to be held in February 2022.

### **3.10.2 SIGNIFICANT IMPLEMENTATION PROBLEMS AND RESOLUTION**

As mentioned above, GAI was delayed in continuing its support to the five self-identified communities in Nimba County until the LLA concluded that the communities receiving support from another donor at the clan level, could instead work at the sub-unit level. GAI will travel to Nimba in mid-October to re-start work. COVID-19 delayed activities for SDI for a couple of months in quarter three while the government of Liberia placed restrictions on the size of meetings to no more than 20. Once lifted, meetings resumed with the usual preventative measures in place.

## **3.11 WOMEN'S ECONOMIC EMPOWERMENT**

ILRG has programmed WEE funds for activities in Ghana, India, Malawi, Mozambique, and Zambia. WEE activities are fully integrated into the India, Mozambique, and Zambia sections above. Activities in Ghana and Malawi, as well as global activities and coordination, are detailed here. So far, over 31,000 women have been reached by WEE-funded activities in India, Mozambique, and Zambia, benefiting from documented land rights, participation in land and natural resource governance, and access to related benefits such as credit, agricultural extension, and livelihoods opportunities.

### **3.11.1 MALAWI**

The Ministry of Lands, Housing and Urban Development (MLHUD) provided clearance for the activity, signing an MoU in September 2020. In March 2021 USAID provided formal approval of the activity budget and SOW focused on: 1) support for gender integration in Malawi's customary land documentation manuals and processes; 2) systematic documentation in up to 18 group village headpersons in one traditional land management area applying gender-responsive manuals and procedures; and 3) civil society-led dialogue on outreach and communication.

In the third quarter, ILRG established an office, hired three full-time staff, and coordinated with the Land Reform Implementation Unit (LRIU) to conduct an assessment to identify the traditional land

management area (TLMA) where ILRG will support the government with systematic documentation; Mwansambo Traditional Authority (TA) in Nkhotakota District was selected. ILRG then continued to collaborate with the LRIU to finalize a draft implementation plan and budget for activity support (submitted for USAID approval in September 2021), as well as to present the activity to government officials at the national, district, and TLMA level for approval. These approvals were largely procedural but helped to create the momentum for full engagement and the start of field activities.

With ILRG support, officials from multiple ministries met with the traditional leaders from Mwansambo TA and surrounding areas in September 2021 to engage in a process to resolve boundary disputes. The process was led by government ministries and acted as the first step of full technical engagement between government, the TAs, and ILRG in this customary land documentation process. Unfortunately, the government team was unable to complete the resolution due to the absence of representation from the Ministry of Justice and will be rescheduled for early next quarter.

The Global Gender Advisor reviewed the 2017 World Bank *Field Operational Manual Draft- Systematic Adjudication of Customary Estates* and the *Training Manual - MLHUD - Systematic Registration* and suggested edits to integrate gender. Early in the next quarter, ILRG will compile the team's inputs and present them to the LRIU for integration and implementation in Mwansambo TA. ILRG partner Lilongwe University of Agriculture and Natural Resources conducted the fieldwork for the gender assessment at the end of FY 2021 and will submit the draft findings early in FY 2022. ILRG staff compiled existing customary land documentation manuals and guides for review and gender integration.

### 3.1.1.2 COCOA SECTOR PARTNERSHIP

Between November 2020 and April 2021, ILRG carried out a gender assessment to better understand the barriers and opportunities for WEE in the cocoa value chain in Ghana, focused on ECOM's current practices and capacity, women's access to productive resources in target cocoa communities, and crop diversification opportunities for women. The assessment included a review of existing primary and secondary data, interviews with 40 ECOM staff and local stakeholders, and focus group discussions with 122 women and men farmers in two districts. A gender assessment brief and report informed a full implementation plan for the activity that was approved in August 2021. ILRG is currently awaiting USAID approval of a subcontract to ECOM to begin field implementation.

The proposed activity will be implemented over 18 months around three strategic approaches: 1) developing ECOM sustainability staff capacity at the management and field levels and integrating gender equality and women's empowerment into its core business operations; 2) promoting WEE through increased access to resources and gender norms change; and 3) promoting income diversification and economic resilience for women in cocoa communities. Drawing lessons from other ILRG partnerships with large agribusiness investors to promote WEE in India and Mozambique, the activity in Ghana will reach 3,765 cocoa farmers in 75 communities in Assin Fosu and Asamankese Districts.

### 3.1.1.3 ACTIVITIES TO COORDINATE, COLLABORATE, AND SHARE INFORMATION

The ILRG Gender Advisor continued to coordinate WEE global and cross-country efforts, as well as gender integration across activities in Ghana, India, Liberia, Malawi, Mozambique, and Zambia. Following the WEE and ILRG MEL plans, the USAID research agenda for land and resource governance, and the WEE Community of Practice learning agenda, ILRG continued to work on key cross-cutting themes: land law and policy, gender integration in systematic land documentation, gender norms change, private sector engagement, women's land rights and WEE, and GBV.

Through regular communications, training, and learning sessions, ILRG continued to develop the capacity of country staff, grantees, subcontractors, and partners from civil society, governments, and the private sector. In FY 2021, over 520 partner staff were trained across India, Liberia, Malawi, Mozambique, and

Zambia. Collaboration across ILRG countries and activities enables the capture and dissemination of broader learning, as well as the effective use of resources by sharing approaches and tools. A library of tools and training materials was developed in English and Portuguese, including new training manuals on women's empowerment and household dialogues on gender norms in the context of land rights, natural resources, and agricultural value chains, which are being used in Mozambique, Zambia, Malawi, Ghana, and India. Manuals and field practice notes for gender integration in land documentation were shared between Zambia and Mozambique and are also informing the activity in Malawi. Lessons learned on private sector engagement in India and Mozambique are being applied to the activity in Ghana.

Coordination and collaboration with other USAID-funded programs also continued this year. ILRG supported a portfolio performance evaluation and virtual site visit in India. ILRG is also collaborating with the new WEE Community of Practice to share lessons. ILRG coordinated with CEL on WEE-related communications and with Engendering Industries and the USAID-PepsiCo GDA on private sector engagement. The ILRG Gender Advisor was invited to participate in an expert roundtable on GBV and environment linkages organized by Advancing Gender in the Environment. The Passages Project provided a workshop series to develop the capacity of ILRG global and country staff on social norms. A new partnership with the Hey Sister! program will provide training of trainers for ILRG staff/partners on financial literacy for women in Ghana and Malawi.

With the goal of solidifying USAID's thought leadership on women's land rights and WEE, ILRG disseminated communications and learning products with outcomes, lessons learned, and impact stories. Over 40 USAID operating unit and mission staff attended the presentation *USAID Empowers Women by Strengthening Land and Natural Resource Rights* in May 2021. ILRG published 11 blog posts (including three reposts) related to WEE on LandLinks, AgriLinks, and the International Institute for Environment and Development's website. ILRG's WEE work was featured in five blog posts published by other programs on Medium, MarketLinks, and LandLinks. Posts were amplified via social media by USAID/India, USAID/Zambia, the US Consulate in Kolkata, USAID Environment, and USAID Gender. A number of information and learning documents were published, including fact sheets on women's land rights and WEE (with CEL) and key WEE achievements globally, in Zambia, and in India, and briefs and reports on working with Community Agronomists and land leasing in India, GBV and land documentation in Zambia, and gender norms and women's land rights.

#### **3.11.4 SIGNIFICANT IMPLEMENTATION PROBLEMS AND RESOLUTION**

In Ghana, the main challenges were delays starting the activity as initially planned due to internal ECOM processes, as well as uncertainty related to engagement of chocolate brands. Although global brands are not going to directly participate in the activity, influencing ECOM's policies and practices on WEE presents a strong pathway for sustainability and scalability, as the company has a network of 700 staff and implements sustainability programs with 96,000 farmers in 3,000 communities in Ghana. ECOM will keep its chocolate brand partners informed and engaged throughout the activity.

COVID-19 continued to affect program implementation; delays in country activities impacted the ability to collect data and draw cross-country lessons learned. COVID-19 restrictions constrained the delivery of in-person capacity development training for country partners, which is critical for sensitive topics like GBV. ILRG adapted training approaches and materials and established partnerships to continue to develop the gender capacity of country staff and partners during the pandemic.

#### **3.12 SUPPORT TO THE PPA**

ILRG continues to support RESOLVE in their role leading the secretariat of the PPA. The PPA is a multi-stakeholder initiative that supports projects in the DRC and the surrounding Great Lakes Region of Central Africa to improve the due diligence and governance systems needed for responsible mineral supply chains.

In partnership with the PPA's Governance Committee (GC), RESOLVE successfully piloted the Secretariat through an eventful FY 2021. Well-attended initial meetings with the GC led to the creation of three member-driven task groups to: 1) explore how data collection can be leveraged to enhance positive local socioeconomic impacts; 2) engage with Great Lakes Region governmental entities on a range of policy issues and addressing barriers to legal sourcing and; 3) promote meaningful changes to upstream business operations to address barriers to sourcing. Through GC meetings and bilateral conversations with key members, RESOLVE and its PPA partners finalized the platform's 2021 – 2022 workplan, laying the groundwork for potential high-impact FY 2022 stakeholder engagement and governance events. PPA also conducted a scoping exercise for a virtual or in-region 2022 delegation to the DRC featuring close coordination with US government partners.

RESOLVE spearheaded the preparation of a request for initial concepts for research on governance models for artisanal mining organizations. A multi-stage evaluation resulted in a final grantee being recommended to PPA funders in the third quarter; pending satisfactory responses to a set of questions from RESOLVE and the GC, the secretariat will negotiate a final agreement with the awardee. Earlier in the year, RESOLVE launched and managed a contract with Trust Merchant Bank to implement a pilot to expand access to financial services and skills for artisanal miners and their communities. Finally, PPA provided its first co-created grants: to the Panzi Foundation, to improve educational enrollment/facilities and to provide livelihood-building training to women who have been targeted for sexual violence and/or currently engage in sex work, and to City of Joy for work to provide a transformational leadership community for women survivors of violence in Eastern Congo. RESOLVE secured US\$422,000 of additional funding from private sector members to support these organizations. PPA's thematic "lightning talks" have highlighted linkages between these PPA grants and other USAID-funded activities.

PPA initiated a consultative process for identifying themes, opportunities, and priorities for an MoU outlining a possible second phase of the PPA. After surveying a subset of members on its purpose, geographic/mineral focus, and structure, RESOLVE worked with the GC to organize a Next Generation PPA task group to inform the planning process.

In FY 2021, the PPA accepted and onboarded two new supply chain actor members (Hewlett Packard Enterprises and Halcyon) and an "other organization" (the Project on Resources and Governance) as full PPA members and accepted the Organisation for Economic Co-operation and Development (OECD) Centre for Responsible Business Conduct as an observer. RESOLVE also planned and convened a virtual partner session on public-private partnerships for the 2021 OECD Forum on Responsible Mineral Supply Chains, featuring a panel including GC members and grantees.

### **3.12.1 ACTIVITIES TO COORDINATE, COLLABORATE, AND SHARE INFORMATION**

As a multi-stakeholder initiative, the PPA is an activity centered on coordination, collaboration, and sharing of information. Each activity brings together PPA members to support and improve responsible mineral supply chains in the DRC and the surrounding Great Lakes Region.

### **3.12.2 SIGNIFICANT IMPLEMENTATION PROBLEMS AND RESOLUTION**

PPA activities were relatively unaffected by the COVID-19 pandemic, given that they have not yet involved physical visits to the Great Lakes Region.

### **3.13 MADAGASCAR: LINDT COOPERATION ON COCOA IN SAMBIRANO VALLEY**

The ILRG Madagascar activity contributes to the integration of tenure considerations in the Sambirano Valley of Ambanja District, Diana Region, Madagascar into the cocoa rehabilitation initiatives led by Lindt & Sprüngli AG. Lindt & Sprüngli AG leads the Climate Resilient Cocoa Landscapes (CRCL) initiative that consists of implementing partners Helvetas, Valrhona, Earthworm Foundation, Centre for Development

and Environment, Ramanandraibe Exportation, and Société Anonyme au Capital de MGA. Throughout this initiative, the ILRG team coordinates directly with Helvetas, the principle implementing partner, and works through the CRCL coalition to implement recommendations on ways to improve tenure security in the Sambirano Valley with funding from ILRG but also other complementary sources.

In FY 2021, the ILRG Madagascar team carried out a number of activities. A local ILRG tenure specialist participated in all the preparatory meetings organized by CRCL to establish the multi-stakeholder platform responsible for promoting landscape governance of the Sambirano Valley watershed, the Comité de Gestion du Bassin Versant Sambirano (COGEBS). Toward the end of the year, once COGEBS was established, ILRG began moving forward with carrying out training on land tenure issues for COGEBS. Additionally, ILRG began work on a roadmap for how state-owned ex-indigenous reserves might be transferred to current occupants of the land; a specialist consultant has been engaged to prepare a comprehensive strategy that will be presented to COGEBS.

Although timing and budget constraints prevented ILRG from carrying out the four commune-level land tenure assessments originally planned, the team identified a number of contentious issues that will likely surface in the future. Among these are the pressures of in-migration into the protected areas flanking the Sambirano Valley, the massive expansion of slash-and-burn agricultural practices around cannabis production, and latent conflicts between cacao plantation owners and workers granted ill-defined rights to occupy company lands. The ILRG team also invested considerable time in learning about the different types of programs that have been implemented in the Sambirano Valley to clarify, recognize, and formalize land ownership. The ILRG team serves as an informal informational clearinghouse for CRCL and COGEBS around what various institutions are doing at this time.

The ILRG team prepared a comprehensive land tenure issue brief on the Sambirano Valley that describes the mosaic of land tenure issues and the policy responses needed for each tenure category. The paper has been informally shared within stakeholders' circles in Madagascar and with the CRCL team, as well as with the USAID/Madagascar Tsiro Alliance, a coalition of public-private actors supporting the cacao sector in the southeast of the country. ILRG has presented findings to the CRCL technical committee, as well as USAID. CRCL also asked the ILRG team to design a four-part webinar series on the potential and constraints involved in promoting PES in Madagascar; initial policy reviews suggest that Madagascar lacks the regulatory framework needed to advance PES in the cacao sector.

### 3.13.1 ACTIVITIES TO COORDINATE, COLLABORATE, AND SHARE INFORMATION

The ILRG team carried out many activities intended to facilitate coordination among projects involved in land tenure security initiatives in the Sambirano Valley. The team regularly exchanges information with the other government and donor programs, and this information is fed into COGEBS. The ILRG team has frequently presented the results of its assessments and ongoing community dialogues to CRCL and USAID staff in Madagascar and Washington, DC. Implementing partner Helvetas asked the ILRG team to lead a webinar series on ways to reduce deforestation through PES. The ongoing seminar series benefits greatly from the expertise offered by the USAID Mikajy and Hay Tao projects and the collective experience gained from ILRG's work in Ghana on the same subject.

### 3.13.2 SIGNIFICANT IMPLEMENTATION PROBLEMS AND RESOLUTION

The COVID-19 pandemic significantly affected implementation of field activities. Planned missions to carry out field assessments were postponed for fear of contributing to community transmission of the virus. The CRCL project likewise suffered delays in bringing assessment missions to Madagascar, thus creating valuable opportunities for the ILRG team to share information and shape field research for the broader project, due to the presence of our consultants. The activity is also constrained by a limited budget to carry out anticipated activities for the next two years; as a result, the team will try to leverage funding from public and private sources to finance activities. While leveraging funding may appear

daunting, in the end, expected financial buy-in from the government of Madagascar, donors, and the private sector may lead to greater buy-in for ILRG propositions.

### **3.14 DEMOCRATIC REPUBLIC OF CONGO: CONFLICT MAPPING AND MONITORING AROUND MINERAL SUPPLY CHAINS**

In June 2021, ILRG signed a subcontract with International Peace Information Service (IPIS) on mapping of artisanal mine sites and conflict financing dynamics in eastern DRC. A kick-off call for the activity in early July was held with representatives from IPIS, USAID/DRC, and ILRG to review the work plan and discuss expectations regarding coordination and communication.

The IPIS project coordinator traveled to the DRC in July to meet with USAID/DRC, the Ministry of Mines, the United Nations Organization Mission in DRC, other stakeholders, and IPIS field staff in Kinshasa, Goma, and Bukavu. In August, IPIS led a workshop in Goma for 12 DRC national researchers, including six representatives of DRC state services and six independent consultant researchers. As 10 out of the 12 participants were researchers who have worked with IPIS for several years, the workshop was focused on mutual learning and sharing lessons learned from past projects. Presentations were made on planning and communication protocol for field missions; application of [IPIS's Integrity Policy](#) in the field; IPIS methodology and technical tools; questionnaires on mining sites, roadblocks, and qualitative reports; risk management in the field; and field research and interview techniques. Starting in September, the seven field research teams finalized preparations and initiated travel to map mining sites.

#### **3.14.2 ACTIVITIES TO COORDINATE, COLLABORATE, AND SHARE INFORMATION**

IPIS continues to collaborate with USAID, civil society, and government stakeholders on the implementation of the program. In his August visit, the project coordinator met with the vice president of the Commission Provinciale de Suivi des Activités Minières in order to discuss the restitution of the research results at the level of North Kivu Province and locally. He also met with Global Communities to discuss coordination with the USAID Clean Gold activity in eastern DRC and ASSODIP, a partner of IPIS which closely follows the issues of violence, insecurity and traceability in Rubaya (Masisi).

#### **3.14.3 SIGNIFICANT IMPLEMENTATION PROBLEMS AND RESOLUTION**

The implementation challenges encountered are significant but predictable in eastern DRC. As eastern DRC is conflict prone, when the IPIS team travels to mining sites they are cautious about security risks and follow security protocols with frequent communication. Heavy rains and bad road conditions also impact scheduling. The team has experience being ambitious, but also realistic in implementation, and was largely satisfied with overall performance over the past year.

### **3.15 COMMUNICATIONS AND LEARNING**

As part of the FY 2022 workplanning process, the ILRG team recognized the need for a new activity devoted to communications and learning to ensure that the significant learnings across the project are shared through increased communications and learning outreach. A SOW and budget for this task was approved late in FY 2021, with a scoping study on forest positive research identified as the first activity to be undertaken

# ANNEX I: PROJECT-SPECIFIC PERFORMANCE INDICATORS

Data reporting of ILRG’s 44 indicators is done by country. WEE indicators are noted throughout the country tables, next to the indicator title. Tables present standard indicators, arranged by indicator ID, followed by custom indicators. Annual indicators are shaded grey for the quarterly reporting periods.

**TABLE I. MOZAMBIQUE INDICATOR TABLE**

N°	MOZAMBIQUE PERFORMANCE INDICATOR	BASE - LINE	Y3 Q1	Y3 Q2	Y3 Q3	Y3 Q4	Y3 ACTUAL/ ANNUAL	LOP ACTUAL	NOTES
13	Number of groups trained in conflict mediation/resolution skills or consensus-building techniques with USG assistance <b>[DR.3.1-2]</b>	0	0	0	0	0	0	1	
	women’s rights groups	0	0	0	0	0	0	0	
	indigenous people’s groups	0	0	0	0	0	0	0	
	customary authorities	0	0	0	0	0	0	0	
	government	0	0	0	0	0	0	0	
31	Number of individuals in the agriculture system who have applied improved management practices or technologies with USG assistance <b>[EG.3.2-24, W-GDP Pillar 1]</b>	0	0	0	1,605	0	1,605	1,605	<b>Y3Q3:</b> 70 eucalyptus growers, 1,535 ingrowers in Madal extension system
33	Value of agriculture-related financing accessed as a result of USG assistance <b>[EG.3.2-27, W-GDP Pillar 2]</b>	\$0	Reported annually					0	
34	Total number of clients benefitting from financial services provided through USG-assisted financial intermediaries, including non-financial institutions or actors <b>[EG.4.2-1, W-GDP Pillar 2]</b>	0	Reported annually					0	
36	Number of microenterprises supported by USG assistance <b>[EG.5-3, W-GDP Pillar 2]</b>	0	Reported annually				6	6	<b>Y3:</b> contract signed between MLT and GRAS enabling 6 community land associations to benefit from sale of timber to MLT
29	Number of people with improved economic benefits derived from sustainable natural resource management and/or biodiversity conservation as a result of USG assistance <b>[EG.10.2-3, W-GDP Pillar 1]</b>	0	Reported annually					0	

2	Number of specific pieces of land tenure and property rights (LTPR) legislation or implementing regulations proposed, adopted, and/or implemented positively affecting property rights of the urban and/or rural poor as a result of United States government (USG) assistance [EG.10.4-1, W-GDP Pillar 3] (subset of above)	0	Reported annually					8	17	<b>Y3:</b> <ul style="list-style-type: none"> <li>• Land Law 19/1997: implemented</li> <li>• Law of Associations 2/2006: implemented</li> <li>• Conservation Law 5 / 2017: implemented</li> <li>• Land Law, Decree 43/2010 community consultations: implemented</li> <li>• Policy and Legal Framework for Land 1995: implemented</li> <li>• Technical Annex to Land Law: implemented</li> <li>• Law 2/2018 Land Registry Code: implemented</li> <li>• Regulation 66/98 Regs for Land Law: implemented</li> </ul>
4	Number of disputed land and property rights cases resolved by local authorities, contractors, mediators, or courts as a result of USG assistance [EG.10.4-3]	0	0	0	0	0	0	0		
	local authorities	0	0	0	0	0	0	0		
	contractors	0	0	0	0	0	0	0		
	mediators	0	0	0	0	0	0	0		
3	Percent of people with access to a land administration or service entity, office, or other related facility that the project technically or physically establishes or upgrades who report awareness and understanding of the services offered [EG.10.4-4]	N/A	Reported annually						TBD	Survey to be carried out in Year 3
	Percent of men who report awareness and understanding of the services offered	N/A							TBD	
	Percent of women who report awareness and understanding of the services offered	N/A							TBD	
5	Number of parcels with relevant parcel information corrected or incorporated into an	0	0	0	0	0	0	4,102		

	official land administration system as a result of USG assistance <b>[EG.10.4-5]</b>								
1a	Number of adults provided with legally recognized and documented tenure rights to land or marine areas, as a result of USG assistance. <b>[EG.10.4-7, W-GDP Pillar 2]</b>	0	0	0	0	209,716	209,716	216,448	<b>Y3Q4:</b> Community delimitations by GRAS and Madal.
	Male	0	0	0	0	100,235	100,235	102,409	
	Female	0	0	0	0	109,481	109,481	114,039	
1b	Number and proportion of adults who perceive their tenure rights to land or marine areas as secure with USG assistance <b>[EG.10.4-8, W-GDP Pillar 2]</b>	70% <sup>1</sup>							Survey to be carried out in Year 3
37	Number of service providers trained who serve vulnerable persons <b>[ES.4-2, W-GDP Pillar 1]</b>	0	Reported annually				58	58	<b>Y3:</b> 58 service providers (24 f, 34 m)
14	Number of legal instruments drafted, proposed or adopted with USG assistance designed to promote gender equality or non-discrimination against women or girls at the national or sub-national level <b>[GNDR-1, W-GDP Pillar 3]</b>	0	Reported annually				0	8	<b>Y3:</b> <ul style="list-style-type: none"> <li>Land Law 19/1997: implemented</li> <li>Law of Associations 2/2006: implemented</li> <li>Conservation Law 5 / 2017: implemented</li> <li>Land Law, Decree 43/2010 community consultations: implemented</li> <li>Policy and Legal Framework for Land 1995: implemented</li> <li>Technical Annex to Land Law: implemented</li> <li>Law 2/2018 Land Registry Code: implemented</li> <li>Regulation 66/98 Regs for Land Law: implemented</li> </ul>
15	Proportion of female participants in USG-assisted programs designed to increase access to productive economic resources (assets, credit,	N/A	Reported annually				52%	52%	<b>Y3:</b> 113,003 women out of 215,165 participants in community delimitation

<sup>1</sup> The baseline for Mozambique and Zambia come from [Prindex Report](#) (2018).

	income or employment) training/ programming <b>[GNDR-2, W-GDP Pillar 2]</b>								activities, and land contracting activities.
	Numerator	N/A					113,003	113,003	
	Denominator	N/A					215,165	215,165	
<b>32</b>	Number of persons trained with USG assistance to advance outcomes consistent with gender equality or female empowerment through their roles in public or private sector institutions or organizations <b>[GNDR-8, W-GDP Pillar 3]</b>	0	69	0	58	0	69	127	
	Female	0	47	0	24	0	71	71	
	Male	0	22	0	34	0	56	56	
<b>6</b>	Number of land-based investments or partnerships where best practices have been incorporated <b>[Custom]</b>	0	Reported annually				0	1	<b>Y3:</b> Madal investments will be reported once documentation is received.
<b>7</b>	Number of institutions or organizations strengthened and participating in land use or resource management planning using equitable approaches <b>[Custom]</b>	0	Reported annually				0	2	<b>Y3:</b> Capacity Building has begun with GRAS Zambezia (iTC-F), GRAS Zambezia 19 land associations, GRAS Niassa (ANAM Niassa), GRAS Niassa 20 community land associations, GRAS Nampula (Terra Nossa), GRAS Nampula 25 community land associations, GRAS HVP (CTV - ANAM Nampula), GRAS HVP land associations, Madal: NANA, Grupo Madal, Madal: 14 land associations
<b>10</b>	Number of hectares of community land holdings delimited or subject to participatory land use planning that improves sustainable natural resource management <b>[Custom]</b>	0	0	0	89,228	361,786	451,014	451,014	<b>Y3Q4:</b> Hectares delimited: 114,233 by GRAS Zambezia (iTC-F), 137,559 by GRAS Niassa (ANAM Niassa), 97,704 by GRAS Nampula (Terra Nossa), 5,543 by GRAS HVP (CTV - ANAM Nampula), 6,757 by Madal (NANA)
<b>17</b>	Number of learning and adaptive management events held <b>[Custom]</b>	0	0	0	1	7	8	9	<b>Y3Q4:</b> 7 events with GRAS Niassa, Nampula, Zambezia and HVP: Progress reports and internal learning exchange; Legal aspects of

									relinquishment (strategy in the face of new lands Department communications); Legal aspects of relinquishment (strategy in the face of new lands department communications) continuation; Progress reports and internal learning exchange; Training on Land Use Planning; Refresher course on use of CaVaTeCo Platform and Land Use Planning; Troubleshooting government relationships
18	Number of innovative methods/tools piloted, to map, evaluate, document, register and/or administer land and resource rights captured and disseminated <b>[Custom]</b>	0	0	0	0	0	0	5	
20	Number of people trained on best practice approaches to land-based investment and other project objectives <b>[Custom]</b>	0	69	0	0	0	69	86	
	Male	0	47	0	0	0	47	56	
	Female	0	22	0	0	0	22	30	
21	Number of publications developed (blogs, issue briefs, research papers, case studies, fact sheets, peer-reviewed journal publications) <b>[Custom]</b>	0	1	1	0	10	12	16	<b>Y3Q4:</b> 10 publications: <i>In Mozambique, building trust through land rights</i> blog; <i>Madal and USAID Encourage Productive Use of Land by Community Members</i> web article; Revised Mozambique Partnership Profile (will remain unpublished, but plan to finalize); Revised gender assessment in Madal areas. Long paper, 16-page summary and briefing paper; <i>Mozambique: Seeing is Believing</i> . Impact story on Majol work with eucalyptus growers, in ILRG Global USAID Update 15-28 June

									2021; Female Farmers in Mozambique Realizing Benefits of Land Documentation, Impact Story in ILRG Global USAID Update 4-17 May 2021; Establishing Community Land Associations, Impact Story in Global ILRG Update 23 March - 5 April 2021; Gender in Associations, ILRG Global Update 22 February - 8 March 2021; Mozambique Handover of Tablets to the Ministry of Land and Environment (MTA), Impact Story in ILRG Global USAID Update, 14 - 28 December 2020; Learning Brief: 4-page brief of the gender and social inclusion learning
30	Percent representation of women in community governance structures within project areas <b>[Custom]</b>	N/A	Reported annually			45%	TBD	<b>Y3:</b> 622 women, 739 men in 88 community land associations across Nampula, Niassa, HVP, and Zambezia	

**TABLE 2. ZAMBIA INDICATOR TABLE**

N°	ZAMBIA PERFORMANCE INDICATOR [AND TYPE]	BASE - LINE	Y3 Q1	Y3 Q2	Y3 Q3	Y3 Q4	Y3 ACTUAL/ ANNUAL	LOP ACTUAL	NOTES
13	Number of groups trained in conflict mediation/resolution skills or consensus-building techniques with USG assistance <b>[DR.3.1-2]</b>	0	6	1	16	4	27	35	
	women's rights groups	0	0	0	0	0	0	0	
	indigenous people's groups	0	0	0	0	0	0	0	
	customary authorities	0	6	0	8	2	16	19	<b>Y3Q4:</b> Chiefs; CRB Executive Committee Community Leaders
	government	0	0	0	2	0	2	4	
	civil society	0	0	1	2	0	3	5	
	NGO	0	0	0	4	2	6	6	<b>Y3Q4:</b> African Parks Extension Officers; Kasanka Trust Extension Officers
34	Total number of clients benefitting from financial services provided through USG-assisted financial intermediaries, including non-financial institutions or actors <b>[EG.4.2-1, W-GDP Pillar 2]</b>	0	Reported annually				975	975	<b>Y3:</b> Beneficiaries of MFinance include 100 females, 149 males. 726 saving accounts were opened (392 for women, 334 for men, and 2 for group saving accounts).
35	Number of individuals participating in USG-assisted group-based savings, micro-finance or lending programs <b>[EG.4.2-7, W-GDP Pillar 2]</b>	0	Reported annually				975	975	<b>Y3:</b> Beneficiaries of MFinance include 100 females, 149 males. 726 saving accounts were opened (392 for women, 334 for men, and 2 for group saving accounts).
36	Number of microenterprises supported by USG assistance <b>[EG.5-3, W-GDP Pillar 2]</b>	0	Reported annually				0	0	
9	Number of hectares of biologically significant areas under improved natural resource management as a result of USG assistance <b>[EG.10.2-2]</b>	0	501	54,578	0	0	55,079	725,798.5	
29	Number of people with improved economic benefits derived from sustainable natural resource management and/or biodiversity conservation as a result of USG assistance <b>[EG.10.2-3, W-GDP Pillar 1]</b>	0	Reported annually				5,744	0	
	Female	0					3,094	0	
	Male	0					2,650	0	

11 c	Number of laws, policies, regulations, or standards, addressing <u>biodiversity</u> categories, officially proposed, adopted, or implemented as a result of USG assistance <b>[EG.10.2-5]</b>	0	Reported annually				1	3	<b>Y3:</b> Gender Guidelines for Traditional Leaders is awaiting formal launch and piloting
	National, Proposed	0					0	0	
	National, Adopted	0					1	1	
	National, Implemented	0					0	0	
	Sub-national, Proposed	0					0	0	
	Sub-national, Adopted	0					0	0	
	Sub-national, Implemented	0					0	0	
	Regional or International, Proposed	0					0	0	
	Regional or International, Adopted	0					0	0	
Regional or International, Implemented	0	0	0						
2	Number of specific pieces of land tenure and property rights (LTPR) legislation or implementing regulations proposed, adopted, and/or implemented positively affecting property rights of the urban and/or rural poor as a result of United States government (USG) assistance <b>[EG.10.4-1, W-GDP Pillar 3]</b> (subset of above)	0	Reported annually				1	8	<b>Y3:</b> Gender Guidelines for Traditional Leaders is awaiting formal launch and piloting
	Analyzed	0					0	0	
	Drafted	0					0	0	
	Revised	0					0	0	
	Introduced	0					0	0	
	Approved	0					1	1	
	Implemented	0					0	0	
4	Number of disputed land and property rights cases resolved by local authorities, contractors, mediators, or courts as a result of USG assistance <b>[EG.10.4-3]</b>	0	466	110	0	0	576	1,263	
	local authorities	0	0	0	0	0	0	341	
	contractors	0	256	0	0	0	256	595	
	mediators	0	210	110	0	0	320	320	
	courts	0	0	0	0	0	0	0	
3	Percent of people with access to a land administration or service entity, office, or other related facility that the project technically or physically establishes or upgrades who report awareness and understanding of the services offered <b>[EG.10.4-4]</b>	N/A	Reported annually				37.5%	TBD	<b>Y3:</b> Survey feedback showed 27 of 72 respondents said they did for maybe did have awareness of services.

	Percent of men who report awareness and understanding of the services offered	N/A						TBD	
	Percent of women who report awareness and understanding of the services offered	N/A						TBD	
<b>5</b>	Number of parcels with relevant parcel information corrected or incorporated into an official land administration system as a result of USG assistance <b>[EG.10.4-5]</b>	0	8,477	7,492	507	0	16,476	22,530	
<b>1a</b>	Number of adults provided with legally recognized and documented tenure rights to land or marine areas, as a result of USG assistance. <b>[EG.10.4-7, W-GDP Pillar 2]</b>	0	4,076	3,357	170	1421	9,024	55,745	
	Females	0	1,879	1,550	77	1,320	4,808	27,080	
	Males	0	2,197	1,807	93	119	4,216	28,684	
<b>1b</b>	Number and proportion of adults who perceive their tenure rights to land or marine areas as secure with USG assistance <b>[EG.10.4-8, W-GDP Pillar 3]</b>	67%					60%	0	<b>Y3:</b> Text survey of 116 people provided the following data: 6 respondents said, "A little." 19 respondents said, "A lot." 5 respondents said "Some." 20 respondents said "No." Number of respondents is not large enough to extrapolate value to number of adults across the geographic region.
<b>7d</b>	Number of institutions with improved capacity to address land rights <b>[Custom, contributes to EG.11-2]</b>	0	Reported annually				0	15	<b>Y3:</b> Capacity building is ongoing with 76 institutions and will be reported at the end.
	national governmental	0					0	0	
	sub-national governmental	0					0	0	
	Other	0					0	15	
	Topic: land rights	0					0	15	
	Topic: climate change	0					0	0	
<b>11b</b>	Number of laws, policies, regulations, or standards, addressing <u>sustainable landscapes</u> categories, officially proposed, adopted, or implemented as a result of USG assistance <b>[EG.13-3]</b>	0	Reported annually				0	0	
	National, Proposed	0					0	0	
	National, Adopted	0					0	0	
	National, Implemented	0					0	0	
		0					0	0	

	Sub-national, Proposed	0					0	0	
	Sub-national, Adopted	0					0	0	
	Sub-national, Implemented	0					0	0	
	Regional or International, Proposed	0					0	0	
	Regional or International, Adopted	0					0	0	
	Regional or International, Implemented	0					0	0	
27	Amount of investment mobilized (in USD) for sustainable landscapes <b>[EG 13-4]</b>	0	Reported annually				0	\$0	
37	Number of service providers trained who serve vulnerable persons <b>[ES.4-2, W-GDP Pillar 1]</b>	0	Reported annually				77	77	<b>Y3:</b> Service providers trained through the Diploma on Traditional Leadership, Executive Leadership Training, AP Gender Elections, and African Parks Gender Elections include 27 women, 50 men.
14	Number of legal instruments drafted, proposed or adopted with USG assistance designed to promote gender equality or non-discrimination against women or girls at the national or sub-national level <b>[GNDR-1, W-GDP Pillar 3]</b>	0	Reported annually				2	2	<b>Y3:</b> Gender Guidelines for Traditional Leaders; Land Policy
15	Proportion of female participants in USG-assisted programs designed to increase access to productive economic resources (assets, credit, income or employment) training/ programming <b>[GNDR-2, W-GDP Pillar 2]</b>	N/A	Reported annually				35%	46%	<b>Y3:</b> Participants from Customary Leadership, Executive Leadership of CRBs, Gender Elections Training, Gender Elections Training
	Numerator	N/A					27	17,951	
	Denominator	N/A					77	38,824	
32	Number of persons trained with USG assistance to advance outcomes consistent with gender equality or female empowerment through their roles in public or private sector institutions or organizations <b>[GNDR-8, W-GDP Pillar 3]</b>	0	97	60	254	77	488	488	<b>Y3Q4:</b> Diploma on Traditional Leadership, Executive Leadership Training, AP Gender Elections, and African Parks Gender Elections include 27 women, 50 men
	Female	0	46	30	160	27	263	263	
	Male	0	51	30	94	50	225	225	
6	Number of land-based investments or partnerships where best practices have been incorporated <b>[Custom]</b>	0	Reported annually				0	0	
10	Number of hectares of community land holdings delimited or subject to participatory land use planning that improves sustainable natural resource management <b>[Custom]</b>	0	132,517	31,530	1,694	753	166,494	491,583	<b>Y3Q4:</b> 753 hectares delimited in Chama.

	Planned	0	93,423	0	0	0	93,423	93,423	
	Delimited	0	39,094	31,530	1,694	753	73,071	286,704	
11 d	Number of laws, policies, regulations, or standards, addressing <u>land rights</u> categories, officially proposed, adopted, or implemented as a result of USG assistance <b>[Custom]</b>	0	Reported annually				1	5	Y3: Gender Guidelines for Traditional Leaders
	National, Proposed	0					0	0	
	National, Adopted	0					1	1	
	National, Implemented	0					0	0	
	Sub-national, Proposed	0					0	1	
	Sub-national, Adopted	0					0	0	
	Sub-national, Implemented	0					0	3	
	Regional or International, Proposed	0					0	0	
	Regional or International, Adopted	0					0	0	
Regional or International, Implemented	0					0	0		
17	Number of learning and adaptive management events held <b>[Custom]</b>	0	2	1	9	5	17	22	Y3Q4: Diploma on Traditional Leadership, Executive Leadership Training, AP Gender Elections, African Parks Gender Elections, CP Meeting
18	Number of innovative methods/tools piloted, to map, evaluate, document, register and/or administer land and resource rights captured and disseminated. <b>[Custom]</b>	0	2	0	1	0	3	12	.
20	Number of people trained on best practice approaches to land-based investment and other project objectives <b>[Custom]</b>	0	103	60	254	102	519	904	Y3Q4: Diploma on Traditional Leadership, Executive Leadership Training, AP Gender Elections, African Parks Gender Elections
	Male	0	66	30	160	62	318	558	
	Female	0	37	30	94	40	201	346	
21	Number of publications developed (blogs, issue briefs, research papers, case studies, fact sheets, peer-reviewed journal publications) <b>[Custom]</b>	0	12	4	0	0	16	21	
30	Percent representation of women in community governance structures within project areas Percent representation of women in community governance structures within project areas <b>[Custom]</b>	N/A	Reported annually				21%	N/A	Y3: 70 women, 253 men across 7 CRBs and 7 VAGs

**TABLE 3. GHANA INDICATOR TABLE**

N°	GHANA PERFORMANCE INDICATOR [AND TYPE]	BASE - LINE	Y3 Q1	Y3 Q2	Y3 Q3	Y3 Q4	Y3 TOTAL	LOP ACTUAL/ ANNUAL	Y3 Q1 NOTES
2	Number of specific pieces of land tenure and property rights (LTPR) legislation or implementing regulations proposed, adopted, and/or implemented positively affecting property rights of the urban and/or rural poor [EG.10.4-1, W-GDP Pillar 3]	0	Reported annually				0	0	Y3: This work is included in the upcoming work plan.
1a	Number of adults with legally recognized and documented tenure rights to land or marine areas [EG.10.4-7, W-GDP Pillar 2]	0	0	0	1,403	18	1,421	1,421	Y3Q4: 18 disputes resolved for abunu farmers through ADR that allowed customary docs to be finalized.
1b	Number and proportion of adults who perceive their tenure rights to land or marine areas as secure [EG.10.4-8, W-GDP Pillar 2]	TBD						N/A	
7a	Number of institutions with improved capacity in adaptation [EG.11-2]	0	Reported annually				0	0	Y3: Training of Trainers done with ECOM Field Agents for adaptation work for cocoa tree planting. Also working with ECOM on PES program. Will be reported next year when practices are implemented.
26	Number of people trained in sustainable landscapes [EG.13-1]	0	Reported annually				418	418	Y3: 142 people from Eco Game Trainings in Domeabra, Nyame Nnae, Suroso Nkwanta, Yirase. 116 people from climate change trainings in Palace, Domeabra, Nyame Nnae, Yirase, Sureso Nkwanta; 160 people participated in ECO Game curriculum in Nyame Nnae, Domeabra, Yirase, Sureso Nkwanta. (These 176 are the same people trained as reported during Y3Q2 under indicator 20.)
	Female	0					233	233	
	Male	0					185	185	

27	Amount of investment mobilized (in USD) for sustainable landscapes <b>[EG.13-4]</b>	0	Reported annually				\$70,381	\$70,381	<b>Y3:</b> ECOM investments for Asankrangwa. \$129,005 planned but not yet mobilized.
25 a	Projected greenhouse gas emissions reduced or avoided through 2030 from adopted laws, policies, regulations, or technologies related to sustainable landscapes <b>[EG.13-7]</b>	0	Reported annually				6,394	6,394	<b>Y3:</b> Sequestration from planting 9,500 trees in FY21 associated with PES program.
	2019 through 2020/2021	0					639	639	
	through 2025/2026	0					3,836	3,836	
	through 2030	0					6,394	6,394	
7d	Number of institutions with improved capacity to address land rights <b>[Custom]</b>	0	Reported annually				0	0	<b>Y3Q4:</b> Odikros and Stool to be trained.
11 b	Number of laws, policies, regulations, or standards, addressing Sustainable Landscapes officially proposed, adopted, or implemented as a result of USG assistance <b>[EG.13-3]</b>	0	Reported annually				0	0	<b>Y3:</b> Community Action Plans to be developed in the upcoming FY.
17	Number of learning and adaptive management events held <b>[Custom]</b>	0	1	0	2	0	3	3	
18	Number of innovative methods/tools piloted, to map, evaluate, document, register and/or administer land and resource rights captured and disseminated <b>[Custom]</b>	0	0	1	0	0	1	2	
20	Number of people trained on best practice approaches to land-based investment and other project objectives <b>[Custom]</b>	0	0	276	1	142	419	442	<b>Y3Q4:</b> 142 participants at Eco Game Trainings in Domeabra, Nyame Nnae, Surosu Nkwanta, Yirase
	Male	0	0	182	0	91	273	294	
	Female	0	0	94	1	51	146	148	
21	Number of publications developed (blogs, issue briefs, research papers, case studies, fact sheets, peer-reviewed journal publications) <b>[Custom]</b>	0	1	0	4	0	5	11	
25 b	Projected greenhouse gas emissions reduced or avoided through 2050 from adopted laws, policies, regulations, or technologies related to sustainable landscapes <b>[Custom]</b>	0	Reported annually				19,181	19,181	<b>Y3:</b> Sequestration from planting 9,500 trees in FY21 associated with PES program.

**TABLE 4. INDIA INDICATOR TABLE**

The MEL plan for India follows a July – June calendar, whereas ILRG global follows an October – September calendar. In this table, Q1 refers to the project quarter running from October to December, and so on. India’s annual data will officially be reported in the ILRG annual report.

N°	INDIA PERFORMANCE INDICATOR [AND TYPE]	BASE - LINE	Y3 Q1	Y3 Q2	Y3 Q3	Y3 Q4	Y3 ACTUAL	LOP ACTUAL	NOTES
38	PRO WEAI score [EG.3-f]	0.67 2							This will be next reported at the endline.
31	Number of individuals in the agriculture system who have applied improved management practices or technologies with USG assistance [EG.6-5, W-GDP Pillar 1]	0	Reported annually				412	412	Y3: All 59 women working as laborers on PepsiCo farms reported working on tasks where the knowledge and skills gained in the agronomic training were relevant and could be applied. This figure can be extrapolated to understand that all 412 participants from Y1 POP training have applied improved practices.
44	Number of days of USG-funded training provided to support microenterprise development [EG.4.2-4, W-GDP Pillar 2]	0	Reported annually				79	489.75	Y3: Phase 1 of SFP training has 168 attendees. Phase 2 has 148 attendees. Each phase is 2 hours. 632 hours total which is 79 days.
36	Number of microenterprises supported by USG assistance [EG 5-3, W-GDP Pillar 2] <sup>2</sup>	0	0	733	0	18	751	991	Y3Q4: 187 people trained at this quarter’s SFP modules. 18 people represent new enterprises. 169 people represent previously counted enterprises.
2	Number of specific pieces of land tenure and property rights (LTPR) legislation or implementing regulations proposed, adopted, and/or	N/A	Reported annually				0	0	

<sup>2</sup> This indicator was added during the final revision of the India MEL Plan before approval, so it was not monitored during the first two quarters.

	implemented positively affecting property rights of the urban and/or rural poor as a result of USG assistance [EG.10.4-1, W-GDP Pillar 3]								
1b	Number and proportion of adults who perceive their tenure rights to land or marine areas as secure, as a result of USG assistance [EG.10.4-8]	61.47 %	Reported annually						Will be reported at endline.
15	Proportion of female participants in USG-assisted programs designed to increase access to productive economic resources (assets, credit, income, or employment) training/programming [GNDR-2, W-GDP Pillar 2]	N/A	Reported annually				100%	100%	Y3: 1,052 participants to date. Norms change work with male farmers will be reported next year.
23	Percentage of participants reporting increased agreement with the concept that males and females should have equal access to social, economic, and political resources and opportunities [GNDR-4]	Econ: 75% Soc: 80% Pol: 73%	Reported annually						The team is currently administering the norms change interventions in six communities which contributes to this indicator, and results will be assessed in the endline survey.
32	Number of persons trained with USG assistance to advance outcomes consistent with gender equality or female empowerment through their roles in public or private sector institutions or organizations [GNDR-8, W-GDP Pillar 3]	N/A	0	0	0	4	4	45	Y3Q4: Interactive discussion on GBV with managers from PepsiCo and Control Union on September 29 <sup>th</sup> , 2020.
	Female	N/A	0	0	0	1	1	1	
	Male	N/A	0	0	0	5	5	44	
42	The average SFP score achieved by PepsiCo farmers in ILRG target zones, compared to the average in non-ILRG target zones	TBD	Reported annually				43%	N/A	Y3: From Interim Report, SFP had 43%, Control group had 50%.
43	The farm operation can demonstrate the legitimate right to land use (measured as part of SFP compliance)	0	Reported annually				TBD	N/A	
39	Number of new PepsiCo suppliers in ILRG target zones	0	Reported annually				TBD	17	
40	Gross potato yield (kg) from PepsiCo households (HHs) in ILRG target zones	26 T/ha	Reported annually				30,173.3	26,044.88 KG/HA	
41	Net potato yield (kg) from PepsiCo HHs in ILRG target zones	24.7 T/ha	Reported annually				27,545.4	24,666.69 KG/HA	

**TABLE 5. LIBERIA INDICATOR TABLE**

N°	LIBERIA PERFORMANCE INDICATOR	BASE - LINE	Y3 Q1	Y3 Q2	Y3 Q3	Y3 Q4	Y3 ACTUAL	LOP ACTUAL	NOTES
2	Number of specific pieces of land tenure and property rights (LTPR) legislation or implementing regulations proposed, adopted, and/or implemented positively affecting property rights of the urban and/or rural poor as a result of United States government (USG) assistance <b>[EG.10.4-1, W-GDP Pillar 3]</b> (subset of above)	0	Reported annually				32	32	<b>Y3:</b> 31 community bylaws adopted in Lofa, Maryland and River Gee Counties; Land Right Law being implemented in 36 communities in Nimba, Lofa, Maryland and River Gee Counties.
1a	Number of adults provided with legally recognized and documented tenure rights to land or marine areas, as a result of USG assistance. <b>[EG.10.4-7, W-GDP Pillar 2]</b>	0	0	0	0		0	0	Mapping to begin FY 2022, Q1
	Male	0	0	0	0		0	0	
	Female	0	0	0	0		0	0	
	Individual	0	0	0	0		0	0	
37	Number of service providers trained who serve vulnerable persons <b>[ES.4-2, W-GDP Pillar 1]</b>	0	Reported annually				16	16	<b>Y3:</b> 14 service providers trained from SDI. Two service providers trained from Green Advocates.
7	Number of institutions or organizations strengthened and participating in land use or resource management planning using equitable approaches <b>[Custom]</b>	0	Reported annually				0	0	<b>Y3:</b> Trainings completed with SDI and Green Advocates. Will be reported once support is completed.
10	Number of hectares of community land holdings delimited or subject to participatory land use planning that improves sustainable natural resource management <b>[Custom]</b>	0	0	0	0	0	0	0	Mapping to begin FY 2022, Q1
18	Number of innovative methods/tools piloted, to map, evaluate, document, register and/or administer land and resource rights captured and disseminated <b>[Custom]</b>	0	0	0	0	0	0	0	
30	Percent representation of women in community governance structures within project areas <b>[Custom]</b>	N/A	Reported annually				48%	0	<b>Y3:</b> CLDMC officials (60 women, 64 men)

**TABLE 6. MALAWI INDICATOR TABLE**

N°	MALAWI PERFORMANCE INDICATOR	BASE - LINE	Y3 Q1	Y3 Q2	Y3 Q3	Y3 Q4	Y3 ACTUAL	LOP ACTUAL	NOTES
13	Number of groups trained in conflict mediation/resolution skills or consensus-building techniques with USG assistance <b>[DR.3.1-2]</b>	0	0	0	0	0	0	0	Y3Q4: All training activities will begin in FY 2022 Q1/Q2.
	women's rights groups	0	0	0	0	0	0	0	
	indigenous people's groups	0	0	0	0	0	0	0	
	customary authorities	0	0	0	0	0	0	0	
	government	0	0	0	0	0	0	0	
	civil society	0	0	0	0	0	0	0	
	NGO	0	0	0	0	0	0	0	
2	Number of specific pieces of land tenure and property rights (LTPR) legislation or implementing regulations proposed, adopted, and/or implemented positively affecting property rights of the urban and/or rural poor as a result of United States government (USG) assistance <b>[EG.10.4-1, W-GDP Pillar 3]</b> (subset of above)	0	Reported annually				0	0	Y3: Implementation of Customary Land Act to begin in FY 2022 Q1; training on land laws to occur FY 2022 Q1, including suggested revisions
1a	Number of adults provided with legally recognized and documented tenure rights to land or marine areas, as a result of USG assistance. <b>[EG.10.4-7, W-GDP Pillar 2]</b>	0	0	0	0	0	0	0	Y3Q4: Baseline will be provided by the gender assessment that will be finalized in October 2021. Documentation work will begin in FY 2022.
	Male	0	0	0	0	0	0	0	
	Female	0	0	0	0	0	0	0	
	Individual	0	0	0	0	0	0	0	
37	Number of service providers trained who serve vulnerable persons <b>[ES.4-2, W-GDP Pillar 1]</b>	0	Reported annually				0	0	Y3: ILRG proposes to eliminate this indicator in the upcoming MEL Plan revision.
15	Proportion of female participants in USG-assisted programs designed to increase access to productive economic resources (assets, credit, income, or employment) training/programming <b>[GNDR-2, W-GDP Pillar 2]</b>	0	Reported annually				0	0	Y3: I thought we were going to eliminate this for Malawi as we will no longer have a private sector component
32	Number of persons trained with USG assistance to advance outcomes consistent with gender equality or female empowerment through their roles in public or private sector institutions or organizations <b>[GNDR-8, W-GDP Pillar 3]</b>	0	0	0	0	0	0	0	Y3Q4: All training activities will begin in FY 2022 Q1/Q2.
	Male	0	0	0	0	0	0	0	

	Female	0	0	0	0	0	0	0	
18	Number of innovative methods/tools piloted, to map, evaluate, document, register and/or administer land and resource rights captured and disseminated <b>[Custom]</b>	0	0	0	0	0	0	0	<b>Y3Q4:</b> ILRG proposes to eliminate this indicator in the upcoming MEL Plan revision.
30	Percent representation of women in community governance structures within project areas <b>[Custom]</b>	N/A	Reported annually				0	0	<b>Y3:</b> Activities will begin in FY 2022.

## ANNEX 2: ENVIRONMENTAL MITIGATION AND MONITORING REPORT

Project/Activity/ Sub-Activity	Identified Environmental Aspects or Impacts	Mitigation Measure(s)	Monitoring Indicator(s)	Monitoring and Reporting Frequency	Responsible Parties	Field Monitoring/Issues/ Resolution
<b>MOZAMBIQUE</b>						
Activity 1: Preparation of scopes of work (SOWs) for, and selection of, service providers that promote agriculture production and agro-forestry (Grupo Madal)						
Preparation of SOWs for, and selection of, service providers that promote agriculture production and agro-forestry	<p>Lack of clear direction for sustainable agriculture and management in the SOWs could result in service providers not promoting BMPs as per USAID Sector Guidelines and Companies protocols.</p> <p>Following the traditional method for land use production, men may be favored over women to be involved. Women may continue to be seen as part time producers and not</p>	SOWs shall include requirements that agricultural management technical assistance for planning and management be based on sustainable land use, environmental soundness, and consider climate change as per the USAID Agricultural and Forest Management Sectoral Guidelines and participating Companies' Protocols (e.g., organic certification and sustainable forest management). <sup>3</sup>	All SOWs for service providers/partners include direction on the implementation of sustainable agriculture management and list the USAID Agriculture and Forest Management Sector Guidelines as a resource.	Review of SOWs before they are provided to sub-contractors/ service providers.	ILRG Chief of Party (COP) and/or Deputy Chief of Party (DCOP)	SOWs produced included these provisions; as the service provider is onboarded these considerations will be integrated into trainings and subsequent discussions early in FY 2022.

<sup>3</sup> Links to USAID Environmental Sector Guideline: Crop Production- <https://www.usaid.gov/environmental-procedures/sectoral-environmental-social-best-practices/seg-crop-production/pdf>  
Forestry-<https://www.usaid.gov/environmental-procedures/sectoral-environmental-social-best-practices/seg-forestry/pdf>

	equal to full time male farmers.	SOWs include requirement to engage women in all aspects of the production and marketing.	All SOWs include direction on engaging women in agriculture and agro-forestry systems.			
Activity 2: Agriculture extension and management assistance (Note: This would include training on agriculture methods, and technical assistance for farming techniques [Grupo Madal])						
Carry out MAST and WEE implementation: Assist in providing training and technical assistance to women in sustainable agriculture management that engages women throughout the process.	A. Non sustainable agriculture practices may occur if training and/or technical assistance actions do not follow Good Agricultural Practices (GAPs) and Climate Smart Agriculture (CSA) actions. Failure of training and extension services to promote good practice presents a potentially serious set of environmental risks as listed in Section C of the USAID Crop Production Sector Guidelines.	A. Grupo Madal training and extension will use USAID's Crop Production Sectoral Guidelines as resource for ensuring sustainable agriculture management. <sup>4</sup>	A. Training materials and curriculum include GAPs and CSAs on sustainable agriculture management as per USAID Crop Production Sector Guidelines shared with Grupo Madal training and extension staff	A. Review of training materials to ensure appropriate GAPS and CSAs and gender inclusion are included and follow Grupo Madal's Certification Standards. Prior to training of farmers. Review of training records - After training	Training and extension managers for implementing mitigation measures. - ILRG MEL Specialist and gender expert to conduct monitoring	SOWs produced included these provisions, as the service provider is onboarded these considerations will be integrated into trainings and subsequent discussions early in FY 2022.

<sup>4</sup> Link to USAID Environmental Sector Guideline: Crop Production- <https://www.usaid.gov/environmental-procedures/sectoral-environmental-social-best-practices/seg-crop-production/pdf>

B. Agricultural activities can create or exacerbate wide disparities for women and other marginalized community members' access to and control over productive resources, service delivery, and market opportunities.	B. Women are: - trained as trainers and extension providers -included in training courses and extension services.	B. % of women farmers trained on sustainable agriculture as full-time farmers (having control over their land, production and access to markets). % of women as trainers and extension providers	B. Observation during training to ensure that women are participating as trainers and participants. Done during training.		These will be addressed in FY 2022 with the trainings with service providers.
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Activity 3: Forest management and extension (Portucel)

Together with and through Portucel extension staff, train and provide forestry management extension services for farmer associations and/or individual farmers regarding land preparation, planting, and	Potential for soil erosion, water sedimentation, and loss of soil nutrients from poor land preparation and planting of trees. Potential for aquifer water loss and habitat loss from planting monocultures of eucalyptus. Potential for poor growth and poor quality of trees not serving intended purpose due to lack of	A. Training and extension will follow Portucel's Performance Standards and use USAID's Forest Management Sectoral Guidelines as an additional resource as needed. <sup>5</sup>	A. Training materials and curriculum include BMPs on sustainable forest management as per Portucel's Performance Standards	A. Review of training materials to ensure appropriate forest management BMPs and gender inclusion are included prior to training of farmers.	Training and Extension managers for implementing mitigation measures. -ILRG monitoring specialist and gender expert to monitor	Activity is dropped though throughout the year, IIRG invested time in discussing plans and concerns to address environmental mitigation.
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<sup>5</sup> Link to USAID Environmental Sector Guideline for Forestry-<https://www.usaid.gov/environmental-procedures/sectoral-environmental-social-best-practices/seg-forestry/pdf>

management of eucalyptus.	forest management guidelines for eucalyptus planting and management	B. BMPs for soil conservation, aquifer protection, planting methods/spacing, buffer zones for riparian/wetlands, fertilizer management, Integrated Pest Management (IPM), and sustainable eucalyptus management shall be included in the training and extension.	B. USAID Forest Management Sector Guidelines shared with Portucel training and extension staff % of farmers trained on BMPs	B. Review of training records- After training		
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Activity 4: Disaster relief planning including criteria for pilot resettlement locations where applicable. Note: Government in collaboration with the World Bank has already selected host communities where IDPs are living. The ILRG activity will support identifying specific locations within these communities that can be allocated either permanently or temporarily to IDPs.

<p>Technical Assistance to provincial and district authorities in the development of criteria for selection of land for temporary or permanent use by IDPs that include a range of sizes, locations not at high risk, and acceptance by local authorities, displaced populations, and host communities</p>	<p>Negative environmental and social impacts can occur if criteria do not follow best practices for selection of resettlement areas for housing and farming. Such impacts may include soil erosion, flooding, water pollution, deforestation/habitat loss, loss of livelihoods, and social exclusion of vulnerable peoples, especially women.</p>	<p>A. Criteria shall follow USAID’s Guidelines on Compulsory Displacement and Resettlement in USAID Programming.<sup>6</sup> Review of USAID Sector Guidelines as listed and incorporate best practices found in the Sector Guidelines: Humanitarian Relief and Disaster Assistance, and Water Supply Management<sup>7</sup> BMPs Criteria selection shall include key topics such as soil analysis, geography of land, existing water bodies, and existing land uses and proximity to schools and other infrastructure.</p> <p>B. Conducting a Rapid Environmental Assessment, as needed, for the general area should be one of the main criteria for pilot selection.</p>	<p>A. Y/N Provincial and district authorities provided with the USAID Guidelines as a resource for criteria development. Y/N Criteria include BMP direction for selection of pilot resettlement lands to ensure that they are not at-risk areas.</p> <p>B.Y/N One of the Criteria includes the requirement to conduct Rapid Environmental Assessments for potential pilot resettlement areas.</p>	<p>A. Review of criteria development meetings/works hop notes to see if Guidelines were shared and used. Conduct after each meeting/ workshop Review of the Draft list of Recommended Criteria. Conduct once draft list is prepared.</p> <p>B. Review of the draft list of Criteria. Conduct when draft list is done.</p>	<p>ILRG Coordinators (that are working with authorities) implement mitigation measures. IIRG M&amp;E Specialist conducts monitoring</p>	<p>Engagements in Sofala and Nampula are expected in FY 2022.</p>
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<sup>6</sup> <https://www.land-links.org/tool-resource/guidelines-on-compulsory-displacement-and-resettlement-in-usaid-programming/>

<sup>7</sup> USAID/GEMS Environmental Sector Guidelines: Humanitarian Relief and Disaster Assistance- <https://www.usaidgems.org/Sectors/hrda.htm>; Water Supply Management - <https://www.usaid.gov/environmental-procedures/sectoral-environmental-social-best-practices/seg-water-supply/pdf>

		C. Criteria are reviewed by women leaders of the communities to be relocated.	C. Y/N Criteria reviewed for concurrence by women community leaders.	C. Interviews with women leaders to confirm their participation. Review of criteria meeting/ workshop participate list. Conduct during Criteria review process		
Development of participatory community land use plans that provide the basis for future allocation of lands and how those lands will be used (i.e., infrastructure, sanitation, areas for economic development, etc.).	If displacement and resettlement is neither avoided nor well planned and implemented based on best practices, landholders can be left worse off and nearby lands can be negatively impacted. Women are more vulnerable to loss of networks and social support, a form of social disarticulation, and face health risks brought on by loss of livelihoods.	A. Community land use plans based on information from the Rapid Environmental Assessments (REAs).  B. USAID Sector Guidelines BMPs for Disaster Assistance, Construction/Housing, Water Supply, Schools, Solid Waste, and Crop Production are utilized in the preparation of the Plans. <sup>8</sup>	A. Y/N REAs conducted and information incorporated into plans.  B. Y/N Plans included relevant BMPs from the listed Sector Guidelines	A. Review of the REAs. Conducted during early planning stage.  B. Review of Plans for BMPs from Guidelines listed in mitigation measure. Conduct during draft plan review.	ILRG Coordinators (that are working with authorities) implement mitigation measures. ILRG M&E Specialist conducts monitoring	Engagements in Sofala and Nampula have not yet occurred.

<sup>8</sup> See List of USAID Environmental Compliance Links for additional Sector Guidelines on Construction, Schools, and Solid Waste

	<p>C. Women that are involved in relocation, participate in plan development and review.</p>	<p>C. Y/N Women stakeholders participated in Plan development and review.</p>	<p>C. Observation and Review of Plan meeting/ workshop notes and participant list. Conduct during Plan development meetings/ workshops</p>	
	<p>D. Draft Plans are shared and explained with resettlement landholders and others with a vested interest.</p>	<p>D. Resettlement landholders possess the necessary information to assess how displacement, resettlement and/or compensation will affect their livelihoods and living standards</p>	<p>D. Interviews with landholders going to the resettlements. Conduct after Plans approved and shared.</p>	

**ZAMBIA**

Activity 1: Preparation of SOWs for, and selection of, service providers that promote agriculture production, forest management, and/or wildlife management

<p>Preparation of SOWs for, and selection of, service providers that promote agriculture production, forest management, and/or community wildlife management</p>	<p>Lack of clear direction for sustainable agriculture and forest management in the SOWs could result in service providers not promoting BMPs as per USAID Sector Guidelines and Companies protocols. Following the traditional method for land use production, men may be favored over women to be involved. Women may continue to be seen as part time producers and not equal to full time male farmers.</p>	<p>SOWs shall include requirements that agricultural and forest management technical assistance for planning and management be based on sustainable land use, environmental soundness, and consider climate change as per the USAID Agricultural and Forest Management Sectoral Guidelines and participating Companies' Protocols (e.g., organic certification and sustainable forest management). SOW includes a requirement to engage women in all aspects of the production and marketing.</p>	<p>All SOWs for service providers/partners include direction on the implementation of sustainable agriculture and forest management and list the USAID Agriculture and Forest Management Sectoral Guidelines as a resource. All SOW include direction on engaging women in agriculture and forestry systems.</p>	<p>Review of SOWs before they are provided to sub-contractors/service providers.</p>	<p>ILRG COP and/or Deputy COP</p>	<p>Scopes of work have included the relevant provisions for consultants and subcontractors.</p>
<p>Activity 2: Forest management and extension.</p>						
<p>Co-develop training materials (with a gender focus) with and for Forest Department on community forest</p>	<p>A. Non sustainable forest practices may occur if training materials do not take into consideration Best Management Practices.</p>	<p>A. I. All forest extension agents trained on Forest Best Management Practices and receive copies of the USAID Forestry Sector Guidelines.[7]</p>	<p>A. I. Forest Extension agents trained and knowledgeable of BMPs</p>	<p>A.I. Review of training materials before training to ensure BMPs.</p>	<p>-Training manager to ensure mitigation measures are implemented during</p>	<p>One set of trainings has been developed with consultant. Guidelines have been considered in the training development.</p>

management and forest management agreements.		<p>2.All extension materials will be based on the USAID Forestry Sector Guidelines</p> <p>3. All extension materials shall be developed with women and be gender sensitive</p>	<p>2. All extension agents have read and have a copy of the USAID Forest Sector Guidelines.</p> <p>3. % of women involved in material preparation and review. % of women extension staff</p>	<p>2.Test results of extension agents re: Knowledge of BMPs-after training.</p> <p>3. Review of material prep notes/attendance Prior and during preparation. Review of list of extension staff interviewed and hired-After interviews and hiring.</p>	<p>material prep and extension agent training. -ILRG monitoring specialist and gender expert to monitor</p>	<p>Trainings are under review with FD and will not be delivered until FY 2022 and confirmation of any potential funding devoted to forest resources.</p>
<p>Activity 3: Land use planning regarding agriculture, forestry, wildlife, and ecosystem restoration Note: includes Community Action Plans, Plans for pilot NRM actions, among others</p>						
<p>Implement customary land documentation to support wildlife and forest management with communities that would identify pilot community based NRM actions/enterprises .</p>	<p>Identification of wildlife and/or forest management actions that are not based on sustainable good practices can lead to loss of habitats and decrease/displacement in wildlife populations within specific areas.</p>	<p>A. Potential NRM actions are based on scientific data and are reviewed and approved by wildlife biologists and professional foresters.</p>	<p>A. Y/N Identified potential NRM actions/enterprises were designed based on scientific data/ research and approved by professional wildlife and forestry specialists.</p>	<p>Review of the data used for identification of the NRM actions. Sign off documents from professional wildlife and forestry specialist. Conduct once concept paper for action/ enterprise is available.</p>	<p>ILRG Coordinators (that are working with authorities) implement mitigation measures. ILRG M&amp;E Specialist conducts monitoring</p>	<p>Local Area Plans were developed and reviewed by the Forestry Department, Wildlife and National Parks and Local Councils. Communities were heavily consulted. Evidence of each of these is within the Sandwe, Mnu kwa and Maguya landscape plans that have been registered</p>

	<p>B. NRM actions will avoid use of critical habitat and endangered species.</p>	<p>B. Y/N Documented land is not within critical habitat of endangered species.</p>	<p>B. Use of GIS to review participating documented land maps compared to critical habitat and endangered species mapping. Discussion with wildlife specialists. Conduct prior to confirmation of land documentation.</p>	<p>with the councils during FY2021. Additional chiefdom engagement on planning is expected in the coming FY022 and consideration of NRM principles is at the center of the approach.</p>
	<p>C. NRM and MSE Sector Guidelines shared with communities and used as a resource to help identify relevant BMPs for sustainable potential actions/enterprises [8]</p>	<p>C. Y/N NRM Sector Guidelines shared with communities and potential actions include Guidelines BMPs.</p>	<p>C. Discussions with participating communities regarding sharing and use of Guidelines. Conduct during early planning stage</p>	

**GHANA** (Note: if Ghana activity will use subcontractors/service providers, then the SOW activity as listed in Mozambique Activity I applies.)

Activity I: Land use planning regarding agriculture, forestry, ecosystem restoration Note: includes Community Action Plans. (for all Communities in ILRG Ghana)

<p>Define and prioritize incentives and prepare Community Action Plans (CAPs) that would implement the selected incentives to reduce deforestation, increase cocoa production, and increase carbon sequestration in the landscape</p>	<p>Cocoa production can be negatively impacted, and deforestation may continue if CAPs are not well planned and implemented based on good agricultural and forestry practices. Deforestation increases greenhouse gas (GHG) emissions and has a negative impact on biodiversity, soil fertility, and water quality and quantity; affects local rainfall; and threatens farmer livelihoods. (Although ILRG will not implement CAPs, the implementation of incentives identified in the Plans for livelihoods and ecosystem protection could cause potential impacts).</p>	<p>A. Natural Forests and/or Protected Areas shall not be cut for expanding cocoa plantations- included as a criterion in CAPs.</p> <p>B. USAID Environmental Sector Guideline’s Best Management Practices (i.e., mitigation measures) for Forest Management, and Crop Production Guidelines should be incorporated into the incentive activities in the CAPs. Agroforestry/Shade tree planting and management should be considered.[9]</p>	<p>A. Y/N Natural Forests and Protected Areas are mapped and No natural forests or protected areas impacted</p> <p>B. Y/N Sector Guidelines BMPs are incorporated into incentive actions and CAPs.</p>	<p>A. Review of maps and Review of CAP actions. Conducted after land mapping and during CAPs draft review.</p> <p>B. Review of incentives actions and CAPs Conduct during draft review of criteria and CAPs.</p>	<p>ILRG Country Coordinators to implement mitigation measures. ILRG M&amp;E specialist to monitor.</p>	<p>Community Action Plans have been delayed due to COVID but will be completed in FY2022 with considerations to these principles.</p>
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**INDIA AND MALAWI**

Activity 1: Preparation of SOWs for grantees/service providers that promote agriculture management with a focus on women involvement

<p>Preparation of SOWs for grantees/service providers that promote agriculture management and/or livelihoods support</p>	<p>Lack of clear direction for sustainable agriculture in the SOWs could result in service providers not promoting BMPs as per USAID Sector Guidelines and Companies protocols. Following the traditional method for land use production, men may be favored over women to be involved.</p>	<p>SOWs shall include requirements that agricultural management technical assistance for planning and management be based on sustainable land use, environmental soundness, and consider climate change as per the USAID Agricultural and Forest Management Sectoral Guidelines and participating Companies' Protocols (e.g., organic certification and sustainable forest management). SOW include requirement to engage women in all aspects of the production and marketing.</p>	<p>All SOWs for service providers/partners include direction on the implementation of sustainable agriculture management and list the USAID Agriculture Production Sector Guidelines as a resource. All SOW include direction on engaging women in agriculture systems.</p>	<p>Review of SOWs before they are provided to sub-contractors/service providers.</p>	<p>ILRG COP and/or Deputy COP</p>	<p>Malawi SOW on hold in FY 2021. Scopes of work for India have included the various provisions.</p>
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# ANNEX 3: SUCCESS STORY



**USAID**  
FROM THE AMERICAN PEOPLE

## SUCCESS STORY

# PEPSICO STAFF ADVOCATING FOR GENDER EQUALITY AND WOMEN'S EMPOWERMENT



PHOTO: ILRG

Photo: PepsiCo aggregators Rafikul Islam and Shyamal Pal are recognized for their efforts supporting women to enter the PepsiCo potato supply chain

Women's economic empowerment does not happen in a vacuum and can be hampered by an absence of support from spouses, relatives and community members. Despite growing opportunities for women to engage in income-generating activities, women may not always have the support of their spouses or other relatives to engage in activities outside the home. This is barrier is evident for many women who want to enter the PepsiCo supply chain.

Recognizing this barrier, Rafikul Islam, a PepsiCo aggregator in Moloyapur, has become an advocate and champion for gender equality and women's empowerment. In the communities he serves, he has been working to influence other men to embrace women's empowerment as well. During the 2020 – 2021 potato season, Rafikul's intervention opened the door for several women in the communities to enter the PepsiCo potato supply chain.

For example, Julekha wanted to join her self-help group (SHG) in leasing land to grow potatoes for sale to PepsiCo. Her previous involvement in potato farming was limited to seed cutting at home. Her husband, Mojiful, was hesitant about her participation in the land leasing group. At first Mojiful discouraged Julekha from participating as he worried whether the group would be successful, but Rafikul helped to change his mind. Mojiful explained, "She was excited by the idea of the possibility of some financial return. I supported this venture when Rafikul, the PepsiCo village aggregator, informed me that he would provide all the necessary guidance to the group. I even told Julekha to personally keep the money from her individual share of their profit. After all, she also needs some pocket money with freedom to spend."

Another woman, Anwara, also wanted to participate in land leasing. Rafikul intervened when Anwara's husband opposed her participation. Rafikul explained to her husband that he would support and guide the group's PepsiCo potato farming activities. He explained to Anwara's husband that even in a bad season, it is very rare to incur losses in PepsiCo potato farming due to the company's guaranteed buy-back price.

Julekha and Anwara are just two examples of how Rafikul is championing gender equality and women's empowerment in the PepsiCo supply chain, gaining the trust and buy-in of aspiring farmers' husbands.

This year for the first time, PepsiCo recognized women's empowerment in the supply chain as one of their business metrics. Rafikul and another colleague, Shyamal Pal, were the first aggregators to be publicly recognized for their efforts in supporting women to join the PepsiCo supply chain.

### Telling Our Story

U.S. Agency for International Development  
Washington, DC 20523-1000  
<http://stories.usaid.gov>

# ANNEX 4: PROJECT BRIEF



**USAID**  
FROM THE AMERICAN PEOPLE



# INTEGRATED LAND AND RESOURCE GOVERNANCE (ILRG) GLOBAL FACT SHEET

Land is the most important asset for the poor, yet hundreds of millions of people around the world live on undocumented land or use resources without formal rights. Women are less likely to own and control land and natural resources, which increases their vulnerability to gender-based violence and limits their ability to become economically self-sufficient and to participate in decision-making at the household, community, and institutional levels. When land tenure is insecure, people, governments, and the private sector are not incentivized to invest in land or sustainably manage natural resources for the future. Access to finance for the poor becomes limited, and households are vulnerable to displacement in the event of conflict or natural disaster. Countries with insecure property rights experience higher rates of deforestation and conflict, are less attractive to investors, and are more reliant on donor funding.

USAID's Integrated Land and Resource Governance (ILRG) program supports USAID missions around the world to implement activities that improve land access and rights for men and women, support inclusive land and resource governance, strengthen property rights, build resilient livelihoods, and promote women's economic empowerment. ILRG's land and property rights services support a broad range of development goals, including:

- Preventing and mitigating conflict and countering violent extremism;
- Realizing inclusive economic growth, resilience, and food security;
- Managing biodiversity and natural resources sustainably;
- Mitigating global negative environmental impact;
- Enhancing agricultural productivity;
- Generating own source revenue; and
- Empowering women and marginalized populations.

ILRG collaborates to identify and develop land and property rights activities that will support the overarching development goals of USAID missions and countries around the world.

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

**Duration:**  
July 2018 – July 2023

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

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

## ILRG TECHNICAL ASSISTANCE MODEL

ILRG works with governments, communities, civil society, and the private sector to develop and implement inclusive land and property rights laws and policies, build institutional capacity to administer land, and facilitate responsible, gender-responsive land-based investments that benefit communities, investors, and the public.



## COUNTRY ACTIVITIES

ILRG's engagements to date have been focused on eight countries: Democratic Republic of Congo (DRC), Ghana, India, Liberia, Madagascar, Malawi, Mozambique, and Zambia. In DRC, the program supports the Public-Private Alliance for Responsible Minerals. In Ghana, the program collaborates with ECOM and Hershey to strengthen tenure, empower women in the cocoa value chain, and reduce deforestation around smallholder cocoa farms. In India, the program works with USAID and PepsiCo to empower women in PepsiCo's potato supply chain. In Liberia, the program supports communities to document land rights in alignment with the Land Rights Act. In Madagascar, the program integrates tenure considerations into the cocoa rehabilitation initiatives led by Lindt & Sprüngli AG. In Malawi, the program works with the government and other donors on gender integration in systematic land documentation. In Mozambique, the program supports communities, particularly women, to document their land rights, make decisions about land use, and engage with private sector agribusiness. In Zambia, ILRG supports the land policy process, customary land administration and service delivery that promotes women's land rights, and the improvement of conservation and economic opportunities for women in the wildlife and forestry sectors.

## EXPECTED RESULTS

- 400,000 adults (at least 50% women) with legally recognized and documented land rights
- 66,000 land parcels with accurate and digitized information entered into official land databases
- 75 percent of adults in ILRG pilot sites perceive their land rights to be secure
- 4,000 land conflicts and disputes resolved across ILRG countries
- 815,000 hectares of community land delimited and managed sustainably
- Policies and best practices developed for gender integration in land documentation and governance and for gender-responsive land-based investment

## CONTACT

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COP  
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USAID contractor/ILRG

For more information on ILRG visit:

<https://www.land-links.org/project/integrated-land-and-resource-governance-ilrg/>

## ANNEX 5: LIST OF MEDIA

Product	Country	Date	Location (link)	Notes/Audience/Dissemination
The Next Level: Community Game Ranching	Zambia	Oct 2020	<a href="https://issuu.com/mainzamiyanda/docs/znfu_october_issue_2020_pdf">https://issuu.com/mainzamiyanda/docs/znfu_october_issue_2020_pdf</a> (p 18 - 19)	Zambia Farmer Magazine story
Ensuring Girls Inherit Their Fair Share in Zambia	Zambia	9 Oct 2020	<a href="https://www.land-links.org/2020/10/ensuring-girls-inherit-their-fair-share-in-zambia/">https://www.land-links.org/2020/10/ensuring-girls-inherit-their-fair-share-in-zambia/</a>	
Raising the Chips for Women Potato Farmers	India	10 Nov 2020	<a href="https://www.thehindubusinessline.com/economy/agri-business/raising-the-chips-for-women-potato-farmers/article33059995.ece">https://www.thehindubusinessline.com/economy/agri-business/raising-the-chips-for-women-potato-farmers/article33059995.ece</a>	
In Mozambique, building trust through land rights	Mozambique	12 Nov 2020	<a href="https://blogs.worldbank.org/nasiliza/mozambique-building-trust-through-land-rights">https://blogs.worldbank.org/nasiliza/mozambique-building-trust-through-land-rights</a>	
USAID Brief Reveals Linkages between Gender-Based Violence and Documentation of Women's Land Rights	Zambia	23 Nov 2020	<a href="https://www.land-links.org/2020/11/usa-id-brief-reveals-linkages-between-gender-based-violence-and-documentation-of-womens-land-rights/">https://www.land-links.org/2020/11/usa-id-brief-reveals-linkages-between-gender-based-violence-and-documentation-of-womens-land-rights/</a>	
Apoio da USAID Reforça a Transparência no Processo de Austultação Pública sobre a Revisão da Política Nacional de Terras	Mozambique	19 Dec 2020	<a href="https://www.facebook.com/MTAmbiente/posts/2827840317493129">https://www.facebook.com/MTAmbiente/posts/2827840317493129</a>	Ministry of Land and Environment Facebook post
Community Game Ranching Gains Momentum	Zambia	29 Dec 2020	<a href="https://www.instagram.com/p/CJYFzCBAorQ/?igshid=y8htpixon8l2x">https://www.instagram.com/p/CJYFzCBAorQ/?igshid=y8htpixon8l2x</a>	USAID/Zambia Instagram post

Product	Country	Date	Location (link)	Notes/Audience/Dissemination
The Next Level: Building Communities with Game Ranching (piece in <i>Zambian Farmer</i> magazine)	Zambia	1 <sup>st</sup> quarter 2021	<a href="https://issuu.com/mainzamiyanda/docs/znfu_issue_32_volume_39_2021">https://issuu.com/mainzamiyanda/docs/znfu_issue_32_volume_39_2021</a>	p. 42
Breaking Down Employment Barriers in Zambia: Increasing Opportunities for Female Community Scouts	Zambia	28 Feb 2021	<a href="https://land-links.org/2021/02/breaking-down-employment-barriers-in-zambia-increasing-opportunities-for-female-community-scouts/">https://land-links.org/2021/02/breaking-down-employment-barriers-in-zambia-increasing-opportunities-for-female-community-scouts/</a>	Promoted on social media by USAID/Zambia: <a href="https://twitter.com/USAIDZambia/status/1367058428410146818">https://twitter.com/USAIDZambia/status/1367058428410146818</a> <a href="https://www.facebook.com/USAIDZambia/photos/a.441686262624966/3497758253684403/">https://www.facebook.com/USAIDZambia/photos/a.441686262624966/3497758253684403/</a> <a href="https://www.instagram.com/p/CL9AEQfrNrY/?igshid=1leyydczral3q">https://www.instagram.com/p/CL9AEQfrNrY/?igshid=1leyydczral3q</a> Promoted on social media by Tetra Tech: <a href="https://twitter.com/TetraTechIntDev/status/1369646707152195585">https://twitter.com/TetraTechIntDev/status/1369646707152195585</a> <a href="https://www.facebook.com/TetraTechIntDev/posts/5960438513981591">https://www.facebook.com/TetraTechIntDev/posts/5960438513981591</a> <a href="https://www.linkedin.com/feed/update/urn:li:activity:6775412490563145729">https://www.linkedin.com/feed/update/urn:li:activity:6775412490563145729</a>
6 Ways USAID is Investing in Women's Land Rights	Global	4 Mar 2021	<a href="https://www.land-links.org/2021/03/6-ways-usaid-is-investing-in-womens-land-rights/">https://www.land-links.org/2021/03/6-ways-usaid-is-investing-in-womens-land-rights/</a> and <a href="https://www.marketlinks.org/blogs/6-ways-usaid-investing-womens-land-rights">https://www.marketlinks.org/blogs/6-ways-usaid-investing-womens-land-rights</a>	
The Voice of Leadership: Women in Wildlife in Zambia	Zambia	4 Mar 2021	<a href="https://www.land-links.org/2021/03/the-voice-of-leadership-of-women-in-wildlife-in-zambia/">https://www.land-links.org/2021/03/the-voice-of-leadership-of-women-in-wildlife-in-zambia/</a>	Promoted on social media by USAID/Zambia: <a href="https://twitter.com/USAIDZambia/status/1369228984626647046">https://twitter.com/USAIDZambia/status/1369228984626647046</a>

Product	Country	Date	Location (link)	Notes/Audience/Dissemination
				<a href="https://www.instagram.com/p/CMMbHznshrD/">https://www.instagram.com/p/CMMbHznshrD/</a> <a href="https://www.facebook.com/USAIDZambia/photos/a.441686262624966/3512504012209827/">https://www.facebook.com/USAIDZambia/photos/a.441686262624966/3512504012209827/</a> Promoted in INRM newsletter: <a href="https://mailchi.mp/inrm/project/integrated-natural-resource-management-2021-8">https://mailchi.mp/inrm/project/integrated-natural-resource-management-2021-8</a>
From Challenge Comes Change: Empowering Women Farmers in West Bengal to See Their Future in Sustainable Supply Chains	India	8 Mar 2021	<a href="https://www.agrilinks.org/post/challenge-comes-change-empowering-women-farmers-west-bengal-see-their-future-sustainable">https://www.agrilinks.org/post/challenge-comes-change-empowering-women-farmers-west-bengal-see-their-future-sustainable</a> and <a href="https://www.land-links.org/2021/03/from-challenge-comes-change-empowering-women-farmers-in-west-bengal-to-see-their-future-in-sustainable-supply-chains/">https://www.land-links.org/2021/03/from-challenge-comes-change-empowering-women-farmers-in-west-bengal-to-see-their-future-in-sustainable-supply-chains/</a>	Promoted on Twitter by USAID/India: <a href="https://twitter.com/usaid_india/status/1369279303725309953?s=20">https://twitter.com/usaid_india/status/1369279303725309953?s=20</a> Promoted on Twitter by US Consulate Kolkata: <a href="https://twitter.com/USANDKolkata/status/1369300032424456194">https://twitter.com/USANDKolkata/status/1369300032424456194</a> Promoted by PepsiCo on LinkedIn: <a href="https://www.linkedin.com/posts/jpandrew_the-covid-19-pandemic-has-threatened-the-activity-6784914422285561856-zpy/">https://www.linkedin.com/posts/jpandrew_the-covid-19-pandemic-has-threatened-the-activity-6784914422285561856-zpy/</a>
5 Ways USAID Empowers Women as Leaders Against the Climate Crisis	Global	8 Mar 2021	<a href="https://www.land-links.org/2021/03/5-ways-usaid-empowers-women-as-leaders-against-the-climate-crisis/">https://www.land-links.org/2021/03/5-ways-usaid-empowers-women-as-leaders-against-the-climate-crisis/</a> and <a href="https://medium.com/usaid-2030/5-ways-usaid-empowers-women-as-leaders-against-the-climate-crisis-1dd89289368b">https://medium.com/usaid-2030/5-ways-usaid-empowers-women-as-leaders-against-the-climate-crisis-1dd89289368b</a>	
PepsiCo and USAID Set Out to Prove the Business Case for	India	8 Mar 2021	<a href="https://www.marketlinks.org/blogs/pepsico-and-usaid-set-out-prove-">https://www.marketlinks.org/blogs/pepsico-and-usaid-set-out-prove-</a>	

Product	Country	Date	Location (link)	Notes/Audience/Dissemination
Women's Economic Empowerment			<a href="#">business-case-womens-economic-empowerment</a>	
Why we #ChooseToChallenge: Celebrating women and their strengths worldwide this International Women's Day	Global	8 Mar 2021	<a href="https://tetrattechintdev.expature.co/choose-to-challenge">https://tetrattechintdev.expature.co/choose-to-challenge</a>	Features photo and video of ILRG global, India, and Zambia staff
Celebrating International Women's Day 2021: Meet our women leaders on projects from around the world	Global	8 Mar 2021	<a href="https://tetrattechintdev.expature.co/celebrating-international-womens-day-2021">https://tetrattechintdev.expature.co/celebrating-international-womens-day-2021</a>	Features blurb on ILRG India work and short videos of ILRG India and Zambia staff
From Challenge Comes Change	India	6 Apr 2021	<a href="https://www.linkedin.com/posts/ipandrew_the-covid-19-pandemic-has-threatened-the-activity-6784914422285561856-zpy/">https://www.linkedin.com/posts/ipandrew_the-covid-19-pandemic-has-threatened-the-activity-6784914422285561856-zpy/</a>	Piece shared on LinkedIn by Jim Andrew, Chief Sustainability Officer for PepsiCo
Context Matters: Ghana Land and Tree Tenure in Cocoa Communities	Ghana	26 Apr 2021	<a href="https://www.worldcocoafoundation.org/blog/context-matters-ghana-land-and-tree-tenure-in-cocoa-communities/">https://www.worldcocoafoundation.org/blog/context-matters-ghana-land-and-tree-tenure-in-cocoa-communities/</a>	
Securing Land Rights for Female Farmers	India	24 May 2021	<a href="https://www.agrilinks.org/post/securing-land-rights-female-farmers-india">https://www.agrilinks.org/post/securing-land-rights-female-farmers-india</a>  <a href="https://landportal.org/blog-post/2021/05/securing-land-rights-female-farmers-india">https://landportal.org/blog-post/2021/05/securing-land-rights-female-farmers-india</a>	Also promoted at: <a href="https://www.tetrattech.com/en/markets/international-development/news-and-impact/insights/securing-land-rights-for-female-farmers-in-india">https://www.tetrattech.com/en/markets/international-development/news-and-impact/insights/securing-land-rights-for-female-farmers-in-india</a> <a href="https://www.csrwire.com/press_releases/725796-securing-land-rights-female-farmers-india">https://www.csrwire.com/press_releases/725796-securing-land-rights-female-farmers-india</a> <a href="https://www.yahoo.com/now/securing-land-rights-female-farmers-153107385.html">https://www.yahoo.com/now/securing-land-rights-female-farmers-153107385.html</a> <a href="https://newsdirect.com/news/securing-land-">https://newsdirect.com/news/securing-land-</a>

Product	Country	Date	Location (link)	Notes/Audience/Dissemination
				<a href="https://www.marketwatch.com/story/rights-for-female-farmers-in-india-2021-07-21-111575251">rights-for-female-farmers-in-india-179297558</a> <a href="https://www.marketwatch.com/story/rights-for-female-farmers-in-india-2021-07-21-111575251">https://www.marketwatch.com/story/rights-for-female-farmers-in-india-2021-07-21-111575251</a>
Documenting Individual Land Rights to Save Zambia's Forest	Zambia	15 Jun 2021	<a href="https://medium.com/usaidd-2030/documenting-individual-land-rights-to-save-zambias-forests-144540412027">https://medium.com/usaidd-2030/documenting-individual-land-rights-to-save-zambias-forests-144540412027</a>	Piece shared on USAID's global Medium page
Zambia Launches National Land Policy	Zambia	16 Jun 2021	<a href="https://landportal.org/blog-post/2021/06/zambia-launches-national-land-policy-usaid-assistance">https://landportal.org/blog-post/2021/06/zambia-launches-national-land-policy-usaid-assistance</a>	
Empowering Women Farmers for Climate Resilient Livelihoods	India	23 Jun 2021	<a href="https://www.youtube.com/watch?v=GB9QIXKezEg">https://www.youtube.com/watch?v=GB9QIXKezEg</a>	Video on USAID-PepsiCo partnership Promoted in INRM newsletter: <a href="https://mailchi.mp/inrm/project/integrated-natural-resource-management-2021-8">https://mailchi.mp/inrm/project/integrated-natural-resource-management-2021-8</a>
Climate Change is Not Gender Neutral	India	25 Jun 2021	<a href="https://medium.com/usaidd-2030/climate-change-is-not-gender-neutral-501cecl72e97?source=collection_home---4-----3-----">https://medium.com/usaidd-2030/climate-change-is-not-gender-neutral-501cecl72e97?source=collection_home---4-----3-----</a>	Q&A with Margaret Henry of PepsiCo on USAID's global Medium page
Gender and Climate Change: The Intersection of Women's Empowerment and Sustainable Farming	India	28 Jun 2021	<a href="https://www.land-links.org/2021/06/gender-and-climate-change-the-intersection-of-womens-empowerment-and-sustainable-farming/">https://www.land-links.org/2021/06/gender-and-climate-change-the-intersection-of-womens-empowerment-and-sustainable-farming/</a>	Includes video above
Traditional Leaders in Zambia Shift Gender Norms and Strengthen Women's Land Rights	Zambia	1 Jul 2021	<a href="https://www.iied.org/traditional-leaders-zambia-shift-gender-norms-strengthen-womens-land-rights">https://www.iied.org/traditional-leaders-zambia-shift-gender-norms-strengthen-womens-land-rights</a>	Highlighted in August Newsletter of the USAID WEE Community of Practice

Product	Country	Date	Location (link)	Notes/Audience/Dissemination
			<a href="https://www.land-links.org/2021/07/traditional-leaders-in-zambia-shift-gender-norms-and-strengthen-womens-land-rights/">https://www.land-links.org/2021/07/traditional-leaders-in-zambia-shift-gender-norms-and-strengthen-womens-land-rights/</a>	
Securing Land Rights for Female Farmers in India	India	9 Jul 2021	<a href="https://www.tetrattech.com/en/securing-land-rights-for-female-farmers-in-india">https://www.tetrattech.com/en/securing-land-rights-for-female-farmers-in-india</a>	
Young Women Stand Their Ground	Zambia	9 Aug 2021	<a href="https://www.land-links.org/2021/08/young-women-stand-their-ground-in-zambias-wildlife-sector/">https://www.land-links.org/2021/08/young-women-stand-their-ground-in-zambias-wildlife-sector/</a>	Highlighted in August Newsletter of the USAID WEE Community of Practice
Snapshot of Women's Economic Empowerment Activities, September 2019 – December 2020	India	11 Aug 2021	<a href="https://www.usaid.gov/what-we-do/gender-equality-and-womens-empowerment/womens-economic-empowerment/snapshot">https://www.usaid.gov/what-we-do/gender-equality-and-womens-empowerment/womens-economic-empowerment/snapshot</a>	Includes case study on ILRG India activity
Zambia's Chiefs Champion Gender Equality in Land and Natural Resource Governance	Zambia	6 Sept 2021	<a href="https://www.iied.org/zambias-chiefs-champion-gender-equality-land-natural-resource-governance">https://www.iied.org/zambias-chiefs-champion-gender-equality-land-natural-resource-governance</a>	
An Intervention Helped This Potato Farmer Become Self Reliant & Help Others	India	9 Sept 2021	<a href="https://www.femina.in/trending/achievers/an-intervention-helped-this-potato-farmer-became-self-reliant-help-others-205326.html">https://www.femina.in/trending/achievers/an-intervention-helped-this-potato-farmer-became-self-reliant-help-others-205326.html</a>	
Gender Norms and Women's Land Rights Brief	Global	14 Sept 2021	<a href="https://land-links.org/document/gender-norms-and-womens-land-rights-brief/">https://land-links.org/document/gender-norms-and-womens-land-rights-brief/</a>	

## ANNEX 6: PROJECT STAFF

**TABLE 7. PROJECT STAFF**

NAME	ORGANIZATION	TITLE	EMAIL
Thais Bessa	Tetra Tech	Gender Advisor/WEE Coordinator	thais.bessa@tetrattech.com
Subrataa Chakraborty	Tetra Tech	India Country Coordinator	subrataa.chakraborty@tetrattech.com
Kaoma Chenge	Tetra Tech	Zambia GIS and Database Management Specialist	kaoma.chenge@tetrattech.com
Bivash Dasgupta	Tetra Tech	India Administrative Assistant	bivash.dasgupta@tetrattech.com
Mark Freudenberger	Tetra Tech	Land Tenure Specialist/Madagascar Task Lead	mark.freudenberger@tetrattech.com
Laura Gallup	Tetra Tech	Home Office Deputy Project Manager	laura.gallup@tetrattech.com
Melissa Hall	Tetra Tech	Deputy Chief of Party	melissa.hall@tetrattech.com
Scheller Hinkle	Tetra Tech	Home Office MEL Specialist	scheller.hinkle@tetrattech.com
Megan Huth	Tetra Tech	Home Office Project Manager/Indigenous Peoples', Malawi, and Liberia Task Lead	megan.huth@tetrattech.com
Monde Luhana	Tetra Tech	Zambia Finance and Administration Manager	monde.luhana@tetrattech.com
Vincent Moses	Tetra Tech	Malawi Field Coordinator	vincent.moses1@tetrattech.com
Dan Mullins	Tetra Tech	Mozambique Country Lead	dan@terrafirma.co.mz
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Daniel Myers	Tetra Tech	Home Office Deputy Project Manager	daniel.myers@tetrattech.com
Gavelet Mzembe	Tetra Tech	Malawi Country Coordinator	gavelet.mzembe@tetrattech.com
Russell Ndumba	Tetra Tech	Zambia Finance and Administration Officer	russell.ndumba@tetrattech.com
Margaret Nkhosi	Tetra Tech	Zambia Spatial Data Quality Control Specialist	margaret.nkhosi@tetrattech.com
Simon Norfolk	Terra Firma	Mozambique Country Coordinator	simon@terrafirma.co.nz

Tilius Phiri	Tetra Tech	Malawi Finance and Administration Manager	tilius.phiri@tetrattech.com
Lalita Sharma	Tetra Tech	India Agronomist	lalita.sharma@tetrattech.com
Matt Sommerville	Tetra Tech	Chief of Party	matt.sommerville@tetrattech.com
Getrude Zulu	Tetra Tech	Office Assistant	getrude.zulu@tetrattech.com

## ANNEX 7: DATA

Data produced by the project (i.e. geospatial, survey, etc.) is submitted to USAID and subsequently uploaded as required to the [Development Data Library](#) (DDL) upon completion of the task and annually.

## ANNEX 8: TERM LOE SUMMARY

LABOR CATEGORY	LIFE OF PROJECT LOE	LOE EXPENDED THIS QUARTER	LOE EXPENDED TO DATE	LOE REMAINING
Long-Term US/TCN Professionals	0.00	9.88	93.94	(93.94)
HQ Technical/Administrative Staff	1,955.00	70.28	2,093.81	(138.81)
Long-Term CCN Professionals	3,033.00	100.00	2,092.50	940.50
Long-Term CCN Support	2,833.00	66.00	1,891.75	941.25
Consultants	1,745.00	37.25	1,243.01	501.99
<b>TOTAL</b>	<b>9,566.00</b>	<b>713.44</b>	<b>7,131.60</b>	<b>2,434.40</b>

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