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# QUARTERLY PROGRESS REPORT

## JANUARY – MARCH 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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USAID Office of Land and Urban  
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Cover Photo: The women-led demonstration farm supported by ILRG in Moloypur, West Bengal, India. Photo by ILRG India.

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# LIST OF ACRONYMS

CA	Community Agronomist
CBNRM	Community-Based Natural Resource Management
CDLA	Chipata District Land Alliance (Zambia)
CEL	Communications, Evidence and Learning
CFMG	Community Forest Management Group
CHMS	Corporate Healthcare Management Services
COMACO	Community Markets for Conservation (Zambia)
COVID-19	Coronavirus Disease 2019
CRB	Community Resources Board (Zambia)
CRCL	Climate Resilient Cocoa Landscapes
DNPW	Department of National Parks and Wildlife (Zambia)
DRC	Democratic Republic of Congo
ECOM	Ecom Agroindustrial Corp.
EDGE	Enterprise Development and Growth (Zambia)
EET	Empowered Entrepreneurship Training
FY	Fiscal Year
FZS	Frankfurt Zoological Society
GAI	Green Advocates International
GALS	Gender Action Learning System
GBV	Gender-Based Violence
GRAS	Green Resources AS
HEARTH	Health, Ecosystems and Agriculture for Resilient Thriving Societies (Zambia)
HH	Household
IDIQ	Indefinite Delivery/Indefinite Quantity
ILRG	Integrated Land and Resource Governance
INGD	National Institute of Disaster Management (Mozambique)
IPIS	International Peace Information Service
IUCN	International Union for the Conservation of Nature
LAP	Local Area Plan

LEVERAGE	Land Evidence for Economic Rights, Gender and Empowerment
LFP	Land for Prosperity (Colombia)
MAST	Mobile Approaches to Secure Tenure
MEL	Monitoring, Evaluation, and Learning
MFinance	Madison Finance Limited
MLNR	Ministry of Lands and Natural Resources (Zambia)
NC	Nurturing Connections
NGO	Non-Governmental Organization
NRM	Natural Resource Management
PDLA	Petauke District Land Alliance (Zambia)
PES	Payment for Ecosystem Services
PIER	Private Investment for Enhanced Resilience
POP	Package of Practices
PPA	Public-Private Alliance for Responsible Minerals Trade
PPE	Portfolio Performance Evaluation
Prindex	Property Rights Index
PRO WEAI	Project-level Women's Empowerment in Agriculture Index
SDI	Sustainable Development Institute
SFP	Sustainable Farming Practice
SHG	Self-Help Group
SOW	Scope of Work
SPEED+	Supporting the Policy Environment for Economic Development
SPEED III	Supporting the Policy Environment for Economic Development III
STARR II	Strengthening Tenure and Resource Rights II
TNC	The Nature Conservancy
ToT	Training of Trainers
USAID	United States Agency for International Development
VAG	Village Action Group
WEE	Women's Economic Empowerment
W-GDP	Women's Global Development and Prosperity Initiative
WPAZ	Wildlife Producers Association of Zambia

WWF	World Wide Fund for Nature
ZCRBA	Zambia Community Resources Board Association



# 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. Under the term portion of the contract, the project implements technical assistance in Mozambique and Zambia. Work in Mozambique focuses on clarifying, documenting, registering, and administering rights to land and resources through collaboration on responsible land-based investment, while work in Zambia includes support to land policy, customary land administration, and service delivery, as well as community-based natural resource governance around protected areas. Under the completion portion of the contract, USAID missions, bureaus, and offices can support field scopes of work on demand. 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 Global 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 (PPA); 8) engagement in Madagascar with the Climate Resilient Cocoa Landscape Program; and 9) an emergent activity (awaiting approval) investigating conflict financing, due diligence and socio-economic dynamics in the artisanal mining supply chains in Democratic Republic of Congo (DRC). ILRG was awarded on July 27, 2018 with a three-year base period and two one-year option periods; both option years were exercised in August 2020.

## 2.0 KEY ACCOMPLISHMENTS AND CHALLENGES

During this quarter, the coronavirus disease 2019 (COVID-19) pandemic continued to require adaptive management. Southern Africa experienced its highest level of COVID-19 impact to date in January and February, while India began to return to normal. Vaccinations became available in some ILRG countries and widely in the United States, requiring a new set of considerations around how ILRG team members interact with one another and in the field.

**Mozambique:** ILRG's six implementing partners all moved from planning and initial engagements with local government authorities into active fieldwork during the quarter, ranging from land delimitation, planning for community delimitation, and support to agricultural production on previously delimited land. National coordination with the USAID Supporting the Policy Environment for Economic Development (SPEED+) program continued on policy and law. ILRG provided various types of support to the National Land Commission and the Ministry of Land and Environment, including significant levels of technical support to the national consultations process under the land policy reform process. This culminated in the design and deployment by ILRG of a digital portal to share the results of this exercise, which will be formally launched by the Minister of Land and Environment on Earth Day 2021. Planning for the Sofala intervention in resettlement areas has continued to be a challenge. After much discussion and the reaching of an agreement with the national partner, the National Institute of Disaster Management (INGD), on the concept and on detailed design for the Sofala activity, ILRG was in the advanced stages of planning a joint planning trip when the INGD indicated that they would be withdrawing, since they had no mandate in "formalizing land rights of people." ILRG has made arrangements to identify an alternative implementing partner, but this late and unexpected decision has led to an additional delay. However, a site visit to Sofala is still planned for early April.

**Zambia:** Five of ILRG's six main field implementation subcontracts or grants ended this quarter with partners summarizing lessons learned on land documentation/administration, community forest management, and game ranching. The Chipata and Petauke District Land Alliances and Frankfurt Zoological Society (FZS) completed the production of almost 15,000 certificates, expected to be signed and distributed over the coming quarters. ILRG engaged with the Ministry of Lands and Natural Resources (MLNR) on both women's rights in the National Land Titling Programme and supporting the ministry's communication strategy. Within the wildlife and natural resource management sectors, ILRG supported the first gender-equitable community scout recruitment and training, as well as materials for communities to improve their negotiating positions with the private sector. Furthermore, material development for upcoming community resources board (CRB) and gender leadership trainings were launched. While ILRG agreed on future priorities with the Department of National Parks and Wildlife (DNPW) in previous quarters, there was limited advancement this quarter. World Wide Fund for Nature (WWF) adopted ILRG's CRB gendered election materials and with DNPW is integrating them into this quarter's elections. With respect to district planning, ILRG partners delivered the two most complete local area plans to Chipangali and Chipata Districts from Mnukwa and Maguya Chiefdoms respectively.

**Ghana:** The Ghana team resumed field work in January after a ten-month suspension due to COVID-19. The 14-day field work consisted of community training on climate change mitigation and adaptation, community education and engagement on climate-smart land use decision making via the ECO Game, and initial engagement on tree nurseries and the concept of payments for ecosystem services (PES) tied to maintaining shade trees on farms. ECOM will distribute shade tree seedling at no cost to the communities or ILRG.

**India:** During this quarter ILRG continued to provide agronomy training to over 700 PepsiCo women farmers in 12 communities, as well as a refresher training for 230 women reached in Year 1. Six modules of training are providing women with information and skills on land preparation, seed treatment and plantation; safe use and storage of agro-chemicals; soil health and nutrient management; common pest and diseases; harvesting, sorting, and grading; and record keeping and record analysis. A seventh module on land literacy will be delivered to men and women farmers over the next months, alongside training on sustainable farming practices. Harvesting for the 2020 – 2021 season has been completed in most communities and production data is being collected. The two women's land leasing groups had a successful season and data on profitability is being finalized. ILRG also started to implement gender norms change interventions, piloting two methodologies – Gender Action Learning System (GALS) and Nurturing Connections – in six communities each. GALS sessions started in February and have reached almost 200 farmers so far, out of which 70 percent are women and 30 percent men. Feedback is positive, and ILRG is monitoring shifts in harmful norms that hinder women's participation in the potato supply chain and economic empowerment.

**WEE:** ILRG continued to build the capacity of in-country staff and partners on gender equality, women's land rights, women's economic empowerment, and gender-based violence (GBV), including a virtual capacity building training for partners in Liberia. On International Women's Day, ILRG disseminated learning and impact from WEE funded activities, publishing blog posts, factsheets, reports, and briefs on LandLinks, AgriLinks, and social media. The USAID-funded Passages Project is providing technical assistance on social norms change to ILRG and partner staff in five countries through a series of capacity-building workshops. In Ghana, ILRG finalized data collection and drafted the initial gender assessment report, also advancing coordination with ECOM and Hershey to begin implementation over the next quarter. The activity will strengthen ECOM's capacity on gender equality and women's empowerment, which has a high sustainability and scalability potential, and increase women's access to productive resources in the cocoa sector. ILRG recruited and onboarded field staff in Malawi, who started coordination with the Government of Malawi and USAID/Malawi, as well as selection of a target traditional land management area for documentation.

**Liberia:** With USAID approval of ILRG's Liberia COVID-19 mitigation protocols in January, the two grantees were able to resume fieldwork, including completing community self-identification validation with the Liberia Land Authority and starting to draft community land and resource governance bylaws. In this quarter, one grantee realized that six of the seven communities that it was collaborating with had been part of another organization's customary land formalization program. While the other organization, funded by the Tenure Facility, had worked with the communities to self-identify at the clan level, ILRG's grantee communities chose to self-identify at a more decentralized town level. Both organizations are currently working with the Liberia Land Authority on how to resolve the overlap.

**Madagascar:** The coalition of actors supporting the Climate Resilient Cocoa Landscapes (CRCL) initiative continued to meet on a regular basis to set up the new multi-stakeholder consultative platform; CRCL lead implementer Helvetas has not yet succeeded in obtaining a regional decree needed to formalize the new consultative structure. The ILRG team participated actively in two preliminary consultative meetings in Ambanja and used these occasions to carry out other applied research activities focusing primarily on the role of cooperative enterprises in the cocoa economy and their perceptions of land tenure problematics. Following discussions with USAID about the future course of the activity, it was decided to focus analysis on complex ownership issues around the ex-indigenous reserves, prepare a training program on land tenure, but otherwise move slowly for the next few months until funding priorities become clear. The team prepared a synthesis paper on what is currently known on land tenure in the Sambirano Valley that has been shared for comment.

**Other Activities:** ILRG submitted a scope of work (SOW) and budget for a new field support activity with USAID/DRC on investigating conflict financing, due diligence, and socio-economic dynamics in the

artisanal mining sector. Progress continued within work plans for support to USAID's Indigenous Peoples portfolio and PPA. With respect to work on Prindex collaboration, ILRG finalized its subcontract for data collection in Colombia. ILRG remains open to engagement with USAID Washington on analytical support and began working with USAID to align activities and messaging with the new administration.

## **2.1 IMPACT OF COVID-19**

### **2.1.1 IMPACT ON STAFF**

January and February included the highest threat to date of COVID-19 in Southern Africa, with COVID-related deaths and hospitalizations of a number of friends and colleagues. At least one staff member tested positive, and ILRG's staff in Zambia were on work from home orders. ILRG countries are receiving vaccinations at different rates and the availability differs among countries. In Malawi, for example, ILRG staff were able to access the vaccine in late March through a coordinated, implementing partner approach, while staff in India are accessing vaccines through local public health services. Other countries, like Zambia, are not expected to receive vaccines until May 2021. All partners continue to receive centralized messaging from ILRG management to stay vigilant and report any negative impacts on revised work plans.

### **2.1.2 IMPACT ON IMPLEMENTATION OF WORKPLAN**

Following from the above, slowdowns and travel restrictions have particular impacts on the ILRG work plan related to seasonality of work that is based on agricultural seasons, accessibility issues during the rainy season, and in some cases travel restrictions (national or international).

ILRG contracted Corporate Healthcare Management Services (CHMS) to have their public health and regional/country health teams draft situational reports for several countries and analyze ILRG COVID-19 mitigation protocols. USAID requested deeper dive situational reports for work in Ghana and Liberia. Consultations with CHMS have confirmed and increased ILRG's confidence in the risk evaluation and mitigation protocols that the program is using in each country, while not stopping work completely. This falls in line largely with messages from USAID missions to implementing partners to focus on ramping up work. ILRG has aligned itself with each mission's different set of internal guidelines to the extent possible, as these are generally not written or widely shared. Contractors like those under ILRG are generally advised to follow their company policies and engage with their Contracting Officer/ Contracting Officer's Representative in the event that COVID-19 affects contract implementation. USAID's Office of Acquisition and Assistance has also instructed implementing partners to follow Centers for Disease Control and Prevention or country-level guidance, whichever is more stringent; ILRG continues to act accordingly.

While ILRG communicates and enforces COVID-19 responses within its team, ILRG's subcontractors and grantees have their own protocols for COVID-19 response and risk assessment. This quarter, ILRG was able to restart fieldwork in Ghana and Liberia following completion of COVID-19 situation reports.

**Mozambique:** ILRG's field activities continued through subcontractors. The main responses to COVID-19 involved ensuring use of masks, proper hygiene and holding larger numbers of outdoor community meetings with a smaller number of participants per meeting.

**Zambia:** ILRG's field activities in Zambia were curtailed dramatically this quarter, and there was very limited movement between Lusaka and districts. Due to COVID-19 restrictions, activities that were expected to bring stakeholders together were scaled back or postponed. It is hoped that in the next

quarter some district level meetings will be able to start again, though it is likely that national level meetings will not be held until vaccination is available and prevalent.

**Ghana:** ILRG fieldwork resumed this quarter, and the first field trip since COVID-19 suspended fieldwork was successful. There was a reported spike in infections in Ghana early in the quarter, which has subsequently subsided. The field team also received their first vaccine shot during the quarter.

**Liberia:** As stated above, with the completion and acceptance of the COVID-19 mitigation protocols, ILRG fieldwork was able to recommence early in the quarter. Grantees continue to follow the mitigation measures as outlined in the report and have reallocated funds within their budgets to cover the costs of COVID-19 mitigation supplies such as face masks and cleaning materials.

**India:** ILRG prepared a COVID-19 contingency plan with guidelines for field visits, which were carried out on a strict need-only base. As COVID-19 numbers fell in West Bengal, the ILRG Kolkata office was re-opened on a limited basis (two to three days per week) from early March. This will be reassessed as needed as the situation evolves. The Field Agronomists continue to visit communities from their base in Arambagh. COVID-19 restrictions have delayed certain activities such as gender norms change training, entrepreneurship training, and training for PepsiCo staff on land and gender-based violence. Some of these activities resumed during this quarter and others will be rolled out over the next quarter.

**Madagascar:** The COVID-19 pandemic continued to play havoc on Madagascar. By the end of the quarter, community transmission had accelerated considerably, especially in Antananarivo and Diego, but Ambanja District seemed not to be much touched.

### 2.1.3 IMPACT ON BUDGET AND EXPENDITURES

While some COVID-19 responses have increased program expenditures – for example where additional protective equipment is required or larger spaces/more vehicles are required – in general COVID-19 has pushed expenses out to a later date or has resulted in smaller meetings/events/impacts.

### 2.1.4 COVID-19 RESPONSE ACTIVITIES

ILRG is following host country government protocols, but also examining the actions and guidance of USAID missions and other implementing partners. ILRG has created a culture of making sure that no staff or partners place themselves in positions that they are uncomfortable with, creating options for staff to work remotely or to postpone elements of their work plans. ILRG requires face masks at all times indoors and while travelling. ILRG enforces COVID-19 protocols for all meetings that it sponsors and asks staff to not attend meetings where protocols are not properly followed. ILRG staff are asked to ensure that every event or meeting is started with a reference to COVID-19 risks and mitigation strategies. While ILRG initially looked at country by country protocols, an overall project set of protocols has largely been more easily implemented for the overall project, with individual country teams identifying necessary adaptations. With respect to vaccination, ILRG is proactively talking to staff and partners about options in each country of interest and trying to address any hesitancy from staff members. To date, ILRG staff have been vaccinated in the United States, Ghana, Malawi, and India. ILRG is trying to coordinate with USAID and implementing partners to identify any coordinated vaccination opportunities for staff, dependents and partner organizations.

## 3.0 PROJECT ACTIVITIES

The ILRG task order was awarded to the Tetra Tech consortium on July 27, 2018; this report covers January – March 2021.

### 3.1 PROJECT MANAGEMENT

ILRG uses bi-weekly written updates and weekly calls with USAID on overall project management. These are supplemented by activity-specific coordination calls with USAID activity managers and ILRG task leads on a weekly or bi-weekly basis. ILRG's core management team continues to focus on a streamlined and compliant program management structure.

#### 3.1.1 ENVIRONMENTAL MITIGATION MEASURES AND MONITORING

ILRG submitted a revised environmental mitigation and monitoring plan in this quarter to align with emergent activities and awaits Bureau Environment Officer clearance.

### 3.2 PROJECT PERFORMANCE

ILRG presents a brief description of examples related to the areas of the contractor performance assessment report evaluation criteria. The ILRG team receives feedback from mission, government, partners, and community stakeholders and provides below a few achievements worth highlighting.

**Quality:** ILRG was pleased this quarter with the positive reception in-country and globally around ILRG's communications for International Women's Day (March 8), as well as Youth Day (March 11). ILRG's three blogs from Zambia and India and associated reports and briefs were shared widely and appreciated by the missions, as well as global partners, like the International Union for the Conservation of Nature (IUCN), resulting in cross-posting and amplification of USAID's thought leadership. Taylor Yess of USAID/Zambia noted: "I absolutely love the blogs! We will make sure to promote them next week." As ILRG developed films for USAID and PepsiCo to highlight the partnership, the team received positive feedback from across PepsiCo and USAID: "This is really fantastic. Congratulations!" (Georgia Hartman, USAID/GenDev).

**Schedule and Timeliness:** Though the COVID-19 pandemic provided challenges to meet all timelines, ILRG has received praise from USAID for promptness of replies to USAID questions and comments. When ILRG has had to postpone activities due to COVID-19, we have been able to adapt to keep overall program activities on target. When USAID/Mozambique received a few time-sensitive responses from ILRG, they responded: "Thank you so much. Quick and sweet. Very much appreciated." ILRG was able to rapidly adapt filming of the India video to accommodate climate change messaging through a shoot in Seattle, Washington: "Thank you for adding in some PepsiCo questions to the interview... We really appreciate the opportunity to get some of those questions answered" (Vincent Bozek, PepsiCo); "Guido [the videographer] was great! Thanks so much for setting it up, very impressive" (Margaret Henry, PepsiCo).

**Cost Control and Budget:** ILRG consistently identifies cost-effective measures to deliver results. This quarter ILRG has been responsive to the budgeting uncertainties that come with a change in administration. While ILRG had previously developed a work plan for Years 4 and 5 and associated budget, the change in administration and funding priorities has placed the timing, amount, and type of funding for future obligations into question. ILRG has quickly prepared and presented scenarios related

to low, medium, and high-value potential obligations. ILRG prioritized activities and potential impacts to ensure the least amount of disruption to current and planned work.

**Management:** ILRG continued to adapt its management structure to support USAID, while maintaining a streamlined management team. Weekly global management meetings are complemented by monthly or bi-weekly country-specific meetings, depending on the activity. ILRG is actively seeking to bridge global lessons with in-country partners. On ILRG's outreach to push materials into USAID/Liberia communications channels, Caleb Stevens noted: "Great work on the putting towns on the map success story. I do feel like this will resonant so much more in-country."

**Regulatory Compliance:** While not strictly regulatory compliance, ILRG has taken a lead in trying to spread COVID-19 messaging and mitigation compliance across partners in nine countries. Caleb Stevens of USAID expressed appreciation for the quality of COVID-19 country reports and thanked the project for amplifying messaging. ILRG has offered to leverage its relationships with traditional leaders to further amplify COVID vaccination safety messaging.

### 3.3 CORE TERM ACTIVITIES

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

The capacity assessment framework is being revised based on feedback from Zambia and Mozambique, who noted that this is best used for organizations with a minimum level of capacity with whom we have a long-term focus on capacity building (vs. a one-off training or with nascent community-based organizations). Decisions regarding piloting in Colombia and Ethiopia are pending. By the spring of 2021, feedback from USAID and the pilots will be used to finalize the tool.

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

Zambia country and home office staff have begun a detailed review of tools and processes used to carry out data collection, management, and certificate production in the last 18 months. The team is looking at how the process has continued to evolve over time, as well as challenges identified over time. ILRG anticipates outputs in the following quarter to include revised best practices and technology documentation outlining ideal configuration of MAST tools to replicate.

### 3.4 MOZAMBIQUE: TERM ACTIVITY

ILRG works to clarify, document, and administer land and resource rights through collaboration on responsible and inclusive land-based investment. This quarter saw rapid advances in implementation of three field activities by six service providers working on activities with three private sector partners (Green Resources AS [GRAS], Novo Madal, and Portucel), as well as advancement in policy engagement processes.

#### 3.4.1 MANAGEMENT AND ADMINISTRATION

Through the ongoing COVID-19 pandemic, the office has remained open but with reduced staffing and 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 FIELD ACTIVITIES

This quarter was marked by rapid implementation of activities by all service providers to implement activities with GRAS, Novo Madal, and Portucel, policy work with the Ministry of Land and Environment and the National Land Policy Reform Commission, and extensive discussions with the National Institute of Disaster Management. Over the quarter, partners have conducted 158 detailed baseline interviews with community leaders and 2,951 with community members. The partners have held a total of 794 community meetings involving a total of 19,582 participants and registered the details of 1,007 founding members (42.5 percent of whom were women) of 69 community land associations. They have facilitated 85 separate participatory mapping exercises across 31 communities, registered the details of over 2,100 potential ingrowers across four of Madal's production areas and made land available to almost 586 of these ingrowers.

**GRAS Responsible Land Relinquishment:** GRAS is relinquishing over 90 individual land parcels in Zambézia, Niassa, and Nampula Provinces to the local communities that originally owned them. These parcels cover approximately 238,852 ha, handing the land and existing resources over to an estimated 117 communities with about 350,000 – 500,000 residents. GRAS's intention is to ensure that the neighboring communities directly benefit from the return of all land, including any assets on the parcels.



Ms. Ofelia Castro, a member of the Orera Olima land association in Zambézia Province  
ILRG MOZAMBIQUE

The four service providers undertaking this work – Associação Rural de Ajuda Mútua Niassa, Centro Terra Viva, Fundação Iniciativa de Terras Comunitárias, and Terra Nossa – moved beyond initial awareness-raising of government and communities, and supported the founding of 69 community land associations, based on 295 meetings with 6,986 participants in 12 districts across the three provinces. The teams then enabled these associations to move through the legally established process of delimiting their communities. By the end of March, 44 associations in eight districts were at various stages of the process. Documents for the official registration of parcels in the real property register were submitted in all three provinces.

The ILRG Mozambique Gender Advisor established a WhatsApp gender group with all GRAS service providers. She travelled to Niassa to work with service provider ANAM on gender and land rights. This included in-service training followed by practice in some of the nearby communities. This work was focused on the processes for establishing land association and encouraging women's participation in those associations.

Support for the activity from all three provincial governments and with district administrations is strong, and communities are keen to engage in the activity. However, GRAS has received some resistance from the National Directorate of Lands and Territorial Development about their land relinquishment plans; this seems rooted in a continuing misunderstanding of the legal nature of the process within the Directorate, which has persisted despite several meetings with GRAS/ILRG and the presentation of a detailed written legal opinion commissioned by ILRG from prominent Mozambican lawyers. GRAS and ILRG, with support from a land lawyer from Centro Terra Viva, have decided to address the issue with the office of the Minister of Lands and Environment, given the capacity issues of the National Directorate.



**Madal Ingrowers and Outgrowers:** The service provider for the Madal work, NANA, held a total of 34 meetings to introduce the activity to government (provincial, district, administrative post, and locality levels), and to all 14 proposed communities. All welcomed the activity, which subsequently started up with a focus on development of community land associations and delimitation of ingrower areas on Novo Madal land.

NANA and Madal completed registration of 2,112 people who have been informally using land on four of Madal's farms; 86 percent are women. The teams then marked out nearly 2,000 half hectare plots on Madal's farms, covering almost 1,000 hectares, for allocation to ingrowers. Farmers will move to the new plots during subsequent growing seasons. By the end of March, the teams were able to allocate 586 plots on the first two farms; again, 86 percent of recipients are women. Madal used its own funds to begin distribution of coconut saplings and cowpea seeds to the ingrowers. Allocation of ingrower plots on the second two farms will be completed in April.

ILRG provided technical support to NANA and Madal in various aspects, beginning with the design of the agricultural extension system; NANA has an agronomist who is supporting Madal's 17-person extension staff. This team will help ingrowers to form a total of about 70 farmer clubs and will then undertake weekly extension visits to provide inputs, technical advice and practical demonstrations. ILRG will provide gender capacity training to Madal extension agents (including community agents), as well as empowerment training for women farmers to increase their confidence to engage with Madal staff. Gender-responsive extension will include ensuring services are provided to men and women in the household; recognizing women as farmers and not as "wives of farmers"; adapting training to women's needs (time/venue of training, content, methods); collecting disaggregated data; and awareness of potential for backlash and gender-based violence within the household as women are empowered.

ILRG's local specialist provided in-service 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. The process of community delimitation will begin in five communities adjacent to one Madal farm and will then move forward with groups of communities abutting the remaining three farms.

The ILRG Mozambique Gender Advisor is planning to work with NANA and Madal in April to ensure that the organizations actively address gender challenges in all agricultural extension, land delimitation and administration, and REFLECT work.

### **Eucalyptus production in Portucel areas:**

Majol trained its two extension staff (one woman and one man) in technical aspects of eucalyptus production in agro-forestry systems. They identified four local community members who had previously supported delimitation of communities and family parcels, trained them in the approach, and went on to



Ms. Flávia Pires displays her eucalyptus seedlings  
MAJOL CONSULTORIA

register 65 participants in six adjacent communities in southern Ile District who asked to participate in the activity. The team recorded 82 plots of land; some participants included two plots each. To facilitate ongoing extension, Majol helped the participants to form five farmer clubs based on geographical location.

Majol also identified additional six community members, three women and three men, and provided them with initial training in the REFLECT methodology. This approach, used to provide functional literacy in ways that encourage analysis of social issues including land rights and gender, will be used with the farmer clubs and with other interested community members.

During February, Majol initiated systematic agricultural extension meetings with farmer clubs, focusing on design of agro-forestry plots, spacing and digging of planting holes, and care of saplings. Farmers planted over 3,700 saplings; by end of March, the survival rate of the saplings surpassed 95 percent. Based on a request from farmers, Majol also sourced 350 coconut saplings, providing four or five to each farmer.

In the coming quarter, the emphasis will be on continued agricultural extension regarding agro-forestry, and further work on REFLECT. The ILRG Mozambique Gender Advisor is finalizing plans for in-service training and support to agricultural extensions staff and to REFLECT facilitators in April.

**Land Administration for Disaster Preparedness:** *(This activity is funded as a completion task but presented here as it fits within the broader Mozambique portfolio.)* ILRG held a series of conversations and meetings with the national partner, the National Institute for Disaster Management (INGD). After significant back and forth, the President of the INGD approved the concept note and terms of reference for a field visit, scheduled for early April. During this field visit, the ILRG consultant, accompanied by INGD national staff, was to hold a series of joint meetings with provincial and district officials and will visit several of the communities where people relocated after Cyclone Idai. The activity gained more urgency after the same locations were affected by Tropical Storm Chalane. The contact from INGD sent a text message to ILRG staff on March 29 indicating simply that they were no longer available and that “the INGD has no intervention in land matters.” Despite efforts to obtain more detailed information in writing, ILRG has heard nothing further and in the meantime has continued with the planned visit on an independent basis, with the goal of identifying a local partner.

### 3.4.3 POLICY SUPPORT

**Support to Policy Review:** ILRG had an increasing number of positive interactions with the National Directorate of Land and Territorial Development and the Coordinator of the Ministerial Commission for the Revision to the Land Policy. In the last quarter, 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. During this quarter, ILRG provided technical assistance and training to the commission, enabling them to make available the results from the 16,530 survey questionnaires that had already been completed in paper format. ILRG designed a database and digital portal to make the results publicly available, which the Minister of Land and Environment plans to launch formally during a webinar on Earth Day (April 22). Also during the quarter, ILRG partners undertook an independent consultation process, conducting and submitting results from a further 1,500 interviews using a more detailed survey questionnaire. The results will be analyzed and will form the basis of a paper for presentation at the national Land Policy Conference planned for November 2021.

USAID awarded the third iteration of the Supporting the Policy Environment for Economic Development (SPEED III) project early in 2021. ILRG held an initial informal meeting with the SPEED+ Chief of Party and will follow up with a more formal meeting to systematically explain ILRG’s workplan, to understand the new SPEED III initiative, and to identify opportunities for collaboration.

### 3.4.4 GENDER CONSIDERATIONS

ILRG's new Gender Advisor in Mozambique continued to work in close coordination with the ILRG Global Gender Advisor. This largely involved finalization of the gender and social inclusion assessment that was done in collaboration with Madal, and long-distance support to all service providers. The Gender Advisor engaged in multiple calls and discussions with each partner and travelled to Niassa Province to provide in-service training in gender and land issues to the provincial GRAS partner, ANAM. She also established a gender group on WhatsApp, which sees frequent communications from the GRAS service providers. She is now preparing terms of reference for on-site training with Majol (on the Portucel activity) involving guidance on how to design and implement gender-aware agricultural extension and use of the REFLECT methodology. She is also developing terms of reference for training with NANA and Madal, also to address gender-aware agricultural extension and use of the REFLECT methodology, as well as ensuring that gender issues are transparently addressed during upcoming delimitation of communities and of family parcels.

### 3.4.5 SUSTAINABILITY AND SELF-RELIANCE

The simultaneous implementation of the MAST approach by six partners and in collaboration with three companies, along with active engagement on policy issues with the National Land Commission and the Ministry of Land and Environment, is enabling a significant expansion in the use of the MAST approach. Fieldwork is now happening in 68 communities in three provinces, with more expected to come on in the next quarter. The ILRG team is noting lessons on how to help several new partners to learn and implement the approach, how to engage with diverse perspectives of different companies, and how to work with government on sensitive land issues at national, provincial and district levels. Initially lessons will be shared as new service providers come on board and in an informal / iterative fashion. Ultimately towards the end of the project, lessons will be consolidated and shared through public events and dialogues, both locally and internationally as appropriate.

## 3.5 ZAMBIA: TERM ACTIVITY

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 land documentation and agroforestry extension. This work evolved into a broader engagement that included advancing activities related to wildlife and natural resource tenure and the use of customary land documentation for district planning purposes. The engagement subsequently informed the National Land Policy process. Based on these efforts, ILRG is refining previous experience to scale documentation and administrative processes to support Zambia on the journey to self-reliance. This particularly focuses on the use of documentation to achieve development outcomes related to wildlife and natural resource management (NRM), district planning, economic growth, improved customary governance, and conflict resolution. These approaches are inclusive and have women's economic empowerment (WEE) at the forefront.

### 3.5.1 MANAGEMENT AND ADMINISTRATION

Early in the quarter, ILRG closed its office again due to extremely high COVID-19 rates in Zambia. The small technical team of Chief of Party, Gender Advisor, and two Data Specialists provide technical backstopping, government and cooperating partner coordination, and management of ILRG partners. This quarter, ILRG ended the Country Coordinator position and has added a new Wildlife Specialist position that will start in April 2021. ILRG's work plan was approved this quarter, but with the caveat that future funding commitments for Zambia have not been finalized. ILRG awaits signing long-term agreements with new partners until future funding is clarified.

### 3.5.2 DOCUMENTING AND ADMINISTERING RIGHTS FOR ECONOMIC GROWTH

**Coordination:** ILRG hosted the quarterly cooperating partners meeting for the land subsector. ILRG led the presentation this quarter with information on overall program progress and opportunities for collaboration, particularly on law and policy. As noted below, ILRG and partners are waiting for the completion of the Land Policy, a response to specific questions on types of support required, and an overall roadmap for law and policy, prior to committing specific funds to law and policy.

ILRG provided an overview of land and resource governance to the State Department policy officer in Lusaka, including maps to help orient his onboarding. ILRG provided a similar introduction to members of the Swedish delegation, particularly focusing on the role of customary authorities and land governance in poverty reduction.

**Law and Policy:** The National Land Policy continues to sit with the government and is reportedly within an internal phase of approvals for all policies prior to finalization by Cabinet. Completion of the policy remains a stated priority of the government. The ministry has requested support related to completion of a ministerial communications strategy, as well as the expected amendments to existing land laws and the development of a Customary Land Administration Bill. The first three acts, Surveys Act, Land Tribunal Act, and Lands (Perpetual Succession) Act, are expected to be reviewed early in the coming quarter, while other acts are expected to be more challenging to update given their political nature. While ILRG is prepared to support the consultation around these acts, ILRG and other cooperating partners have requested a roadmap for support. Given the COVID-19 outbreak across Zambia, meetings and in-person drafting were not prioritized. ILRG did release a request for proposals covering a communications strategy for the MLNR. This procurement is being finalized as of the end of the quarter.

Data standardization around customary land management remains a priority. A draft paper was completed on this and circulated among cooperating partners. ILRG is expected to hire a consultant to support its further advancement amongst civil society and the Surveyor General's office.

**Field Implementation:** ILRG's three partners carrying out land documentation have completed their eighteen-month process of systematic documentation of land rights in four chiefdoms. Nzamane (by Chipata District Land Alliance [CDLA]), Nyamphande (by Petauke District Land Alliance [PDLA]), and Chikwa and Chifunda (by Frankfurt Zoological Society [FZS]) Chiefdoms have each finalized the process of objections and corrections, and over 15,000 certificates have been produced and are now awaiting signature. Finalizing signatures and distribution of certificates remains a bottleneck for these customary leaders, each for different reasons.



3,000+ customary land certificates await signing and distribution by Chief Chikwa and Chief Chifunda  
KAOMA CHENGE/TETRA TECH

Despite the lack of distribution, each of the chiefs has highlighted their commitment to the process and the benefits they have seen evolve from the documentation work. Each has welcomed a continued backstopping engagement by partners on chiefdom land governance rolls, but also has expressed a vision of managing the records more directly by the chiefs' councils. Translating this interest into action on the



part of the chiefs remains a priority for the coming years. In the next quarter ILRG expects to have an administrative database that ties together data collected on customary land documentation from 2014 to present.

ILRG still expects to continue the documentation process with FZS, and potentially other Health, Ecosystems and Agriculture for Resilient Thriving Societies (HEARTH) partners but awaits confirmation of future funding amounts.

The focus of subsequent fieldwork will be local governance of land by headpersons and indunas, as well as conflict resolution practices. ILRG envisions summarizing experience to date around chiefdom boundary resolution with the Surveyor General and the House of Chiefs.

**Gender:** ILRG has supported women's land rights documentation best practices through coordination with Medici Land Governance and comparing best practices from customary land documentation with the field tools that Medici Land Governance is using in its recently signed contract with MLNR to title four million parcels over the coming seven years. Medici, ILRG, and MLNR have embarked on a process of developing practice notes and tools to support field enumerators in addressing key barriers to women's full participation in land rights documentation, including advance notice/sensitization, lack of documents held by women (e.g., National Registration Cards), mediation within families, and

requirements for evidence that is typically held by men.



ILRG Gender Advisor accompanies Medici in National Titling Programme field visit in Lusaka  
MATT SOMMERVILLE/TETRA TECH

ILRG had anticipated completing the third and final course in a series of an induna Gender Action Learning System (GALS) course during the previous quarter with senior advisors to chiefs across Chipata and Petauke Districts. This course was postponed due to COVID-19 impacts though the training materials/facilitation guides were completed.

ILRG's partnership with Madison Finance (MFinance) on mobile banking and loans, and with Risk Shield on weather index insurance for crops, each demonstrated promise this quarter. Despite progress with GoodNature Agro and the potential for insurance products to be delivered on top of two sets of agricultural

inputs, the underwriting was not completed in time for the agricultural season, and this opportunity will be postponed to the next growing season. Nevertheless, many farmers who participated in the MFinance mobile banking were offered input credit based on the partnership. This first year of credit access has increased interest among community members to begin to engage in the saving and loans activities. While these partnerships have targeted women's engagement and participation has been well over 50 percent women, ILRG's Zambia Gender Advisor is tracking impacts of the interventions over the next quarter.

### 3.5.3 IMPROVED NATURAL RESOURCE MANAGEMENT

**Coordination:** With respect to cooperating partners in the natural resource management sector, ILRG carried out a number of coordination meetings, for example with the USAID HEARTH Global Development Alliance partners, to discuss how ILRG-supported technical assistance could be leveraged through their field activities. ILRG also carried out group coordination meetings with three relatively

new USAID programs, Alternatives to Charcoal (as related to natural resource governance), Enterprise Development and Growth (EDGE) (as it relates to access to microfinance and data), and Local Impact Governance (as it relates to district revenue and council governance). These meetings will continue informally. ILRG also met with Prospero to discuss overlapping mandates/interests related to community game ranching, as well as rural livelihood opportunities, including forest carbon.

**Law and Policy:** The Community-Based Natural Resource Management (CBNRM) Policy remains with the Cabinet, and there were no other significant policy advances. ILRG CBNRM partners continued to watch the revenue-sharing statutory instrument within the Wildlife Act.

The Wildlife Producers Association of Zambia (WPAZ) maintains a WhatsApp communications channel that allows for its members to discuss interpretations of the law and regulations and support WPAZ quarterly meetings with the DNPW, as well as the Veterinary Department.

With respect to engagement with DNPW, ILRG received a specific request from the CBNRM section of DNPW and has replied twice with positive feedback on engagement, but not received responses. Nevertheless, the coordination with the CBNRM team has been productive and positive, with particular help from the Zambia Community Resources Board Association (ZCRBA). In terms of participatory land use planning, ILRG has failed to arrange an in-person meeting with two representatives of the planning team, despite trying since early February. It is expected that the hunting concession awards have slowed progress this quarter. It is expected that once ILRG's Wildlife Specialist starts, he will be able to unlock collaboration barriers. On community game ranching, ILRG is in the process of consolidating experiences and anticipates a series of webinars and (hopefully) an in-person dialogue in the coming quarter. ILRG and department priorities continue to focus on:

- Wildlife economy, particularly community game ranching;
- CBNRM governance and capacity building;
- Land use planning and cross ministerial coordination; and
- Gender integration.

**NRM Economy – Community Forests and Community Game Ranching:** With the completion of work by Community Markets for Conservation (COMACO), WPAZ, FZS, and PDLA, ILRG is in the process of consolidating learning around the community game ranching and the wildlife sector with an interest in hosting a series of webinars in the coming quarter (as noted above). The governance models and rights models for communities to manage their own game ranches on customary land remain somewhat ambiguous, particularly in the absence of fences. All partners have agreed that diversified livelihoods are needed in the early stages of game ranch conception, but also likely throughout. Start-up costs and approaches vary with COMACO taking a slow approach to development that builds from alternative livelihoods, while FZS support to Mpumba has been a bit more focused on identifying partnerships. In each case, trust and good community governance are key pre-requisites to starting effectively. The findings of these experiences will need to be further shared in the coming quarter.

With respect to community forest management, partners had advanced on the registration of areas and community forest management groups (CFMGs) during this and previous quarters with areas ranging from a few dozen hectares to 45,000+ hectares. Yet at the same time, there appear to be numerous governance overlaps that affect the success of the areas. In the case of Chikwa, the area reserved for community forest management in partnership with FZS ended up overlapping with an area previously registered through a partnership with COMACO (unrelated to ILRG). While this particular case has been resolved, it underscores the spatial data management challenges impacting effective community forest management, and associated risks. Within the COMACO area there is active monitoring and enforcement through community forest patrols, charcoal checkpoints, and public awareness, among

other community governance activities. The newer forest groups and forest areas through PDLA and FZS have fewer associated livelihood activities at present.

Moving forward, ILRG's Community Forest Advisor will be supporting a series of lessons learned from the current set of community forests established across the country. This is likely to include a series of webinars and potentially in-person meetings in a similar format to the above game ranch focused learning. The Community Forest Advisor is currently vetting a final draft of a manual to support front-line staff for both district government/forestry officers and civil society facilitators in supporting CFMGs. All partners remain interested in supporting effective community forest management and CFMGs but have different approaches to doing so. COMACO hopes to focus CFMG support around the community game ranch model; FZS would like to take a step back from Chikwa/Chifunda CFMGs to allow the CRBs to support these governance efforts (with other forest-focused partners); and District Land Alliance officers are attempting to build a bottom-up engagement from CFMGs that are not integrated into broader landscape initiatives.

In addition to experiences with habitat management through game ranches and community forest management, WPAZ has been carrying out national learning to inform the wildlife sector, particularly around the development of a database tracking national-level returns (number of animals on farm, including births and deaths) from the full set of private wildlife estates. While produced internally, there is space in the coming weeks/months to present this out publicly.

The governance, monitoring and enforcement, and financial management of CFMGs around the country underscore the importance of building stronger/more formal relationships around CFMGs between DNPW and the Forestry Department. ILRG and a number of other partners are offering space to the respective directors to advance an informal, but high-level dialogue between the two departments on supporting integrated CBNRM. While the laws speak to each other, the experiences to date in the field have not fully demonstrated the value of coordination.

**CBNRM Governance and Capacity Building:** With respect to CBNRM governance and capacity building, ILRG has advanced programs this quarter between DNPW, ZCRBA, CRBs, and the broader civil society network on wildlife governance capacities. Over 10 conservation non-governmental organizations (NGOs) have agreed to coordinate on the development and review of materials. ILRG has hired three governance/training experts to draft and organize the first round of materials related to:

- General CRB/village action group (VAG) operation support/reference materials, which are expected to be vetted widely within DNPW and with NGOs and CRBs in the coming two quarters. They will be piloted with FZS and The Nature Conservancy (TNC) at cost, and shared broadly with other NGOs. The modules and tools are focused around the governance gap analysis produced by ILRG in December 2020.
- Leadership and governance trainings for the ZCRBA Executive Committee and Regional Coordinators. This is expected to be a series of four training sessions over the coming 12 months, with the first session organized for mid-April 2021. Modules will focus on leadership, communications, advocacy, and resource mobilization.
- Women's empowerment trainings within CRBs and VAGs. These trainings will be offered at the CRB level through regional events with female CRB members over the coming year to build their individual confidence and leadership skills. At the VAG level, tools and methods will be integrated into the operations support above, and piloted initially with FZS (and expected with TNC as well).

Advancing these areas of engagement and particularly working alongside DNPW will be a major focus of ILRG's Wildlife Specialist in the coming quarter. Two additional areas of engagement in terms of CRB governance have been further advanced this quarter:

- CRB elections. Building on the pilots from November 2020 around North Luangwa, ILRG and ZCRBA are supporting WWF to institute a gender-inclusive election process surrounding Sioma-Ngwezi National Park, which would be expected to be followed as they continue to support other CRBs, including around Kafue National Park. Both NGOs and DNPW have been supportive of the gender-focused CRB support, in part because it allows for more advance time for preparations for CRB/VAG elections, which historically have been rushed. One woman in Mutomena, who plans to put herself forward, noted: "In all honesty, we didn't know that us women are allowed to participate as candidates in the VAG elections, we thought it was for men only. I meet the requirements and hence, I will participate, and my hope is that people can vote not only to be in the VAG, but to be the CRB Chairwoman." ILRG and ZCRBA continue to collaborate on forthcoming elections with the DNPW, though anticipate that once partners have piloted with one or more CRBs, their field teams will be largely able to continue the process with additional CRBs.



ILRG supported ZCRBA and WWF in gender-responsive CRB elections in Western Province  
IREEN MUKETE/TETRA TECH

- Negotiations for community benefits from hunting concessions. In March 2021 DNPW awarded 11 hunting concessions to safari operators around the Luangwa and Kafue ecosystems. These awards come with an obligation for the DNPW, chief/CRB, and safari operator to agree to community obligations. While communities are certainly not in an ideal negotiating position as awards have already been communicated to operators, they do have some leverage in the discussions. As ZCRBA plans to support their CRB members with negotiation strategies, ILRG discussed with ZCRBA to develop a negotiations support document that will help CRBs better coordinate on best practices to integrate into their concession agreements, for example related to land use planning, and confirmation of in kind vs. cash obligations.

ILRG continues to collaborate with DNPW and the ZCRBA on national level reporting both for a baseline governance assessment using the governance and management effectiveness self-assessment tool adapted from a standard IUCN tool. This tool was piloted in 2020 with North Luangwa CRBs and is now being rolled out across the country with other CRBs, supported by the association. Monthly reporting through mobile phones also continues to be a priority. Following a meeting with DNPW in late 2020, ILRG and ZCRBA revised the version piloted in 2020 to a second version which is currently being rolled out among CRBs. Towards the end of 2020, over 20 CRBs were consistently using the reporting tool; ZCRBA is retraining the CRBs on the newest version.

**Land Use Planning and Cross-Ministerial Coordination:** Relatively little advanced in the last quarter related to land use planning in the wildlife sector, due to unavailability of the DNPW planning team. ILRG did coordinate with the Zambia Integrated Forest Landscape Program related to a new land use planning contract that has been awarded to the District Land Alliances to support planning and data



management across 22 wards in Eastern Province, some of which overlap with historical USAID-supported areas. ILRG carried out an analysis of settlements and populations within the game management area and forest reserve areas of the country using publicly available data and shared with the relevant departments. As with the above, ILRG expects that the start of ILRG's Wildlife Specialist will allow for improved action. ILRG has drafted SOWs to cover the next two years with partners to advance dialogue and action on land use planning to address specific conflicts and challenges encountered on the Zambian wildlife estate.

**Gender:** ILRG's gender and wildlife work is integrated into each of the above sections, particularly related to natural resource governance. As noted above, the work on gendered CRB elections is advancing at scale, and an outcomes and lessons learned report and brief were published. Specific modules to increase women's empowerment and agency once elected to positions are also advancing. These lessons and experiences can and should further be disseminated into the CFMG models as well.

This quarter, ILRG received particularly strong feedback and achievement of the highest percentage of female community scouts graduating from Chunga Training School. Historically, female scouts have represented well less than 10 percent of the total number of formally trained community scouts. Over the past two intake groups, DNPW, with its sponsoring partners, has brought its highest proportions of female scouts trained. ILRG coordinated the most recent intake with respect to encouraging private sector and NGO partners to sponsor female trainees, including Zambia's first all-female scout team, coming from Conservation Lower Zambezi. Over the course of the three-month training, ILRG prepared four specific gender modules with the DNPW training staff and examined the selection criteria and the broader course for improved consideration of gender inclusion. ILRG will continue to track these partners and individual scouts to assess how training impacts scouts' work in the longer term and the main challenges and opportunities for women to pursue this career path. ILRG plans include a forthcoming USAID Exposure publication, but also to continue to offer assistance to Chunga in strengthening its gender integration and course curriculum.



ILRG Zambia Gender Advisor with female community wildlife scouts at Chunga Training School  
MATT SOMMERVILLE/TETRA TECH

### 3.5.4 ADVANCING COMMUNITY-BASED PLANNING AND GOVERNANCE

In the interests of simplifying partnerships over the final three years of the program and due to the primary focus of funding on biodiversity and gender issues, ILRG has de-emphasized its relationship with the Ministry of Local Government and its focus on integrated development planning. Nevertheless, the relevance of data collected through MAST and the role of local government in coordinating relationships among ministries and rural local stakeholders remains important. Furthermore, ILRG's activities continue to focus on improved governance of customary leaders and governance institutions.

**Law, Policy, and Government Coordination:** ILRG's work continues to reflect coherence with the Urban and Regional Planning Act. ILRG continued validation of a practice note on local area planning and await a meeting with the Ministry of Local Government to make a formal presentation. ILRG assembled data collected over recent years related to the Ukwimi Resettlement Scheme and submitted these to relevant departments, including to the National Land Titling Programme for consideration. ILRG

continues to discuss small opportunities to clarify processes for gender-equitable access to land when councils create new plots, and has produced a consultancy to this effect, as a presidential directive has continued to emphasize that 40 percent of newly allocated land be reserved for women. ILRG's brief and methodology will seek to demonstrate how to put this into practice.

**Field Implementation:** Local area plans (LAPs) were distributed in Chipangali and Chipata Districts with government authorities and Chief Mnukwa and Chief Maguya. Chieftainess Mkanda was prohibited by Chewa customary guidance from participating in the process due to concerns over the new Chipangali Central Business District. Within Petauke and Lusangazi there was less progress as PDLA's agreement came to an end. Nevertheless, ILRG's consultant, Francis Mpiana, will continue working on the plans and with the relevant councils in the hope of completing the LAPs for distribution in the coming quarters.



Chief Mnukwa and District Commissioner celebrate completion of the local area plan process in Chipangali District  
FRANCIS MPIANA/TETRA TECH

The Chalimbana University Traditional Leadership and Governance Diploma Course remains a key priority related to land and resource governance. Due to COVID-19 and the age and locations of the participating chiefs, the next session will wait until vaccination of customary leaders has been completed. There is particular pressure nevertheless to get this activity moving. ILRG is coordinating with the USAID mission to identify whether relationships with customary leaders and the House of Chiefs can be used to positively impact vaccine roll-out when it arrives in Zambia.

**Gender:** The customary gender guidelines have been completed and are awaiting printing and distribution. In the coming year, ILRG

anticipates supporting one or more chiefdoms on their deployment of the guidelines.

ILRG's work with MFinance continued this quarter as they continued to sign up new beneficiaries, many of whom are women. ILRG's field visit to Chipata in the coming quarter will assess the gender impacts of this engagement over the past growing season. The crop insurance model pursued over recent quarters did not come to fruition between GoodNature Agro and Madison General Insurance due to timing issues. The partners are considering using the crop index insurance for the coming agriculture season and may sign an agreement as early as April 2021. Nevertheless, ILRG modeled the insurance conditions for 2020/2021 and noted that 35 of 49 locations would have triggered insurance payouts of five to 17 percent of the premium. ILRG is working with Risk Shield to identify next steps for the upcoming growing season. ILRG is also requesting insights from MFinance regarding any extension of their current model to other ILRG communities. Finally, ILRG continues to discuss transitioning lessons to the USAID EDGE program, as they have specific expertise to help leverage with MFinance rural microfinance models.

### 3.5.5 RESEARCH AND LEARNING

ILRG in Zambia is generally pursuing evidence-based papers of ~20 pages, accompanied by shorter briefs for a rapid read, and in some cases practice notes to support the implementation of lessons learned.

ILRG's relaunched its quarterly media review this quarter with a focus on four main themes: NRM; gender; state land governance; and customary land governance. With over 250 articles at ~50 pages, this remains an important resource and keeps ILRG relevant to a broader community.

ILRG anticipates upcoming webinar meetings in the next quarter to focus on learnings from community forest management and community game ranching. These will complement a quarterly lessons brief from community forest management and a summary of the existing experience around community game ranching, expected in the next quarter. ILRG continues to share lessons learned and practice notes from its fieldwork from partners. This quarter, ILRG shared out information from the CRB elections process, and finalized a lessons learned report from the community wildlife scout engagement.

### **3.5.6 SCALING AND SUSTAINABILITY**

ILRG continues to partner with ZCBRA and NGOs to support both scaling and sustainability of efforts. With respect to wildlife sector engagement, ZCRBA's reach to a broad range of CRBs is supporting rollout of local level governance tools, while engagement of NGOs is expected to ensure that CRBs and CFMGs use or adapt a common set of tools (developed with USAID funding). ILRG's engagements with HEARTH partners as well as other environment, agriculture and governance programs is further encouraging scalability across USAID programs in Zambia. This quarter, ILRG has also had increased engagement with USAID/Zambia on gender programming.

ILRG still has a relatively slow pace of engagement with government departments, potentially due to alignment of timing, communication channels, and current priorities. While ILRG has not seen evidence of slow down due to upcoming elections, this may be expected over the next two quarters. Nevertheless, ILRG maintains open and constructive relationships with national government stakeholders.

### **3.6 MEXICO: TERM ACTIVITY**

The term portion of the ILRG contract includes activities in Mexico. USAID has confirmed that this activity is not expected to be funded or implemented moving forward.

### **3.7 INDIGENOUS PEOPLES: COMPLETION ACTIVITY**

ILRG submitted second drafts of four regional Indigenous Peoples profiles (Asia and Pacific Islands, Eastern Europe, Latin America and the Caribbean, and Sub-Saharan Africa) as well as a separate Global Declarations and Frameworks on Indigenous Peoples document to USAID in November 2020. The Middle East and North Africa Indigenous Peoples profile was put on indefinite hold at the request of USAID. USAID provided additional comments on the Sub-Saharan Africa Indigenous Peoples profile this quarter and ILRG will submit a revised version early in the next quarter. 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.

### **3.8 SUPPORTING DEFORESTATION-FREE COCOA IN GHANA: COMPLETION ACTIVITY**

ILRG is collaborating with Hershey and Ecom Agroindustrial Corp. (ECOM) to scale up a financially viable farm rehabilitation and land tenure strengthening model for the Ghanaian cocoa sector. The bridge phase focuses on further testing and refining three components: i) ECOM's farm rehabilitation services intended to develop a commercially viable model that can be offered to farmers at scale; ii) a cost recovery model for cocoa farm documentation services; and iii) an approach to landscape-scale governance and land use planning to ensure that forest carbon stocks are protected and enhanced.

### 3.8.1 LAND GOVERNANCE AND COMMUNITY LAND USE PLANNING

The Ghana team resumed fieldwork in January after a ten-month suspension due to COVID-19. The 14-day field work consisted of community training on climate change mitigation and adaptation, community education and engagement on climate-smart land use decision making via the ECO Game, and initial engagement on tree nurseries and the concept of PES tied to maintaining shade trees on farms. ECOM will distribute shade tree seedlings at no cost to the communities or ILRG.

ILRG and ECOM agreed to use ECOM's centralized nurseries to produce the tree seedlings. ECOM has observed better seedling survival rates in centralized nurseries compared to community nurseries and this better suits any future PES scaling. ILRG and ECOM also finalized the scope of training for trainers (ToT) ILRG will provide for ECOM extension agents next quarter. The ToT program is expected to focus on how ECOM extension agents engage communities on i) shade tree selection based on species-specific information that takes future climate change into account; and ii) shade tree planting, care and field management.

ILRG and ECOM advanced the design of the PES scheme, and ILRG started work to tailor ECOM's field manual to create standard operating procedures to implement the PES scheme. However, further work on the PES was put on hold pending further discussion with Hershey regarding making the PES payments (which was resolved in early April 2021). Ghana Cocoa Board regulations against companies making inducements to farmers not already enrolled in sustainability programs will also 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 field team was unable to obtain data of logging within the forest reserves surrounding the communities to complete remote sensing analysis of deforestation within the reserves. Efforts to obtain this data will be discontinued.

### 3.8.2 COST RECOVERY FARM-LEVEL TENURE DOCUMENTATION

Meridia concluded its efforts to distribute FarmSeal and tree tenure documents. From the 842 farms that were mapped, at the end of the quarter the status of these documents are as follows:

- *Delivered* (mapped, tenure documents produced, fully signed, and delivered to farmer at a cost of GHS 20 per document): 515 (61 percent);
- *Signed* (mapped, tenure documents produced, fully signed, but not delivered): 107 (13 percent);
- *Produced* (mapped, tenure documents produced, but signatures incomplete, not delivered): 165 (20 percent); and
- *Mapped* (mapped only, but farmers could not be interviewed to enable production of documents): 55 (seven percent)

Further analysis will be conducted on why documents did not progress through to being delivered in the next quarter, but initial analysis finds 119 (74 percent) of the "produced" documents are located in Yirase – a community where the chief had raised objections to documentation for *abunu* farms in particular in 2020. The 119 "produced" documents in Yirase consist of 54 *abunu* documents, 53 customary freehold documents, and 13 *asidee* documents. There were also 172 "delivered" documents in Yirase, consisting of 117 customary freehold, 44 *abunu*, and 11 *asidee* documents, which gives Yirase the lowest completion rate of the four communities, with less than 50 percent of *abunu* farmers receiving fully signed documents. The ILRG field team plans to conduct alternative dispute resolution engagements in Yirase during their next field visit to try and address underlying issues that are preventing documents being signed and delivered there.



Meridia and ILRG worked to define the software and data that will be used to produce an electronic record of the documentation for the stool. Meridia will finalize the electronic database early next quarter and prepare hard copies in filing cabinets to be delivered to the stool. The teams aim to coordinate this to occur during the next ILRG field engagement.

### 3.8.3 FARM REHABILITATION SERVICES

The grant from ILRG to ECOM ended in January. The soil scanners were found to be effective at rapid soil testing and development of soil treatment plans to improve soil quality. The efforts to improve cocoa seedling production were also successful, with nursery survival rates of 95 percent and farm-level survival rates of 75 percent. The targets for each were 85 percent and 80 percent respectively. While the farm-level survival rate was lower than the target, it was nonetheless a substantial improvement over the previous Tenure and Global Climate Change pilot where farm-level cocoa seedling survival rates were between 40 and 45 percent.

ECOM continued with the farm rehabilitation activities during the quarter and has started harvesting vegetable cash crops. Chili is a focus crop, and regional markets have been identified where the crops will be sold. Regional markets were chosen over Tema or Accra due to lower transport costs. The volume of chili produced and market price ECOM receives will be key determinants of whether the rehabilitation model will show a positive return for the current growing season. These results are expected next quarter.

ILRG, ECOM, and the State Department-funded Private Investment for Enhanced Resilience (PIER) project held two joint webinars to discuss the latest results from the farm rehabilitation activity. The first was held for USAID staff on January 19, and the second was held in collaboration with World Cocoa Foundation for their member chocolate companies on January 21.

### 3.8.4 TREE TENURE

The report *Rooted in the ground: Reforming Ghana's forest laws to incentivize cocoa-based agroforestry* and its accompanying summary for policy makers, brief, and Cote d'Ivoire case study were approved. ILRG and USAID participated in a World Cocoa Foundation sponsored webinar on March 25 where the findings from the paper along with key lessons on farm level documentation were shared.

The Ghana field team completed its data collection for the economic analysis of tree tenure reform on Forestry Commission income. The team was successful in obtaining sufficient data and is currently developing alternative fee structures to model possible income streams for the Forestry Commission if tree tenure were devolved to farmers. The team aims to wrap this up next quarter.

## 3.9 INDIA WOMEN'S ECONOMIC EMPOWERMENT AND EQUALITY, LAND RIGHTS, AND AGRICULTURAL ENGAGEMENT: COMPLETION ACTIVITY

ILRG is working with PepsiCo to promote women's economic empowerment in the potato supply chain in West Bengal, India. The purpose of this partnership is to demonstrate how women's empowerment can lead to the adoption of sustainable farming practices (SFPs) in West Bengal, resulting in improved potato yields and net profitability for rural farmers and positively impacting PepsiCo's bottom line.

### 3.9.1 MANAGEMENT AND ADMINISTRATION

ILRG has a small India team comprised of a Country Director, a Gender and Women's Economic Empowerment Specialist, and an Administrative Assistant (all based in Kolkata), three Field Agronomists based in Arambagh, and 12 women Community Agronomists (CAs) based in six communities. Three

local consultants and one subcontractor support gender interventions (GBV training, social norms change, and Empowered Entrepreneurship training) and the ILRG Global Gender Advisor provides technical support.

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

This quarter was peak potato season in West Bengal, and ILRG focused on providing agronomy training and support to PepsiCo women farmers; facilitating women's group land leasing; supporting a women-led demonstration farm; building the capacity of and supporting women Field and Community Agronomists; and beginning the implementation of gender norms change interventions.

**Training for Women Farmers on Potato Cultivation:** ILRG provided the package of practices (POP) potato agronomy training to 733 women in PepsiCo farming families in 12 communities and a refresher training for 230 women in self-help groups (SHGs) targeted in Year I in seven communities (total of 963 women reached this year). The training used the revised and adapted version of PepsiCo's potato agronomy training program for women farmers, based on feedback from Year I. A total of 156 training sessions and 24 refresher sessions were delivered by ILRG's Field Agronomists, in coordination with PepsiCo agronomists and aggregators, with over 70 percent attendance rates (compared to 62 percent attendance rate for the same phase last year).



Eid Mubarak group members meeting  
ILRG INDIA

record keeping and record analysis. A seventh module on land literacy will be delivered to men and women farmers over the next months. Landesa has developed training materials, including videos and case studies. Training on SFPs will also begin in the next quarter, using Control Union's training program that ILRG has adapted to integrate gender and WEE elements.

**Women's Access to Land:** ILRG continued to support two women's land leasing groups, Eid Mubarak and Jaher Ayo, which comprise 19 women in SHGs; seven of the women represent families who have historically grown potatoes for PepsiCo, while many of the remaining farmers are part of PepsiCo's informal supply chain. They used the knowledge gained in agronomy training provided in Year I and a recent refresher to grow potatoes this year for PepsiCo, receiving guidance from ILRG Field and Community Agronomists and PepsiCo staff.

Both women's land leasing groups had a successful season and have harvested their crops. The Eid Mubarak group opted for early planting to increase profitability and harvested its crop in February. The group yield was 9,150 kg (9.15 tons) with a rejection of 700 kg from 0.66 acre (0.267 ha) of land. They sold 169 bags or 8,450 kg (8.45 tons) potatoes to PepsiCo. The Jaher Ayo group harvested their crop in

early March, for a total yield of 9,850 kgs (9.85 tons) with a rejection of 300 kg from 0.75 acre of land. They sold 191 bags or 9,550 kgs (9.55 tons). Data on profitability is being collected and analyzed.

**Demonstration Farm:** Over this quarter ILRG continued to support the Eid Mubarak SHG, which leased land in Year 1 and again in Year 2, to manage a demonstration farm in Moloypur. This is one of 14 demonstration farms in West Bengal that showcase farming best practices. PepsiCo's partners – Bayer, ICL, Syngenta, and Netafim – provided support for the group to demonstrate fertilizer, pesticides, agro-chemical waste disposal, drip irrigation, and other technologies and practices.

By having women demonstrating these best practices, the farm highlighted women's ability to lease land, act as lead farmers, and be a key part of PepsiCo's supply chain. COVID-19 was a challenge for greater outreach of the women-led demonstration farm, as exchange visits (or farmer field days) were not allowed this season on any demonstration farms implemented by PepsiCo. Pre-harvesting for the women-led demonstration farm took place on March 4 and harvesting on March 5. Pre-harvesting data showed that in the demonstration plot there was less insect damage than in the control plot, due to use of pest control chemicals provided by PepsiCo partner Bayer. Detailed productivity information will be included in the activity's interim results report.

**Field and Community Agronomists:** The India Gender and Women's Economic Empowerment Specialist started delivering bi-weekly gender training sessions to ILRG Field Agronomists to increase their knowledge and skills to interact with farmers and other key stakeholders. Four out of 10 planned sessions have been delivered; capacity-building topics include masculinities, gender roles, gender bias, gender stereotypes, GBV, gender programming approaches, gender analysis, and gender-responsive monitoring and evaluation. ILRG is exploring expanding this training program to CAs over the next quarter.

In Year 1 ILRG piloted working with women CAs in two communities, with two CAs in each community. In Year 2, ILRG expanded this approach to add an additional eight CAs to the existing four CAs to cover six communities, prioritizing those with a high number of PepsiCo farmers. The 12 CAs have been trained and deployed in their communities, supporting ILRG Field Agronomists with POP training and visiting PepsiCo families for ongoing support throughout the potato season. PepsiCo staff have expressed interest in utilizing the services of CAs for soil testing after potato harvest.

In four communities (Dhuluk, Hijaldiha, Barasat, and Aswinkota), the CAs took special initiative to develop farm waste disposal mechanisms with locally available resources and installed 20 waste bins in different places. This has encouraged nearby farmers to take active steps for improved waste disposal. In one community, Barasat, a CA took initiative to control aphid infestation using integrated pest management initiative based on her learning during POP trainings. She used locally available materials (cloth and homemade glue) to trap aphids in one portion of her land. In the rest of the land, she applied chemicals to control the insects. She wanted to test her learning and the efficacy of both methods, finding that she was able to control aphids with more eco-friendly measures at a fourth of the cost. This has convinced neighboring farmers to adopt the same approach; the CA wants to replicate this method in her entire farm next year and continue teaching others about it. These experiences show that women are applying new knowledge received, have enhanced self-confidence, and are increasingly accepted as a source of agronomy knowledge in their communities.

**Empowered Entrepreneurship Training (EET):** ILRG continued to work with John Hopkins University and a local consultant to contextualize training materials and develop a post-training assessment plan. EET is expected to be delivered over the next quarter. Women farmers and CAs will be trained, along with PepsiCo aggregator families.

**Social Norms Change:** In addition to promoting women's access to productive resources like land and agronomy knowledge, ILRG is promoting shifts in harmful gender norms that hinder women's

participation in the potato supply chain and PepsiCo's efforts to empower women. ILRG is piloting two approaches – Gender Action Learning System (GALS) and Nurturing Connections (NC) – in six communities each, targeting a total of 540 PepsiCo farmers. GALS is being implemented over 11 months from February 2021 and NC will be implemented over four months from May 2021.

During this quarter, a ToT/thought workshop was held to prepare for GALS roll-out. ILRG also provided an orientation on the approach for PepsiCo area managers and agronomists, which was well received. PepsiCo staff provided support in reaching out to PepsiCo farmers, who received GALS flyers and information during POP training and field visits by Field Agronomists. The GALS approach targets couples/families and aims to foster household and community level dialogues on norms related to gendered roles and productive and reproductive work. It is well-suited to illiterate people, using drawings to help participants visualize aspirations for their future and to identify social norms that act as obstacles to achieving them.

The first GALS session has been delivered in five out of the six target communities and second sessions were advanced in two communities. So far 184 farmers have participated, 66 percent women and 34 percent men. Gender topics

discussed include men's participation in unpaid care work in the household and support for women to participate in training and income-generating opportunities. All participants were very enthusiastic and engaged. Drop-out between sessions has been minimal; in fact, more participants joined the second session. ILRG is quickly adapting to challenges such as farmers' competing time demands, COVID-19 restrictions, farmers' low confidence, and adjusting training content to farmers' knowledge levels.

ILRG started distribution of NC flyers during POP training and farm visits and briefed the six target communities about the approach. Participants are being recruited to join upcoming training sessions. Over this quarter ILRG also developed a detailed assessment plan, results chain, and process documentation approach to capture shifts in harmful norms and learning from both gender norms change interventions (GALS and NC).



Participants at the first GALS session in Harishchandrapur, Hooghly  
ILRG INDIA

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

ILRG facilitated an interactive session for PepsiCo agronomists from two PepsiCo areas (Zone I & III) to discuss key learnings and challenges from the partnership so far and how to address them. Agronomists who are not directly involved with ILRG also shared their thoughts on how they could adopt and scale approaches.



Over the next quarter, ILRG will deliver a full participatory GBV training for PepsiCo staff. Ahead of the training, an interactive virtual GBV discussion was held with PepsiCo managers and a GBV tip sheet was developed and shared with the PepsiCo team. The tip sheet can be used to guide field staff to address GBV.

Given the unique and complex land law and tenure situation in West Bengal and the importance of farmers' land rights – and especially women's land rights – for PepsiCo's supply chain, ILRG is providing capacity building for PepsiCo staff. PepsiCo's farmer base includes both farmers who cultivate their own land and farmers who lease land. Many landowners do not have updated land records, limiting their compliance with PepsiCo standards and access to government and private services that could increase production and profitability. Land lessees, particularly women, often have limited understanding of how lease arrangements can impact profitability, and PepsiCo field staff are well positioned to provide such information. An orientation session on land issues for PepsiCo field staff will be delivered at the beginning of the next quarter.

### 3.9.4 LEVERAGING ADDITIONAL GOVERNMENT AND PRIVATE SECTOR PARTNERSHIPS FOR SUSTAINABILITY AND SCALE

Despite women's extensive work in agriculture, there are several barriers to women's access, use, and control of land in West Bengal. Based on desk and field research, ILRG prepared a land law and policy research report and brief, summarizing findings on the limitations in law and policy that hinder women's secure access to land, especially restrictions to agricultural land leasing and to joint titling of land other than government land grants to the landless and land poor. These two internal documents are guiding advocacy work led by Landesa that explores law and policy reforms to ease restrictions on land leasing and to permit joint titling of purchased land by married couples. These reforms would benefit not only rural women and communities, but also agricultural companies that partner with farmers, like PepsiCo.

While elections in West Bengal (held between March and end of April) have constrained active advocacy efforts, ILRG worked on drafting amendments in order to have them ready for discussion post-election. A draft amendment to formally permit SHG/women's group leasing has been prepared. A draft amendment and government order on joint titling is being finalized. Work has also started on the more extensive amendments needed to allow widespread formal leasing. The advocacy plan includes engagement with the West Bengal's State Rural Livelihoods Mission to provide systematic support for group leasing.

### 3.9.5 COMMUNICATIONS

Over this quarter ILRG prepared the blog post *From Challenge Comes Change: Empowering Women Farmers in West Bengal to See Their Future in Sustainable Supply Chains* that was published on [AgriLinks](#) and [LandLinks](#) on International Women's Day. The blog post links to factsheets with an [overview of the partnership](#) and [key Year 1 results](#). The post was disseminated by [USAID/India](#) and [the United States Consulate in Kolkata](#) via Twitter. The USAID-PepsiCo partnership in West Bengal was also mentioned in a post prepared by Resonance and published on [MarketLinks](#), and in a [Tetra Tech Exposure piece](#) that includes two videos from ILRG India staff under "voices from the field."

International Women's Day was observed with local events in three communities (Barasat, Balitha, and Harishchandrapur). Over 150 women and men participated across the three communities. PepsiCo India's Agro Director and East Zone Manager, along with area managers and assistant managers, attended the event in Barasat. The goal was to appreciate and publicly recognize women and men who have challenged gender barriers, inspiring others in the communities to champion women's empowerment and reinforcing PepsiCo's commitment to gender equality. Women farmers spoke about the positive impact of activities on their confidence and economic empowerment, including how they

are applying knowledge from agronomy training. Men spoke about challenging pressure from friends and neighbors to conform to gender norms that prevent their wives from engaging in income generating activities. For most community members, it was the first time they had heard of International Women's Day. Men and women farmers appreciated being publicly celebrated and reaffirmed their commitment to supporting women's economic empowerment.

ILRG has worked with a local videographer to produce two short videos showcasing how the USAID-PepsiCo partnership is promoting women's economic empowerment and supporting global climate change commitments. The videos will be disseminated over the next quarter. ILRG is also working with the local PepsiCo team to produce a third video that could be used by PepsiCo for public information purposes and training on women's empowerment in West Bengal and other states in India.

### **3.9.6 SUSTAINABILITY AND SELF-RELIANCE**

The main objective of the USAID-PepsiCo partnership is to demonstrate the business case for women's economic empowerment in the PepsiCo potato supply chain. As the 2020 – 2021 potato season comes to an end, ILRG continues to collect quantitative and qualitative data on women's economic empowerment and coordinate with PepsiCo and Control Union for productivity data (Key Performance Indicators and SFPs). Harvesting has been completed in most communities and production data is being collected. ILRG completed an assessment of women in SHGs who received training in Year 1, in order to better understand the impact of agronomy training on PepsiCo's supply chain. ILRG is also collecting qualitative data through case studies that demonstrate the ripple effect of activities so far on WEE and PepsiCo's business case (e.g., women taking up individual farming, diversity of women connected to PepsiCo supply chain, etc.). This information will be summarized in an interim assessment report that will be finalized in the next quarter. The report will reflect on preliminary business case results and provide recommendations for Year 3 and long-term sustainability and scalability.

### **3.10 PRINDEX SUB-NATIONAL ASSESSMENT: COMPLETION ACTIVITY**

USAID requested ILRG support for a "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, the Land and Resource Governance Team originally approved Zambia as the country for the deep dive. However, last quarter the decision was made for ILRG instead to support an enhanced Prindex analysis in Colombia in collaboration with the planned application of Prindex under USAID/Colombia's Land for Prosperity Activity (LFP) and with a USAID Communications, Evidence and Learning (CEL)-supported impact evaluation of LFP. This will contribute to learning about how best to collect data to measure perceptions of tenure security. It will also provide LFP with complementary Prindex information for four non-intervention (control group) municipalities. ILRG negotiated and contracted with two subcontractors to assist with the work. The activity launched in March with preparations for data collection anticipated to start in early May.

### **3.11 LIBERIA COMMUNITY LAND PROTECTION FOR USAID IMPACT EVALUATION: COMPLETION ACTIVITY**

ILRG's two Liberian grantees, Sustainable Development Institute (SDI) and Green Advocates International (GAI), continued to implement the community lands protection process across approximately 35 communities in Liberia. In this quarter the two grantees finalized the community self-identification steps, after the temporary stop of fieldwork was lifted upon approval of the mitigation protocols for continued work in the four counties of Lofa, Maryland, Nimba, and River Gee.

ILRG's Gender Advisor and Gender Intern conducted a two-day virtual gender training for 18 SDI staff (13 men and five women) and a couple of GAI staff in late January 2021. The training provided a shared vocabulary on gender-related terms and definitions; improved knowledge on how gender intersects with land and natural resource governance work; increased participants' understanding of strategies and approaches to meaningfully engage women in community development, including promoting equitable decision-making power; discussed budgetary considerations for gender work; and equipped participants with a basic understanding of GBV, the drivers and costs of GBV, and how it manifests in the land and natural resource governance context. The global Gender Advisor and Gender Intern will follow up with both organizations on how best to include gender considerations into their work.

GAI is working with the Liberia Land Authority on how to resolve the overlapping support to six communities in Nimba County. A Tenure Facility-funded organization supported community self-identification at the clan level, which included six of the seven communities that GAI collaborated with to self-identify at a sub-unit (i.e., town) level. As the Liberia Land Authority had validated both processes, they have met with both organizations and will provide guidance on how to proceed. SDI and GAI have begun supporting communities to draft their community land and resource by-laws and elect community land development and management committees, although GAI's work will wait for the guidance from the Liberia Land Authority before moving forward.

### **3.12 WOMEN'S GLOBAL DEVELOPMENT AND PROSPERITY INITIATIVE (W-GDP): COMPLETION ACTIVITY**

During fiscal year 2020, ILRG programmed WEE funds for activities in Ghana (cocoa sector), India (PepsiCo partnership), Malawi, Mozambique, and Zambia. A detailed work plan and monitoring, evaluation, and learning (MEL) plan were submitted and approved by USAID. Activities under this funding are fully integrated into the India, Mozambique, and Zambia sections above. Activities in Malawi and cocoa sector/Ghana are detailed below. Global activities and coordination related to women's land rights and women's economic empowerment are also described in this section.

Almost 3,000 women were reached this quarter, and over 31,000 women have been reached by WEE-funded activities implemented by ILRG so far; these women benefited from documented land rights and access to related resources and benefits such as credit, agricultural training, and livelihoods opportunities.

#### **3.12.1 MALAWI**

ILRG hired a Malawi Country Coordinator/Gender Advisor and Field Coordinator to conduct an assessment to identify the traditional land management area where ILRG will support the government with systematic documentation. Support for gender integration in Malawi's customary land documentation manuals and processes will begin shortly after this initial assessment. Recruitment efforts for administrative support began late in the quarter and operational start-up will occur early in the next quarter.

As part of the assessment, ILRG liaised with the Malawi Land Reform Implementation Unit, USAID, and other donors active in the land sector in Malawi to gather information on support provided to date, gaps in the customary land documentation and women's land rights sector to explore how ILRG can best support efforts in one traditional land management area. Consultations with other organizations and donors continued to discuss progress of recent/ongoing land documentation pilots, challenges related to COVID-19, challenges to get buy-in at the local level, and gender integration.

### 3.12.2 COCOA SECTOR PARTNERSHIP

During this quarter ILRG advanced the initial gender assessment and coordination with ECOM and Hershey. Following a desk review and field data collection in one district, ILRG completed field data collection in a second district, following COVID-19 mitigation protocols, and carried out key informant interviews with ECOM staff at the global level. ILRG met with ECOM Kenya to discuss their experience in integrating gender equality and women's empowerment in training and operations in the coffee value chain. Data also included ECOM's quantitative monitoring data, qualitative information from focus group discussions with women and men in cocoa communities, and interviews with stakeholders from the local government. The full gender assessment report has been drafted and will inform the detailed implementation plan for the activity.

ECOM has confirmed its continued interest in working with ILRG to strengthen its capacity on gender equality and women's empowerment, which has a high sustainability and scalability

potential. The activity will also increase women's access to productive resources and women's economic empowerment. ILRG met with ECOM's global Sustainable Management Services team to streamline alignment with ECOM's global sustainability commitments and strategy. The company is currently finalizing a framework that has gender as a key theme and the activity will build upon this momentum and support operationalization of the commitments.

The government of Ghana had halted cocoa-related sustainability programs in the country, impacting the ability to engage with Hershey for this activity. This restriction has been lifted this quarter, and ILRG resumed conversations with Hershey. A meeting with ECOM and Hershey will be held early next quarter to decide next steps to start implementation.



Focus group discussions with women farmers in the cocoa community of Kwafo, Assin Fosu District, as part of the gender assessment  
BISMARCK NKRUMAH BAIDEN/ECOM

### 3.12.3 CROSS-CUTTING ACTIVITIES

The ILRG Global Gender Advisor, who also coordinates WEE activities across all program countries, continued to provide technical support to in-country gender and social inclusion advisors, implementing partners, and grantees to develop gender assessments, training materials, and learning products. This follows key areas for cross-country learning on women's rights to land and natural resources as devised in the Year 3 work plan: women's land rights policy, gender integration in systematic land documentation, gender norms change, private sector engagement, women's economic empowerment, and gender-based violence.

Over this quarter the Global Gender Advisor continued to support building the capacity of in-country partners. ILRG is compiling and consolidating training programs on gender, women's land rights, women's empowerment, and related topics that have been delivered in all program countries so far into

a central library of resources for field partners. This library will include training curricula, presentations, handouts, case studies, and participatory exercises in English and Portuguese.

ILRG coordinated efforts to disseminate work on women's land rights and women's economic empowerment during the 2021 International Women's Day and beyond. As detailed in the Zambia and India sections above, blog posts were published on LandLinks, AgriLinks, and MarketLinks and disseminated by the relevant USAID missions through social media. ILRG's work was also mentioned in the blog post *6 Ways USAID is Investing in Women's Land Rights*, published by CEL on [MarketLinks](#) and [LandLinks](#). ILRG also published a series of factsheets: [Key Achievements on Women's Land Rights and Women's Economic Empowerment \(2018 – 2020\)](#), an [overview of the USAID-PepsiCo partnership in India, Key Year 1 \(2019 – 2020\) India Results](#), and [Key Achievements in Zambia \(2018 – 2020\)](#).

ILRG finalized a collaboration with the International Institute for Environment and Development (IIED) for a series of blog posts to increase dissemination about USAID's work on women's land rights. In October 2020 IIED launched the blog series [What works for women's land rights](#), with monthly posts to examine ways to strengthen women's access to and control over land in Africa. Between June and September 2021 ILRG will publish blog posts highlighting work in Zambia and Mozambique, which will be cross posted on LandLinks.

ILRG responded to W-GDP's quarterly data request and continued to engage with the WEE community of practice. ILRG organized a two-hour virtual site visit to the India USAID-PepsiCo partnership in January, which was attended by representatives of the Office of Management and Budget, USAID, and PepsiCo. During the visit participants learned more about the partnership between USAID and PepsiCo, including its vision and scaling through a Global Development Alliance. ILRG also supported the W-GDP portfolio performance evaluation (PPE). The USAID-PepsiCo India partnership was one of the activities selected for an in-depth case study as part of the PPE. ILRG supported the evaluation firm, Integra, to carry out field data collection in three communities in West Bengal. The two evaluation consultants hired by Integra completed seven key informant interviews with ILRG, Landesa, and PepsiCo staff, as well as five focus group discussions with over 30 women farmers.

ILRG worked with USAID's CEL program, and particularly with the Land Evidence for Economic Rights, Gender and Empowerment (LEVERAGE) activity on enabling environment activities in Mozambique and overall learning and communications activities. ILRG and CEL/LEVERAGE finalized two factsheets on women's land rights and women's economic empowerment that were published on LandLinks. ILRG and CEL/LEVERAGE developed a presentation for the first quarterly presentation on women's land rights and women's economic empowerment scheduled for April 2021 for USAID operating units and missions.

ILRG continued to engage with other USAID programs and activities for coordination and potential collaboration on key gender issues, ensuring the utilization of existing gender architecture and avoiding duplication. ILRG participated in a [community roundtable](#) for the [Gender-Based Violence \(GBV\) and Environment Linkages Center](#), coordinated by the USAID-funded Advancing Gender in the Environment mechanism. The roundtable brought gender experts together to discuss and plan collaborative approaches to address GBV-environment linkages. The ILRG Gender Advisor was invited to co-facilitate the technical support group that is focused on building and validating GBV-environment actions.

The Passages Project, funded by the Bureau of Global Health, is providing technical assistance on social norms change to ILRG and CEL/LEVERAGE through a capacity building workshop series. The first two sessions of the workshop series were held in March and were attended by USAID, CEL/LEVERAGE, and ILRG staff and partners from India, Malawi, Mozambique, and Zambia. This series of workshops will equip ILRG country teams with knowledge and tools to address gender norms that hinder women's access to and control of land and natural resources and to prevent unintended consequences. ILRG will



also develop a strategic framework on gender norms lens, women's land rights, and women's economic empowerment.

### **3.13 SUPPORT TO THE PUBLIC-PRIVATE ALLIANCE FOR RESPONSIBLE MINERALS TRADE: COMPLETION ACTIVITY**

This quarter ILRG continued to support the governance of the Public-Private Alliance for Responsible Minerals Trade (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. Funded projects focus on developing tools and building civil society capacity to support responsible minerals sourcing and trading. During this quarter, the PPA achieved the following:

- Identified priorities in the 2021 work plan and organized thematic work groups around topics of upstream business operations, data collection and Great Lakes Region government engagement;
- Facilitated preliminary calls of all three working groups;
- Initiated a consultative process including United States government stakeholders and the Governance Committee for identifying themes, opportunities, and priorities for a potentially new phase of PPA;
- Held the first Governance Committee call of 2021 to share a readout on task group planning, discuss potential sessions such as the virtual Responsible Minerals Supply Chain Forum, and share updates and get feedback on other PPA business;
- Finalized and distributed February member-only newsletter, which included info on the newest Governance Committee member from Apple, updates on funded projects and task group scoping, and several updates contributed by PPA members; and
- Signed a grant agreement with City of Joy/VDAY for 2021 program funding (non-USAID funding) in support of their work to provide a transformational leadership community for women survivors of violence in Eastern Congo.

### **3.14 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 which consists of implementing partners Helvetas, Valrhona, Earthworm Foundation, Centre for Development and Environment, Ramanandraibe Exportation, and Société Anonyme au Capital de MGA. The ILRG team coordinates directly with Helvetas, the principal implementing partner, and works through the CRCL coalition to implement recommendations on ways to improve tenure security in the Sambirano Valley with funding from the ILRG program but also other complementary sources.

The ILRG team contributed to the nascent multi-stakeholder platform through two key meetings of the platform in Ambanja. The ILRG mid-level tenure specialist serves on the land tenure commission; as a result, information from field assessments and associated policy recommendations is channeled effectively to key stakeholders. Helvetas continues to insist that future ILRG priorities need to be set by the consultative platform; the platform has not yet been formally recognized by the region, but Helvetas is hoping that will be completed next quarter.

The ILRG Madagascar program was advised by USAID to submit a revised scope of work to reduce activities through at least June 2021 due to uncertainties around funding priorities. The team has adopted a low-cost approach consisting only of participation in the Sambirano multi-stakeholder platform, design of a training program on land tenure and property rights, preparation of a road map on how to tackle the issue of the ex-indigenous reserves, and preparation of a summary paper of what is known about tenure in the valley with a greater focus on the private sector. The team met with two cooperative federations that export cacao to overseas markets and is trying to obtain the perspectives of the three large plantation enterprises and other landowners about their views of the tenure problematics in the valley. While the complex organizational structure of the cacao commodity chain is now well known, it is still unclear what position the large landowners take with regards to tenure insecurity that have already been identified in and around protected areas and on the former indigenous reserves.

The ILRG team continued to nurture effective working relationships with a wide array of government agencies and donor-funded projects involved with land governance in the district. Donor-funded land tenure programs continue to be carried out in the Sambirano Valley through the World Bank Agricultural Growth and Land Security project and the government *Poles de Croissance Economique* project. Meeting with land tenure project staff in Antananarivo has been curtailed because of widespread community transmission of COVID-19 and new restrictions.

### **3.15 EMERGING COMPLETION ACTIVITY OPPORTUNITIES**

ILRG completion activities are developed based on the field support approval process laid out in the ILRG contract (Section F.6), whereby an operating unit (e.g., a mission, office, bureau, etc.) can add field support funds for new activities. This process is based on an operating unit activity manager providing a SOW to the Contracting Officer's Representative with a summary cost estimate. This is then shared with ILRG for the development of a work plan and estimated budget, which become the basis for implementation following a series of approvals. In practice, this process requires significant back and forth to refine the scopes of work and budget parameters for activities. This section outlines the set of completion activities that have been under discussion or development, but that have not yet been formally approved.

#### **3.15.1 MOZAMBIQUE: LAND ADMINISTRATION FOR DISASTER PREPAREDNESS**

While funded separately, it is described within the Mozambique term activities above. As the ILRG team communicates and agrees on the scale of work with the government, a final budget and scope of work will be produced for formal approval.

#### **3.15.2 DRC: CONFLICT MAPPING AND MONITORING AROUND MINERAL SUPPLY CHAINS**

ILRG received USAID feedback on the revised concept note by International Information and Peace Service (IPIS) on mapping of artisanal mine sites and conflict financing dynamics in Eastern DRC. Based on the feedback and budget ceiling, IPIS revised its concept note and budget. ILRG then drafted an activity SOW, which was approved by USAID/DRC. The subcontract package was prepared and shared with the Contracting Officer for approval.

The IPIS subcontract will help obtain and publish up-to-date information on mining and armed group/criminal involvement in the minerals sector in eastern DRC, thereby enabling supply chain actors and policymakers to make informed decisions based on the latest field realities. The two-year activity will also deepen understanding around the evolving linkages between the minerals trade and transnational organized crime and armed groups.

## 4.0 PROJECT-SPECIFIC PERFORMANCE INDICATORS

Data reporting of ILRG's 44 indicators is done by country. W-GDP indicators are noted throughout the country tables, next to the indicator title. Tables present standard indicators, arranged by indicator ID, followed by custom indicators. Indicators with quarterly cells shaded in grey are to be reported annually or at baseline and endline.

**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	1	
	women's rights groups	0	0	0			0	0	
	indigenous people's groups	0	0	0			0	0	
	customary authorities	0	0	0			0	0	
	government	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			0	0	<b>Y3Q2:</b> Two agricultural extension programs are under way; results expected Y3Q3/Q4.
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					0	
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	0	Reported annually					9	

	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)								
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	Y3Q2: Community delimitations underway, we will have a form to register disputes resolved. Delimitation of family parcels will start in Y3Q3; form will allow recording of disputes resolved.
	local authorities	0	0	0			0	0	
	contractors	0	0	0			0	0	
	mediators	0	0	0			0	0	
	courts	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						0	Survey to be carried out in Year 3
	Percent of men who report awareness and understanding of the services offered	N/A						0	
	Percent of women who report awareness and understanding of the services offered	N/A						0	
5	Number of parcels with relevant parcel information corrected or incorporated into an official land administration system as a result of USG assistance [EG.10.4-5]	0	0	0			0	4,102	Y3Q2: Community delimitations began this quarter, requests for formal incorporation into official system will be submitted starting Y3Q3.
1a	Number of adults provided with legally recognized and documented tenure rights to land or marine areas, as a result of USG assistance. [EG.10.4-7, W-GDP Pillar 2]	0	0	0			0	6,732	Y3Q2: Community delimitations began this quarter, requests for formal documentation will be submitted starting Y3Q3.
	Male	0	0	0			0	2,174	
	Female	0	0	0			0	4,558	

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					0	
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					8	
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	N/A	N/A			N/A	N/A	
	Numerator	N/A	0	0				0	
	Denominator	N/A	0	0				0	
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	69	0			69	69	<b>Y3Q2:</b> 9 new service provider staff trained on gender and land. Will report next quarter after documentation is compiled.
	Female	0	47	0			47	47	
	Male	0	22	0			22	22	
6	Number of land-based investments or partnerships where best practices have been incorporated <b>[Custom]</b>	0	Reported annually					1	
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					2	
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	
17	Number of learning and adaptive management events held <b>[Custom]</b>	0	0	0			0	1	

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



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	3	1			3	8	<b>Y3Q2:</b> New digital public inputs form for National Land Commission
20	Number of people trained on best practice approaches to land-based investment and other project objectives <b>[Custom]</b>	0	69	0			69	86	
	Male	0	47	0			47	56	
	Female	0	22	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			1	5	<b>Y3Q2:</b> Gender, Youth, and Land Tenure: Lessons from Zambézia, Mozambique posted on LandLinks
30	Percent representation of women in community governance structures within project areas <b>[Custom]</b>	N/A	Reported annually					TBD	

**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			7	15	
	women's rights groups	0	0	0			0	0	
	indigenous people's groups	0	0	0			0	0	
	customary authorities	0	6	0			6	9	
	government	0	0	0			0	2	
	civil society	0	0	1			1	3	<b>Y3Q2:</b> Community scouts trained in Chunga.
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	
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					0	
36	Number of microenterprises supported by USG assistance <b>[EG.5-3, W-GDP Pillar 2]</b>	0	Reported annually					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			55,079	725,798.5	<b>Y3Q2:</b> Based on COMACO areas in Nyalugwe and Ndake.
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	
	Female		Reported annually					0	
	Male		Reported annually					0	
11c	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					2	
	National, Proposed	0						0	
	National, Adopted	0						0	
	National, Implemented	0						0	
	Sub-national, Proposed	0						0	

	Sub-national, Adopted	0						0	
	Sub-national, Implemented	0						0	
	Regional or International, Proposed	0						0	
	Regional or International, Adopted	0						0	
	Regional or International, Implemented	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					7	
	Analyzed							0	
	Drafted							0	
	Revised							0	
	Introduced							0	
	Approved							0	
	Implemented							0	
4	Number of disputed land and property rights cases resolved by local authorities, mediators, or courts as a result of USG assistance <b>[EG.10.4-3]</b>	0	466	110			576	1,263	
	local authorities	0	0	0			0	341	
	contractors	0	256	0			256	595	
	mediators	0	210	110			320	320	<b>Y3Q2:</b> Disputes estimated as reduced, reported by customary authorities in Mnukwa, Maguya, Mkanda, Sandwe, and Nyamphande.
	courts	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						0	Survey to be carried out in Year 3
	Percent of men who report awareness and understanding of the services offered	N/A						0	
	Percent of women who report awareness and understanding of the services offered	N/A						0	

5	Number of parcels with relevant parcel information corrected or incorporated into an official land administration system as a result of USG assistance [EG.10.4-5]	0	8,477	7,492			15,969	22,023	Y3Q2: Parcels certified in Maguya, Mkanda, Mnukwa, Nzamane, Chifunda, Chikwa, Nyamphande, and Sandwe
1a	Number of adults provided with legally recognized and documented tenure rights to land or marine areas, as a result of USG assistance. [EG.10.4-7, W-GDP Pillar 2]	0	4,076	3,357			7,433	54,155	Y3Q2: People documented in Mkanda, Nzamane, Chifunda, Chikwa, Nyamphande, and Sandwe
	Females	0	1,879	1,550			3,429	25,683	
	Males	0	2,197	1,807			4,004	28,472	
1b	Number and proportion of adults who perceive their tenure rights to land or marine areas as secure with USG assistance [EG.10.4-8, W-GDP Pillar 3]	67%						0	Survey to be carried out in Year 3
7d	Number of institutions with improved capacity to address land rights [Custom, contributes to EG.11-2]	0	Reported annually					15	
	national governmental	0						0	
	sub-national governmental	0						0	
	Other	0						15	
	Topic: land rights	0						15	
	Topic: climate change	0						0	
11b	Number of laws, policies, regulations, or standards, addressing <u>sustainable landscapes</u> categories, officially proposed, adopted, or implemented as a result of USG assistance [EG.13-3]	0	Reported annually					0	
	National, Proposed	0						0	
	National, Adopted	0						0	
	National, Implemented	0						0	
	Sub-national, Proposed	0						0	
	Sub-national, Adopted	0						0	
	Sub-national, Implemented	0						0	
	Regional or International, Proposed	0						0	
	Regional or International, Adopted	0						0	
	Regional or International, Implemented	0						0	
27	Amount of investment mobilized (in USD) for sustainable landscapes [EG 13-4]	0	Reported annually					\$0	

37	Number of service providers trained who serve vulnerable persons <b>[ES.4-2, W-GDP Pillar 1]</b>	0	Reported annually					0	
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	
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					46%	
	Numerator	N/A						17,924	
	Denominator	N/A						38,747	
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			157	157	<b>Y3Q2:</b> Community scout training
	Female		46	30			76	76	
	Male		51	30			81	81	
6	Number of land-based investments or partnerships where best practices have been incorporated <b>[Custom]</b>	0	Reported annually					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			164,047	489,136.0	<b>Y3Q2:</b> Area certified in Chipata, Chikwa, Chifunda, and Nyamphande
	Planned	0	93,423	0			93,423	93,423	
	Delimited	0	39,094	31,530			70,624	284,257	
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					5	<b>Y1Q4 Correction:</b> Zambia Ministry of Lands and Natural Resources Strategic Plan (MLNR) was drafted during Y1Q4 but should not have been noted under the Y1 Actual as it did not meet the threshold of “Proposed.”
	National, Proposed	0						0	
	National, Adopted	0						0	
	National, Implemented	0						0	
	Sub-national, Proposed	0						1	
	Sub-national, Adopted	0						0	
	Sub-national, Implemented	0						3	
	Regional or International, Proposed	0						0	



	Regional or International, Adopted	0						0	
	Regional or International, Implemented	0						0	
17	Number of learning and adaptive management events held <b>[Custom]</b>	0	2	1			3	8	<b>Y3Q2:</b> Cooperating partners meeting on March 16, 2021
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			2	11	
20	Number of people trained on best practice approaches to land-based investment and other project objectives <b>[Custom]</b>	0	103	60			163	548	<b>Y3Q2:</b> Community scout training
	Male	0	66	30			96	336	
	Female	0	37	30			67	212	
21	Number of publications developed (blogs, issue briefs, research papers, case studies, fact sheets, peer-reviewed journal publications) <b>[Custom]</b>	0	12	4			16	21	<b>Y3Q2:</b> Increasing Women's Participation in Community Natural Resource Governance in Zambia, Increasing Women's Participation in Community Resources Boards in Zambia: Outcomes and Lessons Learned from the Election Process, and Integrated Land and Resources Governance (ILRG): Key Achievements on Women's Land Rights and Women's Economic Empowerment in Zambia posted on LandLinks; Zambia Quarterly News Update Fact Sheet shared with 400 members of Zambian land sector by email.
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					0	Reported annually

**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 <b>[EG.10.4-1, W-GDP Pillar 3]</b>	0	Reported annually					0	
1a	Number of adults with legally recognized and documented tenure rights to land or marine areas <b>[EG.10.4-7, W-GDP Pillar 2]</b>	0	0	0			0	0	<b>Y3Q2:</b> Impacts related to Meridia to be reported on post-distribution of LandSeal certificates
1b	Number and proportion of adults who perceive their tenure rights to land or marine areas as secure <b>[EG.10.4-8, W-GDP Pillar 2]</b>	TBD	Reported annually					N/A	
7a	Number of institutions with improved capacity in adaptation <b>[EG.11-2]</b>		Reported annually					0	
26	Number of people trained in sustainable landscapes <b>[EG.13-1]</b>	0	Reported annually					0	
	Female							0	
	Male							0	
27	Amount of investment mobilized (in USD) for sustainable landscapes <b>[EG.13-4]</b>	0	Reported annually					0	
25a	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						0	
	2019 through 2020/2021							0	
	through 2025/2026							0	
	through 2030							0	
7d	Number of institutions with improved capacity to address land rights <b>[Custom]</b>		Reported annually					0	
11b	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	
17	Number of learning and adaptive management events held <b>[Custom]</b>	0	1	0			1	1	

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			1	2	<b>Y3Q2:</b> The ECO Game was piloted in Domeabra, Yirasi, Nyame Nnae, and Sureso Nkwanta
20	Number of people trained on best practice approaches to land-based investment and other project objectives <b>[Custom]</b>	0	0	276			276	299	<b>Y3Q2:</b> 116 people from climate change trainings in Palace, Domeabra, Nyame Nnae, Yirase, Sureso Nkwanta; 160 people participated in EcoGame curriculum in Nyame Nnae, Domeabra, Yirase, Sureso Nkwanta
	Male	0	0	182			182	203	
	Female	0	0	94			94	96	
21	Number of publications developed (blogs, issue briefs, research papers, case studies, fact sheets, peer-reviewed journal publications) <b>[Custom]</b>	0	1	0			1	7	
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						0	Reported annually

**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]	0.672							<b>Y3Q1:</b> OPM's draft report from December 3, 2020 reveals the following baseline PRO-WEAI scores for the three groups: SHG members: 0.672 PepsiCo (non-SHG): 0.629 Non-PepsiCo: 0.615
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						0	<b>Y3Q1:</b> This indicator was previously approved through the India MEL plan, but the team was unable to collect this data due to COVID-19 restrictions. However, anecdotes indicate adoption of certain good practices like seed cutting, size of seeds, plant to plant distance during plantation, importance of grading, harvesting technique etc.
44	Number of days of USG-funded training provided to support microenterprise development [EG.4.2-4, W-GDP Pillar 2]	0	Reported annually					410.75	
36	Number of microenterprises supported by USG assistance [EG 5-3, W-GDP Pillar 2] <sup>2</sup>	0	0	733			733	973	<b>Y2 Correction:</b> 499 microenterprises reported, but some individuals were not in farming profession. After carefully reviewing the

<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.

									profession of each attendee, we have 240 microenterprises supported through the POP trainings in Y2 whose primary profession was farming. <b>Y3Q2:</b> 733 PepsiCo farmers attended the POP training this year and are counted as enterprises supported.
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 USG assistance [EG.10.4-I, W-GDP Pillar 3]	N/A	Reported annually					0	
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					0	
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%	Data will be calculated from participant records at the end of the 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 norms change interventions in six communities which contributes to this indicator; 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	39	Due to the pandemic, we could not conduct any trainings, so instead we provided three remote overviews to PepsiCo West Bengal middle management team, one sensitization on GBV and two overview sessions on
	Female	N/A	0	0			0	0	
	Male	N/A	0	0			0	39	



								the GALS and EET curriculum. GBV in-person training is planned for May 2021. The team started to implement GALS in six communities in February.
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				N/A	
43	The farm operation can demonstrate the legitimate right to land use (measured as part of SFP compliance)	0	Reported annually				N/A	
39	Number of new PepsiCo suppliers in ILRG target zones	0	Reported annually				17	
40	Gross potato yield (kg) from PepsiCo households (HHs) in ILRG target zones	26 T/ha	Reported annually				26,044.88 KG/HA	
41	Net potato yield (kg) from PepsiCo HHs in ILRG target zones	24.7 T/ha	Reported annually				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					0	
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	Y3Q2: Expected Y3Q4
	Male	0	0	0			0	0	
	Female	0	0	0			0	0	
	Individual	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						
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	
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	Y3Q2: Expected Y3Q4
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	Y3Q2: Expected Y3 Q3/4
30	Percent representation of women in community governance structures within project areas <b>[Custom]</b>	N/A	Reported annually						

## **ANNEX I: SUCCESS STORY**



**USAID**  
FROM THE AMERICAN PEOPLE

# SUCCESS STORY

## BREAKING DOWN BARRIERS TO WOMEN'S EMPLOYMENT IN ZAMBIA'S WILDLIFE SECTOR



Photo: Zambia's first all-female unit of community scouts, trained in partnership with Conservation Lower Zambezi



Photo: Jenala Lungu of Corrie Enterprises (right), winner of Best in Drills, with her supervising officer, mother and brother.

PHOTOS: ILRG

In Zambia, community wildlife scouts are recruited and hired across the country's 36 game management areas in over 70 chiefdoms, and within the dozens of game ranches on private land. These scouts have formal employment in the wildlife sector with revenue generated from tourism and hunting. Zambia has over 500 scouts, but until recently only a few dozen were female. This disparity in women's participation is changing in part with USAID support.

In late 2020, the USAID Integrated Land and Resource Governance Program (ILRG) partnered with the Department of National Parks and Wildlife (DNPW) and Zambian NGOs and companies to increase the percent of female scout candidates they send to the DNPW's Chunga Training School. The three-month training graduated 26 women out of 56 total scouts, including Zambia's first all-female scout team. Female recruits won prizes for Best in Theory, Best in Drills, Most Improved, and Best Team Leader.

ILRG's work not only seeks to empower women and create opportunities for employment for these trailblazers, but also to impact gender norms within families, communities, and institutions. Participants identified negative norms in the training process and in daily scout work that have hampered women's success. Trainers noted that physical skills could be developed, while characteristics of perseverance and commitment were more important in selection. ILRG and partners also sponsored community leaders to attend the graduation to build community understanding that these young women are professionals with important careers in their own right.

The male scouts in the class also examined their own biases and committed to treating their female colleagues as equal members of scout teams, recognizing that women may face social pressure and negative judgement within their communities for leaving their homes to go on patrol. The male scouts examined traditional norms that might negatively pressure their female colleagues to take on an increased burden of cooking and cleaning while on patrol, and they committed to countering these biases.

Graduation is just the beginning. These women now enter the work force, and USAID ILRG will continue to backstop these women and support their journey, as well as work with DNPW trainers and field staff on adapting this experience to future trainings. DNPW's Lameck Mumbwa, who directs the training center, has committed to putting lessons into immediate practice, with this next intake of scouts.

### Telling Our Story

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

## **ANNEX 2: PROJECT BRIEF**



# 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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For more information on ILRG visit:  
<https://www.land-links.org/project/integrated-land-and-resource-governance-ilrg/>

## ANNEX 3: LIST OF MEDIA

**TABLE 6. MEDIA LIST**

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=1leydczral3q">https://www.instagram.com/p/CL9AEQfrNrY/?igshid=1leydczral3q</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> <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>
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-zpyl/">https://www.linkedin.com/posts/jpandrew_the-covid-19-pandemic-has-threatened-the-activity-6784914422285561856-zpyl/</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/usaaid-2030/5-ways-usaid-empowers-women-as-leaders-against-the-climate-crisis-1dd89289368b">https://medium.com/usaaid-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 Women's Economic Empowerment	India	8 Mar 2021	<a href="https://www.marketlinks.org/blogs/pepsico-and-usaid-set-out-prove-business-case-womens-economic-empowerment">https://www.marketlinks.org/blogs/pepsico-and-usaid-set-out-prove-business-case-womens-economic-empowerment</a>	
Why we #ChooseToChallenge: Celebrating women and their strengths worldwide this International Women's Day	Global	8 Mar 2021	<a href="https://tetrachintdev.exposure.co/choose-to-challenge">https://tetrachintdev.exposure.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://tetrachintdev.exposure.co/celebrating-international-womens-day-2021">https://tetrachintdev.exposure.co/celebrating-international-womens-day-2021</a>	Features blurb on ILRG India work and short videos of ILRG India and Zambia staff

## ANNEX 4: PROJECT STAFF

**TABLE 7. PROJECT STAFF**

NAME	ORGANIZATION	TITLE	EMAIL
Thais Bessa	Tetra Tech	Gender Advisor/W-GDP Coordinator	thais.bessa@tetrattech.com
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Getrude Zulu	Tetra Tech	Office Assistant	getrude.zulu@tetrattech.com

## ANNEX 5: DATA

Data produced by the project (i.e., geospatial, survey, etc.) will be uploaded as required to the Development Data Library (DDL).

## ANNEX 6: TERM LOE SUMMARY

**TABLE 8. TERM LOE EXPENDED TO DATE**

LABOR CATEGORY	LIFE OF PROJECT LOE	LOE EXPENDED THIS QUARTER	LOE EXPENDED TO DATE	LOE REMAINING FOR LIFE OF PROJECT
Long-Term US/TCN Professionals	0.00	14.50	56.88	(56.88)
HQ Technical/Administrative Staff	1,955.00	160.06	1,915.28	39.72
Long-Term CCN Professionals	3,033.00	154.50	1,751.50	1,281.50
Long-Term CCN Support	2,833.00	123.00	1,627.75	1,205.25
Consultants	1,745.00	120.25	1,066.76	678.24
<b>TOTAL</b>	<b>9,566.00</b>	<b>536.06</b>	<b>6,381.91</b>	<b>3,184.09</b>



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