



**USAID**  
FROM THE AMERICAN PEOPLE



**QUARTERLY PROGRESS REPORT**  
**SEPTEMBER – DECEMBER 2023**  
INTEGRATED LAND AND RESOURCE  
GOVERNANCE II (ILRG II) TASK ORDER

January 2024

INTEGRATED LAND AND RESOURCE  
GOVERNANCE II TASK ORDER  
UNDER THE ONE ACQUISITION  
SOLUTION FOR INTEGRATED  
SERVICES (OASIS) IDIQ

Contract Number:  
GS00Q14OADU138/7200AA23N00006

COR: Karol Boudreaux

Land and Resource Governance Division

Contractor Name: Tetra Tech

This document was produced for review  
by the United States Agency for  
International Development. It was  
prepared by Tetra Tech.

Author: Tetra Tech

Cover Photo: Community members in  
Quelimane, Mozambique validating public  
display maps associated with first time  
land documentation supported by  
USAID.

All individuals featured in photographs in  
this document have given their consent  
for their image to be used in ILRG  
publications.

# TABLE OF CONTENTS

<b>TABLE OF CONTENTS</b> .....	<b>I</b>
<b>LIST OF ACRONYMS</b> .....	<b>II</b>
<b>1.0 INTRODUCTION</b> .....	<b>I</b>
<b>2.0 KEY ACCOMPLISHMENTS &amp; CHALLENGES</b> .....	<b>3</b>
<b>3.0 PROJECT MANAGEMENT</b> .....	<b>4</b>
3.1 PROJECT PERFORMANCE .....	4
3.2 PROJECT MANAGEMENT .....	4
<b>4.0 IPARD</b> .....	<b>5</b>
4.1 BACKGROUND & OBJECTIVES.....	5
4.2 TECHNICAL APPROACH .....	5
<b>5.0 EMERGING ACTIVITIES</b> .....	<b>6</b>
5.1 GREEN CITIES/ADAPTATION.....	6
5.2 ENVIRONMENTAL DEFENDERS .....	6
5.3 WOMEN’S EMPOWERMENT AND SUSTAINABLE AGROFORESTRY .....	7
5.4 USAID ZAMBIA.....	7
5.5 RESEARCH AND LEARNING .....	7
<b>ANNEX PROJECT-SPECIFIC PERFORMANCE INDICATORS</b> .....	<b>9</b>
<b>ANNEX SUCCESS STORY</b> .....	<b>10</b>
<b>ANNEX PROJECT BRIEF</b> .....	<b>11</b>
<b>ANNEX LIST OF MEDIA</b> .....	<b>12</b>

# LIST OF ACRONYMS

BIP	Branding Implementation Plan
CBNRM	Community Based Natural Resource Management
CO	Contracting Officer
ECOM	Ecom Agroindustrial Ltd.
FSC	Forest Stewardship Council
FPIC	Free, Prior, and Informed Consent
GDA	Global Development Alliance
GEEA	Gender Equity and Equality Action
GESI	Gender Equality and Social Inclusion
IDIQ	Indefinite Delivery/Indefinite Quantity
ILRG II	Integrated Land and Resource Governance II
IP	Indigenous Peoples
IPARD	Indigenous Peoples Alliance for Rights and Development
LRG	Land and Resource Governance
MEL	Monitoring, Evaluation and Learning
MP	Marking Plan
REFS	Resilience, Environment and Food Security
USAID	United States Agency for International Development

# I.0

## Introduction

The purpose of the Integrated Land and Resource Governance II (ILRG II) Task Order is to provide support to the Land and Resource Governance (LRG) Division in the Center for Natural Environment in the Bureau of Resilience, Environment and Food Security (REFS) at the United States Agency for International Development (USAID) to develop, implement, assess and evaluate interventions that secure land tenure and resource rights and strengthen LRG systems. ILRG II will help identify constraints and barriers to secure land and resource governance to support multiple development objectives, including combating climate change, promoting food security, supporting biodiversity conservation, enabling gender equality, women's empowerment and social inclusion, engaging with the private sector, preventing and mitigating conflict, supporting sustainable urbanization and enabling localization, among others. ILRG II will provide technical assistance services to strengthen and secure the land tenure and resource rights of women, men, Indigenous Peoples, local communities, youth, persons with disabilities, and other marginalized and underrepresented populations in USAID-presence countries. It aims to improve the LRG systems that are responsible for implementing these rights, as well as strengthen the capacity of stakeholders to better advocate for their own rights. It will support rigorous research and analysis to improve understanding of what works and does not work to achieve these outcomes, including the linkages between land and resource governance and other development outcomes. Through this work, USAID seeks to promote development of equitable and resilient societies where land and resource governance rights are respected and utilized to create broad-based growth for all.

To secure the land tenure and resource rights of local people and communities and strengthen LRG systems, ILRG II seeks to achieve the following four objectives:

1. Strengthen enabling environments to promote inclusive legal and policy frameworks for land and resource governance in formal and customary settings;
2. Enhance the capacity of key stakeholders and partners in government, civil society, local communities and the private sector to implement inclusive land and resource governance laws and practices;
3. Build innovative partnerships with the private sector that enable responsible land-based investing to promote resilience; and
4. Support robust monitoring, evaluation, research and learning activities to improve land and resource governance programming.

ILRG II is a five-year contract that was awarded in September 2023. This first quarterly report covers September to December 2023, and is primarily associated with project administrative start up. As of December 2023, one ILRG activity is underway, related to an evaluation of the Indigenous Peoples Alliance for Rights and Development (IPARD) program. Additional efforts this quarter included initial scoping for the following funding areas that will be developed into activities over the coming two quarters:

- Green Cities/Adaptation, supporting peri-urban land tenure and revenue generation for service delivery;
- Environmental Defenders, organizational or structural support to defenders in connection with land and resource rights issues;
- Women’s empowerment and sustainable agroforestry in the cocoa sector, advancing a partnership with Ecom Agroindustrial Ltd. (ECOM) in Ghana and expansion to Cote d’Ivoire, as well as a potential activity on gender equality and inclusive agroforestry through the Gender Equity and Equality Action (GEEA) Incentive Fund (pending funding decision); and
- Zambia Mission buy-in to deepen community based natural resource management (CBNRM) activities started under ILRG.

Additional activities will be identified and developed by ILRG II in coordination with USAID and ILRG II’s partners, based on available funding and buy-ins.

## 2.0

---

# Key Accomplishments & Challenges

**Initial Activities:** The launch of ILRG II during this past quarter was primarily focused on clarifying project objectives, advancing early contract deliverables, and carrying out initial engagements with project partners, while the core team associated with ILRG II (both within Tetra Tech and USAID) finished completing close out tasks under the predecessor ILRG contract. As ILRG II considered multiple, multi-year activity development and start-up ideas for the coming six months, ILRG II and USAID communicated frequently to ensure common prioritization. During this quarter, ILRG II's contracting office (CO) management moved to the Office of Acquisition and Assistance division that supports the Bureau for Resilience, Environment and Food Security, and a dedicated CO has not yet been assigned to the contract.

By the end of the quarter, ILRG II had initiated implementation of the IPARD evaluation, as well as confirmed two countries for long-term implementation (with progress on a third). The ILRG II team was able to meet with each of its core subcontractors who were actively engaged in two start-up workshops with USAID and work planning. The primary challenge of this quarter was associated with starting up ILRG II while completing final deliverables and close out tasks under ILRG.

## 3.0

# Project Management

### 3.1 Project Performance

ILRG II plans to use this section of the report to consolidate quarterly feedback from USAID/Washington, USAID Missions, partners and beneficiaries related to project impact, particularly around quality, management effectiveness, compliance, cost-effectiveness and timeliness.

### 3.2 Project Management

ILRG II plans to continue many of the successful management approaches used under ILRG, including bi-weekly written updates and weekly calls with USAID on overall project management to ensure responsiveness to USAID priorities and adaptive management. These will be supplemented by activity-specific coordination calls with USAID activity managers and ILRG II activity leads on a consistent basis. ILRG II will retain a lean core management team focused on a streamlined and compliant program management structure, though the size of ILRG II will require a larger team than the predecessor contract.

During this quarter ILRG II carried out two Start-up Workshops associated with contractual requirements. The first, in October 2023, consisted of two half-day meetings that allowed the ILRG II partners to introduce themselves, for Tetra Tech as the prime implementer to share resources and tools for partnership and management, and for USAID to share its initial priorities. These were elaborated on during a three-day hybrid meeting in December 2023 that allowed for deeper consideration of project priorities and technical discussions. Workshop reports and reference slides were developed for each of these meetings.

ILRG II submitted the contractually required Start-up Plan and Branding Implementation Plan (BIP) and Marking Plan (MP), which will be supplemented by additional resources for team members on templates and communication requirements for ILRG II. The Gender Equality and Social Inclusion (GESI) Strategy was advanced, as well as the Monitoring, Evaluation and Learning Plan (MEL), both of which will be finalized in the coming quarter, particularly to be aligned with the First Year Work Plan.

ILRG II's work plan is influenced by the buy-in approach. As buy-ins may occur throughout the year, the work plan creates a placeholder for activities to be organized together, though individual activity work plans (within activity Scopes of Work) drive implementation (particularly during their first year and as they are being developed). The work plan was significantly advanced during the quarter and will be submitted at the beginning of the upcoming quarter.

# 4.0

---

## IPARD

### 4.1 Background & Objectives

The Indigenous Peoples Alliance for Rights and Development (IPARD) is a Global Development Alliance (GDA) that convenes multi-sector partners to secure Indigenous Peoples' (IP) rights, strengthen their capacity and catalyze economic self-development. IPARD is implemented by the Forest Stewardship Council (FSC) Indigenous Foundation, created through a partnership between USAID and the FSC, and is in its third year of implementation. USAID has requested that ILRG II carry out a mid-term performance evaluation of the IPARD GDA that can inform future USAID engagements with IP groups. The approach to this evaluation is expected to be highly participatory and to act as a methodological example for participatory and inclusive evaluations.

### 4.2 Technical Approach

During the last quarter, ILRG II established a team, drafted an evaluation framework, and coordinated with the FSC-IPARD team. ILRG II's team consists of a Tetra Tech natural resource management and evaluation expert supported by two Indigenous Peoples Advisors from Guatemala and Panama. ILRG II carried out preparations for a consultative event alongside the upcoming January/February IPARD pause and reflect meeting. This will serve as the launch of the evaluation, which will be followed by focus group interviews with partner communities in Panama, as well as with relevant stakeholders in Guatemala. Subsequent visits to Honduras may occur, as well as remotely held interviews in Kenya.

## 5.0

# Emerging Activities

Before ILRG II activities have approved scopes of work and budgets, they are considered as “emerging activities.” These are largely managed by the core ILRG II team but may have support from partners and consultants to fully scope the activity or carry out initial assessments. The emerging activities may be developed after buy-in funding has been confirmed or they may be developed concurrently as USAID seeks a buy-in from a mission or operating unit. In other cases, emerging activities may be relatively small and emerge from the learning and communications agenda throughout the year. These are expected to be placed into a specific communication, evaluation, research and learning task during the first year.

ILRG II’s emerging activities this quarter were focused around programming ILRG II’s initial obligations. These were discussed in depth during the December Start-up workshop, including brainstorming on technical areas for support and potential partner countries. Funding obligations include the following:

- Green Cities/Adaptation, supporting peri-urban land tenure and revenue generation for service delivery;
- Environmental Defenders, organizational or structural support to defenders in connection with land and resource rights issues; and
- Women’s empowerment and sustainable agroforestry in the cocoa sector, advancing a partnership with ECOM Agroindustrial in Ghana and expansion to Cote d’Ivoire, as well as a potential activity on gender equality and inclusive agroforestry through the GEEA Incentive Fund (pending funding decision).

ILRG II also learned of the interest from USAID Zambia in developing a buy-in over the course of the coming months.

## 5.1 Green Cities/Adaptation

ILRG II’s funding is expected to focus on sustainable urbanization and the role of land rights to support revenue generation and service delivery in peri-urban areas. During this quarter, ILRG II commissioned a background paper by partner Global Land Alliance and subsequently included experience from the academic community on opportunities in Ethiopia and Malawi. Based on initial work plan ideas, ILRG II is likely to develop a concept note around customary land documentation and service delivery in peri-urban areas in Malawi. Discussions with the Malawi Mission and the Government of Malawi are underway but subject to additional approvals and concurrence.

## 5.2 Environmental Defenders

ILRG II’s environmental defenders funding will be programmed and implemented in line with congressional guidance and focused on addressing root causes of threats to defenders. ILRG II plans to develop a grants program to support defenders in one or more countries. The request for applications will be developed during the first quarter of 2024 and released during the

second quarter for implementation to begin before the start of the 2025 fiscal year. ILRG II's grantees will be expected to work on land issues and threats to organizations likely associated with agriculture or mining. As with all ILRG II work, inclusion is a key element of the implementation approach. During this quarter, ILRG II learned from its partners and began to identify consultants and key organizations that are implementing within this space to ensure that ILRG II does not overlap with or repeat the work of other donors.

### 5.3 Women's Empowerment and Sustainable Agroforestry

ILRG II's agricultural resilience and gender-focused funding is expected to initially focus on expanding gender integration of ECOM's corporate engagements in the cocoa supply chain and in the services that it offers to the tens of thousands of farmers it works with in Ghana and Cote d'Ivoire. In Ghana this involves scaling up existing activities developed under ILRG across new districts and communities, while in Cote d'Ivoire it is focused on building the business case for women's empowerment within the local supply chain and working through cooperatives in particular. During this quarter, USAID submitted an internal application to the GEEA Incentive Fund to develop a gender-responsive agroforestry program with ECOM and a private sector partner to plant and maintain over 500,000 shade trees on cocoa farms, with the goal of delivering resilient and inclusive cocoa farms that remove hundreds of thousands of tons of carbon from the atmosphere. During the upcoming quarter, ILRG II will develop the scope of work around this initiative with the goal of implementation starting in April 2024 to coincide with the cocoa farming off-season.

### 5.4 USAID Zambia

During the last quarter, ILRG II confirmed the interest of USAID Zambia in developing a buy-in for the third quarter of FY2024. ILRG II has maintained three technical staff from ILRG to support this longer-term activity and during this quarter, that team continued to support USAID Zambia and local implementing partners on customary land administration, community based natural resource management and peri-urban land use planning, all with a strong focus on gender equality and social inclusion considerations. During the upcoming quarter, the Zambia team will focus on identifying areas for buy-in support, particularly in USAID priority landscapes around the North Luangwa National Park and the Eastern Kafue Landscape. ILRG II will meet with government partners in the Ministry of Lands and Natural Resources, Department of National Parks and Wildlife, Forestry Department, as well as in the House of Chiefs and the Ministry of Local Government. ILRG II's work will ensure coherence with the broader USAID portfolio, including USAID's work in democracy and governance of the natural resource management sector.

### 5.5 Research and Learning

In addition to emerging activities, ILRG II will also support opportunities for learning and research, contributing to the global community on land rights through the core project management team and engagement with subcontractors. This quarter, ILRG II developed panel proposals for the 2024 World Bank Land and Poverty Conference in May 2024:

- I. Innovative approaches to unlock rural and Indigenous women's land rights for sustainable development, led by ILRG II Sr. Gender Specialist Thais Bessa

2. Where state and customary land administration meet in the era of climate change - bridging the formal and informal institutions for responsible land governance, led by Tetra Tech Sr. Associate Mark Freudenberger
3. Integrated Land Policy Implementation – Cross Ministerial Coordination and Barriers to Securing Land Rights for Development, led by ILRG II COP Matt Sommerville.

# ANNEX

---

## Project-specific Performance Indicators

ILRG II's Monitoring, Evaluation, and Learning (MEL) Plan will be drafted in the next quarter, including performance indicators associated with ILRG II funding obligations. Reporting on these indicators will be included in future quarterly reports pending approval of ILRG II MEL Plan/indicators.

# ANNEX

---

## Success Story

Success stories will be produced for upcoming Quarterly Reports.

# ANNEX

---

## Project Brief

ILRG II's project brief is attached below.



RICARDO FRANCO

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

## BACKGROUND

Secure land and resource rights, coupled with sound governance, encourage investment and support economic growth. They provide a foundation for urban planning and service delivery. Secure rights and good governance enable effective and equitable management of natural resources including forests, wetlands, water sources, biodiversity, and critical minerals. Secure land and resource rights can reduce conflicts and contribute positively to peace, stability, and resilient economic growth. Unfortunately, across many countries, land and resource rights frameworks and governance institutions are weak; the capacity to enforce rules and norms is limited, and for many access to justice is out of reach. These issues constrain economic, environmental, and social development outcomes.

## GOALS

USAID's Integrated Land and Resource Governance II (ILRG II) program works with USAID Missions, operating units, host country governments, civil society, the private sector, and local communities to develop inclusive, innovative and replicable strategies to clarify tenure and property rights and resolve land-related conflicts. ILRG II's approach to land and resource governance supports a broad range of development goals, including:

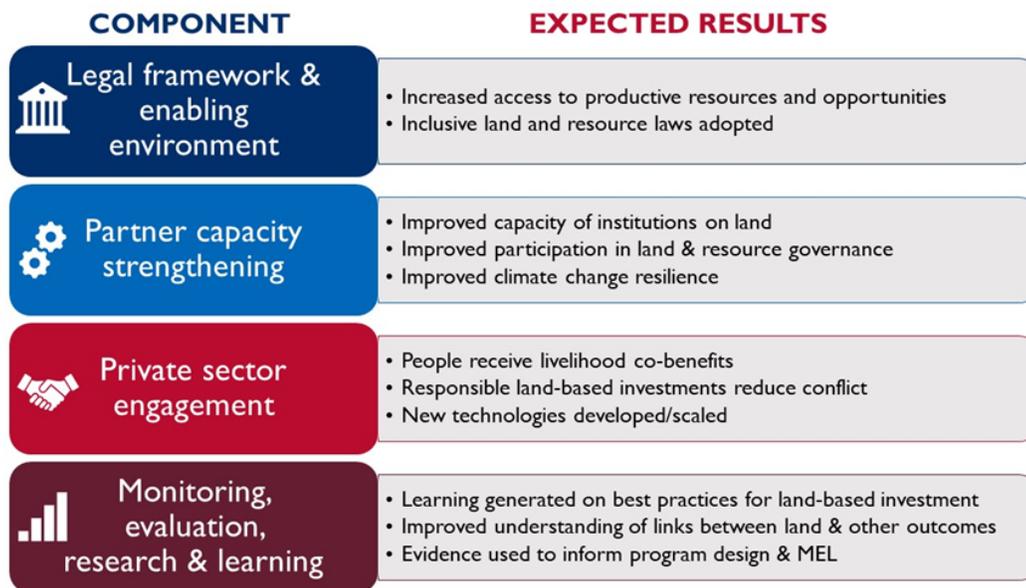
- Women, Indigenous Peoples, youth, and marginalized or underrepresented groups empowered;
- Inclusive climate action and nature-based solutions advanced;
- Biodiversity conserved;
- Sustainable food and agroecological systems strengthened;

- Responsible land-based investing and innovation promoted;
- Conflict mitigated or prevented;
- More responsible and inclusive practices in the mining of critical minerals for the green energy transition adopted;
- Sustainable urbanization and disaster risk management supported.

ILRG II works with stakeholders to create space for dialogue on these issues and implements inclusive approaches that provide incremental progress toward more just land and resource governance.

## ILRG II TECHNICAL ASSISTANCE MODEL

A strong emphasis on gender and social inclusion informs each of ILRG II’s four components:



## COUNTY ACTIVITIES

ILRG II works with USAID Missions and Operating Units on a field support (“buy-in”) basis. Building on tools, approaches, and relationships developed under previous activities and under the program, ILRG II anticipates working closely with country governments, local communities, and the private sector. Activities may include implementing systematic land documentation; better addressing land, resilience, and inclusion issues in commercial supply chains; responsibly transferring underutilized private sector landholdings to local communities; and supporting meaningful participation of Indigenous Peoples and local communities in land and resource use decisions. Working with consortium partners and others based on activity needs, ILRG II will ensure that learning is aggregated across jurisdictions and shared in regional and local forums to strengthen and grow the knowledge base in land and resource governance.

## CONTACT

COR  
 Karol Boudreaux  
 kboudreaux@usaid.gov  
 LRG Division, REFS

A/COR  
 Ioana Bouvier  
 ibouvier@usaid.gov  
 LRG Division, REFS

COP  
 Matt Sommerville  
 matt.sommerville@tetrattech.com  
 USAID contractor/ILRG II

# ANNEX

## List of Media

ILRG II will make a proactive effort to communicate outcomes through blogs, news articles and events.

Project	Country	Date	Location (Link)	Notes/Dissemination



PHOTO: Matt Sommerville

Photo caption: Community leaders in Ile District, Mozambique, examine their initial land use planning sketches regarding potential impacts of a dam project supported by an international forestry company.