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FIRST ANNUAL WORK PLAN (FY24)

INTEGRATED LAND & RESOURCE GOVERNANCE II
TASK ORDER

January 2024

INTEGRATED LAND AND RESOURCE
GOVERNANCE II TASK ORDER
UNDER ONE ACQUISITION
SOLUTION FOR INTEGRATED
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List of Acronyms

ASM	Artisanal and Small Scale Mining
CBNRM	Community Based Natural Resource Management
CLA	Collaboration, Learning, and Adaptation
CO	Contracting Officer
COR	Contracting Officer's Representative
ECOM	Ecom Agroindustrial Ltd.
ESG	Environmental, Social and Governance
FSC	Forest Stewardship Council
FPIC	Free, Prior, and Informed Consent
GBV	Gender-Based Violence
GDA	Global Development Alliance
GEEA	Gender Equity and Equality Action
GESI	Gender Equality and Social Inclusion
GSP	Good Social Practices
GUC	Grants Under Contract
ILRG II	Integrated Land and Resource Governance II
IP	Indigenous Peoples
IPARD	Indigenous Peoples Alliance for Rights and Development
IPLC	Indigenous Peoples and Local Communities
LRG	Land and Resource Governance Division at USAID
MERL	Monitoring, Evaluation, Research and Learning
PES	Payment for Ecosystem Services
PSE	Private Sector Engagement
TGCC	Tenure and Global Climate Change
USAID	United States Agency for International Development
VSLA	Village Savings and Loans Association
WRI	World Resources Institute

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 Division in the Center for Natural Environment in the Bureau of Resilience, Environment and Food Security 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 land and resource governance 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 land and resource governance 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.

Successful performance under ILRG II will require a flexible and responsive approach to program implementation that builds on lessons learned under past land and resource governance programs about how best to adjust to unanticipated events including, for example, changes in government priorities, a changing roster of partners, project staffing changes or exogenous shocks. An adaptive implementation and management approach will integrate lessons from past activities with those learned during the course of the contract in order to iterate and adjust activities to improve outcomes for local people and partners.

This Work Plan covers January– September 2024 and the following activities:

- Evaluation of the Indigenous Peoples Alliance for Rights and Development (IPARD);
- Green Cities/Adaptation, programming of funding to support peri-urban land tenure and revenue generation for service delivery;
- Environmental Defenders, programming of funding to support areas where risks to defenders overlap with land and resource rights issues;
- 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 Gender Equity and Equality Action (GEEA) Incentive Fund (pending funding decision);
- Zambia Mission field support to deepen community based natural resource management (CBNRM) activities started under ILRG I; and
- Emerging activities that are under discussion and development with USAID.

Additional activities may be identified and developed by ILRG II in coordination with USAID, based on available funding and Mission field support.

2.0

Core Management

Background & Objectives

ILRG II builds on the experiences of previous contracts implemented for the Land and Resource Governance Division, including under the predecessor ILRG program. The small core team is responsible for contractual compliance, development of new activities under the task order, recruitment and management of country teams, subcontractors and consultants, quality control, as well integration of cross-cutting themes, including gender and social inclusion. This team, along with ILRG II partners (Cadasta, Equitable Origin, Global Land Alliance, New America, and WI-HER), develops and carries out the initial scopes of work around assessment and design associated with Mission field support and emerging opportunities. As the technical opportunity, funding and mission and host country government concurrence become clear, ILRG II moves towards a full implementation plan and Mission field support as described below.

Management Approach

ILRG II's management approach is based on ensuring a lean and responsive core management team that helps USAID to implement diverse activities globally. ILRG II is based on Mission field support, which will emerge over the life of the project, and as a result, the core staff is initially small, but offers the opportunity to grow. For example, if ILRG II ultimately has many small activities around the world implemented through local consultants and subcontracts and grants, then the administrative and oversight burden will likely require a larger global team, while if activities are concentrated in a few large country projects, then global support may be more limited. Based on initial funding and activities, it appears that ILRG will, at least in the early stages, have a relatively large number of small activities, requiring diverse technical and managerial input.

As of January 2024, ILRG II's core team consists of the following individuals:

- Chief of Party
- Deputy Chief of Party, Operations
- Monitoring, Evaluation, Research and Learning (MERL) Manager
- Senior Gender and Social Inclusion Specialist (part-time)

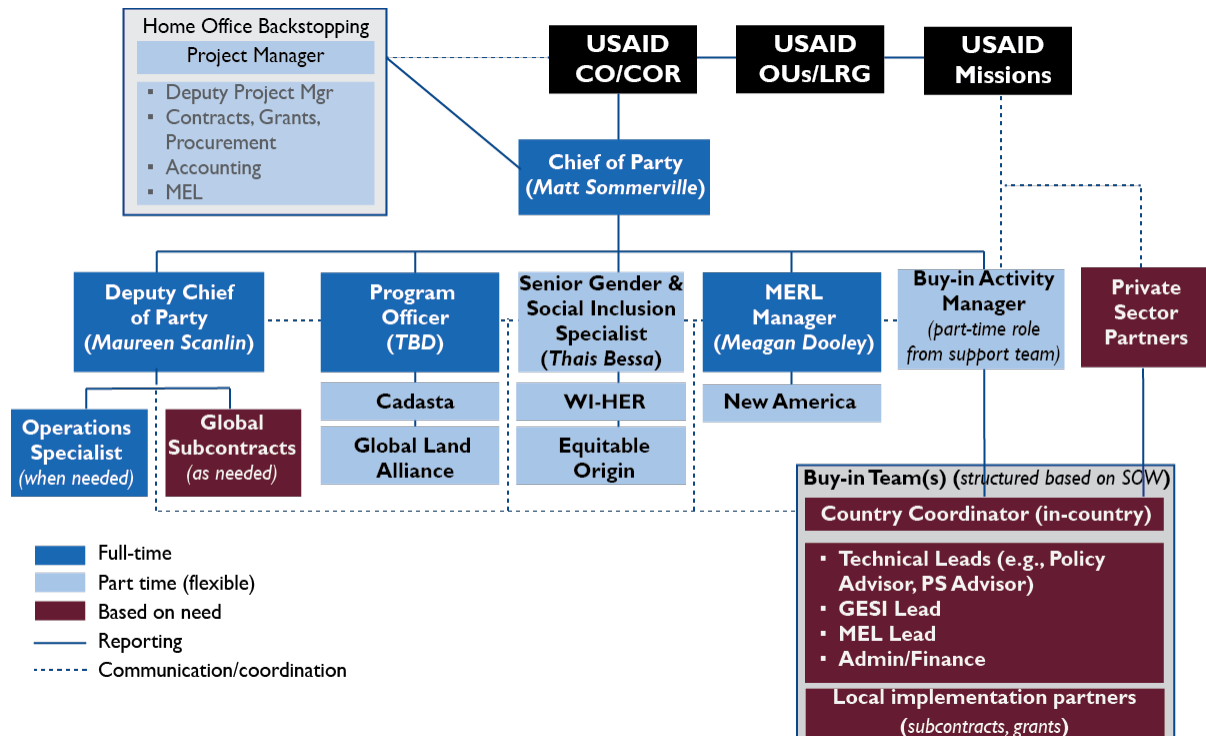
It is expected that early in the coming year, this team will be further supported by:

- Operations Specialist
- One or more, part-time or full-time Technical Advisors/Specialists/Program Officer(s)

ILRG II's core management team is supported by Tetra Tech's home office project management team, which provides on-call support. This team provides USAID compliance and corporate backstopping support for project implementation. It includes the following positions:

- Project Manager
- Deputy Project Manager

- Assistant Project Manager
- Contract Specialist
- Grants Specialist



ILRG II initial organizational chart

During the first quarters of 2024, the project management team will be developing project manuals, procedures, and deliverable tracking and invoices/financial structures that are responsive to USAID and Tetra Tech needs. Under a global program like ILRG II, this project management team tends to be heavily engaged as needed throughout program implementation, as they support the establishment of new activities, new offices and country teams, as well as support US-based processes and procedures, which include Human Resources, subcontracts and billing. As the ILRG II portfolio grows, the full responsibility for management of activities and performance generally is expected to shift onto the full-time core management team, with input from any in-country staff deemed appropriate to meet activity needs, with backstopping support from the home office project management team.

Initial Project Management Manuals and Resources that will be developed prior to May 2024 include:

- Branding Implementation Plan and Marking Plan (submitted and awaiting USAID approval)
- Slide and report templates, including visually appealing templates
- Org Chart
- Guidance on photography, photo library and informed consent
- Monitoring, Evaluation, Research and Learning Guidance including guidance on quarterly reporting on qualitative and quantitative metrics

- Informed and meaningful consent guidance
- Impacts Library for USAID with references on talking points, quotes/human interest stories, and slide decks
- Capacity strengthening resources
- Localization approach/resources
- Onboarding materials for consultants, subcontractors, grantees
- Gender Equality and Social Inclusion (GESI) resources, including on inclusive language
- Data management overview and quarterly reporting process
- Environmental mitigation and management overview
- Safety and security manual
- Employee/partner manual inclusive of contact and phone trees

As new activities are added, the needs of the core staff will be evaluated, and ILRG II anticipates potentially expanding or reducing the staffing of the program.

Technical Implementation

By September 2024, ILRG II plans to have long-term in-country activities established in three countries: Zambia, Ghana, Green Cities (country to be confirmed based on USAID discussions), as well as an active Environmental Defenders grants program, based on individual activity scopes of work. ILRG II's IPARD evaluation will be completed by June 2024. Additional research and country tasks will be under development based on available funding and Mission field support interest.

New Activities: Prospective funding sources drive the focus of ILRG II, in particular identification of countries where multiple sources of funding can create synergies. Initial funding has been focused on:

- **Women's Empowerment**, with funding from the GenDev team and a focus on agricultural development.
- **Environmental Defenders:** Language for funding is related to Consolidated Appropriations Act, 2023, and joint explanatory language for FY23 funds. These funds are intended for small grants. In particular, priorities include leveraging existing work to support Indigenous Peoples and Local Communities (IPLCs) to map/register land in ways that support land claims, increase/support legal protections or engage with investments on consent and benefit sharing. This engagement may further support carbon or conservation activities.
- **Urban and peri-urban adaptation**, as it relates to financing service delivery and revenue generation for national and local governments.
- **Sustainable Landscapes:** This funding is expected to be used to research and or support efforts to reduce carbon dioxide emissions from land-use.
- **Biodiversity:** Most funding from the biodiversity team must follow the biodiversity code and must integrate an associated biodiversity theory of change and results framework.

Prospective activities will be tied to one or more funding streams and before implementation begins, an activity scope of work and illustrative budget will be submitted to the ILRG II USAID Contracting Officer's Representative (COR) for review. Specific activities that have progressed

to the initial preparation stages are described in the “Emerging Activities” section of this work plan.

Contract Implementation Support: ILRG II has additional contract deliverables that are envisioned under the core management responsibilities within the first six months of the program. These will support the effective launch of the country and thematic activities described in the sections below. Deliverables include the following:

Grants Under Contract (GUC) Management Manual: ILRG II will submit a final GUC Management Manual to the Contracting Officer (CO) and COR prior to 8 February 2024. The GUC Management Manual will outline planned procedures for the conceptualization, solicitation, evaluation, implementation, monitoring and evaluation, and close-out procedures associated with issuing grants in full compliance with USAID policies and procedures and ILRG II requirements. The GUC component of the work is expected to consider ILRG II’s holistic approach to grants management and the role of grants in achieving localization and capacity strengthening objectives. ILRG II is particularly interested in strengthening the capacity of local organizations to advocate on behalf of their rights, and to build communities that can sustain themselves post-ILRG II activity. The GUC plan will consider the different strengths and risk management best practices of working through global grants vs. local grants. The GUC Management Manual will initially be used to advance work under the Environmental Defenders funding obligation. Grants are also anticipated to support implementation in Zambia.

Monitoring, Evaluation, Research and Learning Plan: ILRG II will submit the program level MERL Plan prior to 9 March 2024. Building on ILRG II’s broad theory of change, the MERL Plan will focus on Standard Indicators associated with program funding sources due to the broad range of Mission field support activities that are expected. Subsequent Activity MERL Plans will track and document progress against the Activity goals as set out in the annual work plans, and above scopes of work, and are a critical tool for planning, managing, documenting, evaluating performance and learning. Findings from MERL will be reviewed and validated in annual pause-and reflect-sessions with USAID staff and revised when appropriate in consultation with the COR. These sessions will generally be organized alongside the annual work planning process. Quarterly inputs from partners, as well as the general quarterly report, will report feedback and lessons on the ILRG II learning questions, embedded in ILRG II MERL plan and activity specific SOWs, to ensure that learning is a continuous part of program implementation. The MERL plan will be accompanied by resources that support ILRG II quality control and training with local partners, as well as the collection of qualitative and quantitative data and impact stories, inclusive of photographs and resources that USAID is expected to use, which will be developed through May 2024. The MERL Plan will also identify opportunities to engage with researchers in the countries where ILRG II operates, as well as other Global South scholars. ILRG’s partner, New America will be involved in the learning process, as well as in outreach and communication associated with MERL implementation.

Gender Equality and Social Inclusion Strategy: ILRG II will submit the GESI Strategy prior to 9 March 2024. The Strategy will outline a meaningful approach to address land and resource issues related to gender equality and inclusive development to promote partnership with and empowerment of women in all their diversity, Indigenous Peoples, youth, persons with disabilities, environmental and ethnic migrants, and other marginalized groups, in line with USAID’s Policies, including the Gender Equality and Women’s Empowerment Policy, Policy on

Promoting the Rights of Indigenous Peoples, Youth in Development Policy, and others. The GESI Strategy will emphasize strengthening the land and resource tenure and territorial claims of these groups, increasing their participation in land and resource governance (in formal and informal institutions), incorporating the perspectives of these groups, including use of Indigenous knowledge, into project designs and implementation, promoting their equitable sharing of land and resource-based benefits, and ensuring the project adopts a “do no harm” approach that does not contribute to or increase negative consequences and harm, including gender-based violence (GBV). The Strategy will coordinate with the MERL Plan so that all monitoring and evaluation data is disaggregated by gender and other relevant social characteristics (e.g., age, Indigenous Peoples, disabilities, ethnic groups, etc.), results and impact for different groups is captured, and GESI is purposefully addressed in pause and reflect sessions and integrated across the learning agenda. The Strategy will build on the strong gender inclusion work under the predecessor ILRG and specifically seek to strengthen the approach for engaging with youth, Indigenous People, and migrant communities, building on lessons from other USAID projects including the strategy used for Ethiopia’s land programs. ILRG expects to use this GESI Strategy as the basis to then develop specific GESI analyses/strategies for its field implementation activities as they emerge. As other activities are launched as described in sections below, ILRG II will carry out activity-specific GESI analyses, including in partnership with project subcontractors, particularly WI-HER and Equitable Origin.

Key Steps / Deliverables	Dates
GUC Management Manual	8 February 2024
GESI Strategy	9 March 2024
MERL Plan	9 March 2024
ILRG Implementation Resources Package	May 2024
Quarterly Reports	15 Jan; 15 Apr; 15 Jul 2024
FY 2025 Work Plan	31 August 2024
Annual Report	15 Oct 2024

3.0

IPARD

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 and was created through a public-private partnership between USAID and the FSC and is in its third of five years 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.

IPARD supports IP communities to manage and develop their resources based on their self-determined development priorities, traditional knowledge, and natural resource management approaches, grounded in a respect for Indigenous rights and leadership. The partnership is focused on the vision that if IPs can better develop the technical, organizational and managerial approaches as desired by predominant global actors, they will be able to better engage with national governments and the private sector in the long-term to achieve their goals. IPARD is engaged at multiple levels and focuses on the following objectives:

1. Organize and convene a Capacity Development Program for IPs and stakeholders;
2. Foster an enabling and authorizing environment for IPs' effective participation and joint decision-making in all matters affecting them; and
3. Promote business opportunities and partnerships for IPs' sustainable development.

It follows approaches related to regional and country level engagement through the Indigenous Program management approach; country-focused approach; and multi-sectoral approach. Operationally it relies on the IP Sustainability-Self Reliance Model; as well as the IPARD Partnership (IP) Model. These approaches help to vet and frame engagements and partnerships under IPARD. To date, IPARD has highlighted a series of specific results described below; however, the creation of IPARD represents a result and impact in its own right.

IPARD's partnership explorations have included collaboration with government institutions, international organizations, regional organizations, and local organizations, as well as advocacy efforts. IPARD has launched a fellowship program across four sub-programs, as well as an Indigenous Learning Platform. IPARD has supported empowerment by enhancing IPs' voices in these national and regional forums. IPARD has also deployed an Indigenous Women's Economic Empowerment Initiative that works to strengthen women's skills, generate an enabling environment for women's participation in the paid sector, and strengthen productive income generating activities in Guatemala, Honduras and El Salvador.

In Panama, IPARD has worked across seven Comarcas/Territories, particularly around supporting IPs to draft territory charters and deliver training on laws and rights. This has also

resulted in the development of an advisory committee of Indigenous women of Panama. In Guatemala, IPARD seeks to work with 15 IP/Indigenous women's and civil society organizations across capacity engagement and economic empowerment opportunities. In multiple cases, programmatic activities have triggered political barriers which highlights the diplomatic challenges in promoting the rights of Indigenous Peoples without being perceived as challenging the sovereignty of national governments. Work in Kenya is focused on collaboration with the Ogiek communities. ILRG II's evaluation approach will seek to cost-effectively engage a wide variety of stakeholders, particularly elevating the voices of Indigenous Peoples to reflect on the perceived successes and challenges of the program.

Management Approach

The IPARD activity is managed by Tetra Tech staff member, Patricia Caffrey, with the support of two Indigenous Peoples Advisors from Central America. A scope of work and budget were shared with USAID in early November 2023 and the activity is expected to conclude in April/May 2024.

Technical Approach

The evaluation will use an inclusive, partner-driven approach that examines the program successes and challenges, as well as learning that can be gleaned and implemented, from the perspectives of multiple stakeholders including the following:

- Participating IP Community members;
- Broader IP Communities in which IPARD has activities;
- IP Leaders (within host countries – participating and non-participating);
- IP Leaders (within the IPARD platform);
- USAID Missions;
- Country stakeholders (government, civil society); and
- Global development partners (contractors, non-governmental organizations (NGOs), global mechanisms).

The evaluation will examine the process of co-creation within the GDA. At all points, the evaluation will focus on how the arrangements work (or do not work) to meet the self-determined goals and objectives of the IP communities and groups (recognizing that these goals may evolve over the life of the program). These goals may not be homogenous within IP stakeholders. In particular, it will focus on IP leader perspectives on how IPARD has succeeded or failed in supporting their own development needs, as well as the extent to which these leadership perspectives match the goals and aspirations of the communities they represent. The evaluation team will also examine if IPARD has engaged with communities in a way that is appropriate for the traditional governance structures within the community. As women's empowerment is a strong feature of IPARD, the extent to which the project has integrated a gender transformative approach to advance gender equality and social inclusion will be assessed.

The evaluation will consider implementation at multiple levels – from local community groups to organizational effectiveness to national impact to international engagements. This will pay attention to the following areas of:

- Process of co-creation;

- Technical progress towards self-defined goals of the program (both stated goals and more qualitative indicators of impact);
- Capacity strengthening (as defined by the goals of the IP groups themselves); and
- Impacts of locally developed work plans and the extent to which they reflect locally driven and locally accountable development.

The evaluation will focus on locally defined metrics, particularly from Indigenous communities themselves. It will de-emphasize the traditional focus of evaluations on theories of change, results frameworks that map outputs, outcomes and impacts, and rather focus on human rights and governance targets that are self-defined and may evolve over time. This approach is in line with several objectives of USAID’s Policy on Promoting the Rights of Indigenous Peoples (PRO-IP), including 1) consultation with IPs and implementing safeguards against harm, 3) capacity strengthening support as directed by IPs, and 4) fostering an enabling environment for IP rights. As a result, the evaluation will examine the extent to which the GDA has been able to integrate principles of adaptive management into its performance.

The resulting holistic evaluation should meet multiple goals, which include:

- Help IPARD adapt its forthcoming country activities, and be integrated into their ongoing collaboration, learning and adaptation (CLA) processes;
- Support consideration of how the IPARD platform may better serve its members to interact with the global community;
- Examine the extent to which IP perspectives and voices are integrated into the project cycle, with attention to the areas where IP perspectives may not be adequately integrated;
- Provide insights for improved co-creation processes that allow IP groups to engage on a “level-playing field” with USAID, FSC Foundation (and other donors);
- Inform USAID and its “traditional” implementing partners about how to more effectively work with IP groups, in a process that builds and informs program design, which includes the use of micro-grants. In particular this may help USAID, understand:
 - How IPARD has strengthened IP governance
 - How IPARD has or can facilitate broader investment
 - How IPs measure sustainability and capacity building achievements
- Inform stakeholders on approaches to drive high-level political considerations (including within national governments) on how to work with IPs most effectively.

The evaluation will present case studies/examples that describe how IP engagement can cater to a localization framework.

Key Steps	Dates
Data Collection	January – February 2024
Participatory Workshop on Key Findings	March 2024
Evaluation Report	April 2024

4.0

Green Cities/Adaptation

Background & Objectives

Urban expansion is occurring globally and creating stresses on governments to facilitate access to service delivery, to manage the scale and location of development, and to protect vulnerable ecosystems. Urban populations are expected to expand due to high population growth and migration. Yet an ongoing challenge remains that there are comparatively low rates of land and property tax collection in many developing countries to help finance this expansion. Growth is frequently occurring in locations that are particularly vulnerable to climate impacts or within existing informal settlements that lack access to services that could promote resilience. Migration to urban areas is creating stresses on receiving communities, as well as changing land use decisions and governance structures in the rural source communities.

National and municipal governments struggle to plan for sustainable, climate resilient population and infrastructure growth, as well to finance associated services delivery. Enabling improved land use/urban planning, securing the property rights associated with urban growth and development, as well as subsequent land valuation and revenue collection, are important to finance service delivery.

Yet, land administration agencies and municipalities in sub-Saharan Africa have historically struggled to undertake valuation, collect revenue, and adequately perform their functions that would help government achieve financial sustainability and deliver revenue (or information) that feeds into improved service delivery for urban and peri-urban populations alike. Responsibility for land administration services in most sub-Saharan countries is typically spread out over a number of national level government entities (including de-centralized national government offices in regional locations) as well as sub-national government entities such as municipalities. Funding for such agencies primarily comes from national budget allocations, including many municipalities who are reliant on national treasury allocations. Land administration entities generate various types of revenue, which can be broadly divided into transaction-based revenue (based on service delivery, such as fees for recording transfers/sales of property), or recurrent fees/taxes (the primary one being some form of property tax). There are other secondary categories as well (such as value-added services to supply land registry data to private entities such as banks or real estate brokers). In many cases, these potential sources of revenue are not fully exploited. In addition, depending on the context and country, these revenues may be remitted back to national or municipal accounts and are not readily available to be re-invested into related service delivery.

In addition to revenue, these agencies and services are expected to contribute to urban and peri-urban planning, which may include providing or facilitating services delivery, upgrading of informal settlements, as well as navigating land use transitions between agricultural, commercial, and residential uses, or between national and local or state and customary/community institutions. Sometimes, planning offices/agencies may be located separately from land ministries/agencies, which may hinder some needed coordination. Another major challenge is

that many cities are not updating their cadasters to keep pace with rapid urbanization and population growth thereby inhibiting their ability to grow revenue to meet increasing service needs.

Private sector actors, whether technology providers, financial institutions, private sector developers, or pro-poor housing groups have generated innovations around the world in partnership with governments to address some of the above challenges, and yet they are not widely known, replicated, or brought to scale. This activity will use adaptation funding to pilot land tenure and land use planning strengthening approaches in peri-urban areas that generate sustainable revenue for resilient infrastructure and associated services, through partnerships with municipal governments. The activity will focus on one or more peri-urban areas where novel land tenure partnerships are envisioned or under development. It is expected that this work will inform both national level coordination and implementation of similar plans, and also be of interest to international learning around land tenure in peri-urban environments.

Management Approach

The management of this activity will initially be led by the ILRG II core team through the assessment and design phase. It will be supported by Global Land Alliance, and likely WI-HER in the GESI-related assessment, depending on the country of implementation. The scale of the activity in terms of total expected Mission field support and timeline for implementation will define the structure of the in-country team; for example, if ILRG II will mobilize an office and staff or implement primarily through local subcontractors or grantees. These arrangements will be defined in the activity scope of work and through consultation with USAID.

Technical Approach

The development of a scope of work will be carried out in partnership with USAID between January and June of 2024. It will be focused on narrowing down the intervention country and assessing the interest from both USAID missions and in-country government partners. This is largely a USAID-led step with ILRG II input. Once the country is identified, ILRG II will carry out design-related assessments, including on gender equality and social inclusion, as well as on the key service delivery-focused interventions. The design assessments will feed into an activity scope of work that will define the specific location, intervention components, results, and learning components.

ILRG II expects to focus on the challenges related to integration between ministries responsible for local government, infrastructure development, peri-urban development and expansion, as well as the Ministry responsible for land. In each case, a core focus will be the role of revenue mobilization for resilient development and infrastructure. Opportunities to develop novel pilots or align with new or untested legislation will be prioritized. In addition to monitoring and evaluation that emerges from USAID indicator requirements, the activity will feed a broader set of learning questions and linkages to the global land community.

Initial discussions have identified Malawi as a potential partner country, and Tetra Tech and partner experience in Malawi both with the USAID mission, as well as with government counterparts, suggest that the activity is likely to be well received. If ILRG II receives positive feedback from USAID, a narrowing of the scope will start relatively quickly.

Key Steps	Dates (Assuming Malawi)
Country prioritization	January 2024
Desk assessment and validation of opportunities	February – March 2024
Design assessment, inclusive of GESI analysis	April 2024
Activity Scope of Work, Budget and Validation	May 2024
Preparatory work and activity start-up (staffing, contracting, compliance, initial implementation)	July – Sept 2024

5.0

Environmental Defenders

Background & Objectives

Environmental defenders – understood as people who seek to protect local communities, territories, livelihoods, cultures, and/or ecological systems from environmental harm – sit at the intersection of USAID priorities on biodiversity, human rights, conflict prevention, climate change, private sector engagement, and inclusive development. Many environmental defenders face threats designed to silence them, including intimidation, criminalization, lawsuits, and physical attacks. More than 1,700 defenders have been killed in such attacks over the last decade.

ILRG II has an initial Biodiversity-focused funding to provide support to environmental defenders. Given USAID’s diversity of existing defenders’ programming, ILRG II plans to focus on areas where risks to defenders overlap with land and resource rights issues, particularly within the areas of mining and agribusiness. It is expected that ILRG II will prioritize interventions that identify and tackle root causes of land tenure insecurity for defender groups, capacity building, conflict resolution/grievance mechanisms, Indigenous Peoples land rights documentation, and/or private sector engagement. These may include supporting IPLCs with territorial claims; technical activities, including mapping and registration of rights; private sector engagement on Do No Harm and FPIC (free, prior and informed consent); and GESI integration.

ILRG II will not work on nature-based crime/wildlife crime, nor focus on individual defenders, but rather work with organizations that have been targeted in order to address root causes as they relate to land and resource rights. It will seek to build upon existing partnerships and work through existing networks and resources. During early stages, ILRG II identified complementarity with a World Resources Institute (WRI) initiative, supported through USAID and the State Department, as well as partners in the land sector including the Tenure Facility and the International Land Coalition that are increasingly connected in this area. Through this activity, ILRG II aims to support partners that have the opportunity to leverage additional funds from other donors, for example the Tenure Facility. ILRG will also use this activity to help USAID contribute to the global dialogue around helping IPLC groups access more direct funding from USAID.

Management & Technical Approach

The ILRG II approach is expected to use a grants facility. ILRG II will likely rely on international backstopping from the ILRG II core team partner, Equitable Origin, as well as from specialized consultants, who will provide oversight and assistance to three to four organizations working on environmental defenders issues. The ILRG II core team will provide grant management backstopping, as well as technical support to local partners. The grantees will be required to use ILRG II’s communications and reporting tools to share their experiences and impacts.

ILRG II’s approach to environmental defenders is grounded in localization and is aligned with the emerging “Paths to Scale” initiative, which aims to deliver on global commitments to directly fund IPLCs. At the same time, ILRG II remains constrained by managing grants through a global program with limited ability to cost-effectively provide direct technical and administrative support to grantees (due to distance and lack of an ongoing local project presence). As a result, ILRG II grants are expected to be relatively large (e.g. \$100 - \$200k) and delivered to organizations that have an existing track record of handling funding at this scale.

ILRG II’s primary initial challenge will be to narrow the list of countries from which it will accept applications (with USAID agreement), as well as finding alignment with the priorities of other initiatives. These decision points will guide the criteria that are integrated into the grant program Request for Applications. ILRG II’s design of technical and administrative backstopping for the successful organizations will be developed during the pre-award stage, based on individual grantee needs, and using tested grant management and MERL tools. The approach will guide these three to four organizations cost-effectively through the onboarding process with grants expected to last 18 to 24 months. As ILRG II advances this first round of grants, it will seek clarity from USAID on the long-term trajectory for the environmental defenders work and align for a second round of grants or other support opportunities.

Key Steps	Dates
Grants program round I scope of work	January – February 2024
Agree upon focal countries for grants program with USAID	February 2024
Grants Manual (Approved)	March 2024
Release Request for Applications	April 2024
Evaluations, pre-assessment, selection and onboarding	May – July 2024
First round of grants awarded	August – September 2024
Coordination with WRI, Tenure Facility, RRI	Ongoing

6.0

Women's Empowerment in the Cocoa Sector and Partnerships for Shade Tree Establishment in Ghana and West Africa

Background & Objectives

USAID has partnered with ECOM Agroindustrial Ltd. (ECOM) and some of its associated chocolate brand clients since 2016, exploring a range of constraints to sustainable cocoa farming, including insecure land tenure, tree tenure insecurity, and gender inequality that limit women's participation, decision-making, and benefit-sharing. These partnerships have tested new models for farm management, as well as approaches to reduce deforestation, increase shade trees on farms, and establish resilient livelihoods, particularly for women. The partnership has further helped ECOM explore how its own policies and practices affect women's participation in the cocoa supply chain. Under this area of work, ILRG II anticipates carrying out women's empowerment, deforestation, and carbon removals activities through multiple potential sources of financing, including private sector investment. The scale, timing and selection of specific activities will be influenced by these tranches of financing, which will become clear over the course of the first half of 2024. In particular, deforestation and carbon removal activities are contingent on receiving additional internal and external funds (see detail below).

ILRG II will build upon a gender analysis and learnings from previous collaborations with ECOM across each of these areas of work (women's empowerment, deforestation reduction and carbon removals). USAID's previous partnership with ECOM on gender equality and women's empowerment achieved initial results in transforming the company's internal policies, practices, and capacity, and in shifting harmful gender norms in over 35 communities in two target districts. There is an opportunity to increase uptake and institutionalize these changes and integrate new approaches into ECOM's business across Ghana and in other cocoa sourcing origins, such as Côte d'Ivoire. Within the deforestation free cocoa work, USAID carried out a small payment for ecosystem services (PES) pilot designed to re-establish shade trees on cocoa farms. These two initiatives have spurred opportunities to both deepen the gender integration from ECOM into their business practices regionally and more strongly impact gender norms in cocoa communities; as well as dramatically increase the planting and adoption of shade trees on farms.

Based on these opportunities, ILRG II plans to implement a program with ECOM focused on deepening women's empowerment within ECOM's supply chain and establishing over 500,000 shade trees (of at least 900,000 planted) on farms with ECOM's support. Confirmed women's empowerment work (through initial agriculture funding) is expected to enhance ECOM's

uptake of gender-responsive practices, expanding household dialogues on harmful gender norms and Village Savings and Loans Associations (VSLA) for women in five new districts in Ghana, and potentially expanding this model to the neighboring cocoa sourcing origin Cote d'Ivoire.

The shade tree (carbon removal) establishment work is contingent upon the successful award of the internal USAID GEEA Incentive Fund, as well as the agreement by a private sector co-financing partner to pay the long-term incentives to farmers associated with a PES scheme. This shade tree work will also include specific activities focused on strengthening women's engagement in nursery development, community governance structures, as well as in control over PES investment decisions. The shade tree work would be focused on a somewhat smaller set of districts but cover more farmers directly than the confirmed women's empowerment activity. Shade tree work will exclusively focus on Ghana.

Management Approach

The management of this activity will be overseen by the ILRG II core team, with associated subcontracts in Ghana and Cote d'Ivoire. This activity is likely to be largely implemented by two to three large subcontracts issued from the US, particularly with ECOM. ILRG II is likely to mobilize a long-term in-country consultant to lead the monitoring and evaluation of agroforestry impacts, as well as a gender consultant to provide quality control and assistance. Initial consultants during the design phase will focus on intervention design and integration of activities. These will include GESI integration, as well as technical agroforestry and cocoa support.

Technical Approach

The start-up of this work is complicated by the uncertainty around the full funding envelope and timing. Support to ECOM to deepen its Ghana women's empowerment work and expand into Cote d'Ivoire is confirmed through initial agriculture-based funding from USAID/Washington. GEEA and private sector co-financing would allow for a deeper integration in Ghana, clear geographic focus and scaling and integration of deforestation and carbon removals activities. Given the timeline for the GEEA fund decision, ILRG II anticipates slowing down project design for the activity until the GEEA award is confirmed. The project design is focused on the assumption that the full funding will go ahead and will be scaled back in the event that the GEEA proposal is unsuccessful, or the private sector funding match does not come through.

The confirmed (not contingent on GEEA) women's empowerment work in Ghana with ECOM was designed to focus on:

1. Promote increased access to resources for women and shift harmful gender norms in five new districts of Ghana. These are expected to be implemented through:
 - a. Deploy ECOM's Good Social Practices (GSP) Manual, delivered by ECOM's women Field Officers.
 - b. Establish new VSLAs and increase women's participation in local farmer groups.
 - c. Increase women's land rights policies through engagement with government and traditional leaders.
2. Establish income diversification and resilience for women through:

- a. Seed capital grants and non-cocoa market linkages.

This work is expected to reach 5,000 farmers across five districts where ECOM works.

The subsequent opportunity of the GEEA proposal will be pursued in January 2024 through a competitive application process (results expected in March 2024) with a strong focus on entrepreneurship opportunities and green jobs, GBV prevention, gender norms change, shade tree expansion, and carbon removals. The GEEA work will focus strictly on Ghana, aiming to reach 50,000 men and women across 200 villages who will receive additional investment to establish a shade tree agroforestry system resulting in the planting of an estimated 900,000 seedlings whose care will be ensured with long-term incentive payments and tree tenure, as well as community governance support associated with alternative dispute resolution and community conservation commitments. This activity is anticipated to be co-financed by a private sector partner, whose commitments will be confirmed alongside the GEEA proposal. This proposed structure is expected to result in significant carbon removal via agroforestry over 10 years.

In Côte d'Ivoire, using confirmed funding (i.e. not contingent on GEEA), ILRG II will carry out a gender analysis followed by a process to adapt training materials developed with ECOM Ghana to the Ivorian context. Specifically, ILRG will help ECOM carry out a Gender Equity Index assessment for Cote d'Ivoire and develop a roadmap for GESI. These preparatory practices will then be rolled out in Cote d'Ivoire to:

1. Support and train ECOM staff, co-op management and local exporters' staff in GESI (recognizing that the production model is different from Ghana),
2. Shift harmful gender norms in cocoa communities to increase women's access to resources and benefit-sharing:
 - a. Conduct training-of-trainers on GSP Manual
 - b. Leverage the Cote d'Ivoire Land Partnership program to carry out advocacy for women's land rights; and
3. Establish income diversification and resilience through establishing VSLAs.

The January 2024 proposal will ground truth the associated costs, logistics, timeline, and scale, as well as expected carbon removals.

Key Steps	Dates
Initial gender equality and women's empowerment activities identified and negotiated with ECOM	December 2023
GEEA Incentive Fund Proposal	26 January 2024
Investment Criteria – Private Sector Partner	January 2024
GEEA Incentive Fund Results	March 2024
ECOM Implementation Assessment (integrate GEEA Assessment, if successful, and existing gender analysis)	April 2024
USAID Activity Scope of Work (full)	April 2024
Gender analysis in Cote d'Ivoire	May-July 2024
Preparation of GEEA Activities and integrate into GEEA	May – August 2024
Start implementation activities in Ghana and Cote d'Ivoire	August 2024

7.0

Zambia: Community-based Natural Resource Management

Background & Objectives

USAID, through ILRG and the predecessor project, Tenure and Global Climate Change (TGCC) Program, has carried out land and resource tenure strengthening interventions in Zambia since 2014 with a range of government, civil society, and customary leadership partners. These efforts have been grounded in participatory customary land documentation and administration and have been focused on achieving objectives related to GESI, peri-urban land use, agricultural development, biodiversity management and forest management. Activities have been grounded in building trust between state and customary institutions and increasing collaboration between ministries and departments through the use of community driven data collection. This work has been focused on supporting pilots with civil society and government institutions that could be rolled out nationally through networks and through approaches that actively inform and support national policy and legislative processes.

With the closure of ILRG's field operations in Zambia in June 2023, ILRG's core technical staff continued as consultants to backstop and support partner organizations and institutions on their adoption of USAID-developed tools and resources on land documentation, GESI and natural resource management. ILRG II presents the opportunity to take stock of ILRG and TGCC achievements and use the trust that has been developed over the past decade to deepen and sustain impacts, particularly as they relate to customary land documentation and integration of wildlife and forests in CBNRM.

The development of Mission field support for the Zambia mission to work with ILRG II will be carried out through a co-design process with the mission and stakeholders in Zambia, which is likely to occur through June 2024, with implementation running from July 2024 - July 2026. During this time, the existing ILRG II Zambia technical project team will support the design phase.

Management Approach

While dependent on the ultimate size and time frame associated with the expected Mission field support, it is likely that ILRG II will field a small office in Zambia with three to four technical staff and two administrative staff supporting the project implementation. It is expected that this Zambia team will backstop field implementation that is carried out by subcontractors, grantees, and government partners in priority USAID landscapes, particularly around securing customary land rights and inclusive governance and improving natural resource management. ILRG II's team will concurrently provide targeted national support to policy and legislative processes that will take advantage of lessons from these partners, as well as regional and international best practices.

Technical Approach

ILRG II's engagement from January to June 2024 will support the mission in narrowing the focus for the two-year partnership. It will use the first quarter of 2024 to develop a scope of work based on consultation and consensus with stakeholders and the USAID mission. ILRG II expects to focus on:

- Capacity strengthening and coordination for:
 - Traditional leaders on land and resource governance, particularly around:
 - Headpersons within Game Management Areas;
 - Customary leaders with land administration registers; and
 - Peri-urban land use planning.
 - Civil society networks around:
 - Women's land rights;
 - CBNRM; and
 - Wildlife economy (private sector / community).
- Coordination and use of land and governance data between:
 - State institutions associated with wildlife, forests, lands and local government, particularly as it relates to integrated, local and participatory land use planning;
 - Cooperating Partners and Government, particularly in the lands sector; and
 - Non-governmental organizations, Traditional Leaders and Communities.
- Legislative progress on:
 - Establishment of a Customary Land Administration Bill;
 - Implementation of the CBNRM Policy; and
 - Completion of the Wildlife Act, and 2-3 associated regulations.

The ILRG II consultations for co-design will focus around validating these priority areas, as well as identifying additional targeted support to help realize these benefits both with field-based activities that support existing USAID's priority landscapes and coordination activities that ensure lessons and tools are shared and used across the broader ecosystem of partners.

Key Steps	Dates
Internal and external consultations to define areas of focus	January and February 2024
Phase I review for Mission concurrence	February 2024
USAID Activity Scope of Work and Theory of Change	March 2024
Refine SOW	April 2024
USAID review and concurrence	May – June 2024
Recruitment, office establishment and implementation	July 2024 – July 2026

8.0

Emerging Activities

Background & Objectives

ILRG II provides analysis and ad hoc assistance to USAID's Land and Resource Governance Division on emerging opportunities for both short-term assessments and learning, as well as exploration of potential long-term Mission field support. ILRG II is thus prepared, through its core team and partners, to respond to USAID's requests in a rapid and cost-effective manner.

Management Approach

Weekly technical and management calls with USAID identify emerging opportunities and actionable requests that ILRG II will then prepare initial thoughts/scoping on. ILRG II will respond to specific country requests, provide support to USAID Washington on new technical areas and global thought leadership opportunities, as well as support preparations for prospective Mission field support activities from across USAID.

Technical Approach

Within the area of thought leadership, ILRG, with partner New America will support the LRG Division to re-establish **periodic meetings of USAID implementing partners** who work on land tenure issues. The first is expected in May 2024 around the World Bank Land Conference. Subsequent meetings will be developed and learned from these initial experiences. ILRG II aims to support bi-annual meetings for two years, at which point it will reassess meeting scope and objectives with USAID.

ILRG II submitted three proposals to the **World Bank Land Conference 2024**, which will take place in May 2024. Should these proposals (on gender, on reconciling customary/state relationships, and on land and local government ministry coordination) be accepted in early 2024, ILRG II will mobilize presenters and logistics for this meeting, alongside a scope of work and budget.

USAID Land and Resource Governance (LRG) division has developed a **Private Sector Engagement (PSE) Approach**, based on learnings from private sector partnerships under ILRG and other land-based programs. An initial activity under ILRG II will be to review this PSE Approach and provide feedback to LRG based on implementation experience, including identifying any potential test cases with emerging private sector partners under ILRG II work.

In addition, ILRG II may support the review and updating of the **USAID LRG Research Agenda** from 2020. This work is likely to take place in mid-2024 after the completion of the updated LRG Framework, currently supported under the Integrated Natural Resource Management (INRM) mechanism. The scope of work for this effort is likely to be collaborative in nature between the ILRG II and LRG teams (and potentially an outside consultant), including a review of what worked and what could be improved from the 2020 agenda.

ILRG II is also preparing for potential work related to **critical minerals**, in particular outlining the opportunities for ensuring that investments do not negatively impact land and resource

rights and that communities are fully engaged in FPIC, as well as in benefit sharing opportunities. ILRG II has an on-call set of consultants with deep expertise in the mining sector, including expertise on environmental, social and governance (ESG) impacts of large-scale mining, who will be matched with individuals who are aware of the USAID historical investments and approach to artisanal and small-scale mining (ASM), should this support ultimately be called upon.

ILRG II remains ready to support any other emerging area of work, be it on forest governance in Southeast Asia, compliance with the European Union Deforestation-free Commodity Regulations, private sector partnerships on gender and social inclusion.

Key Steps	Dates
Track opportunities for emerging activities in weekly calls, followed by low-cost, general preparation	Ongoing
Develop scopes of work, on demand, followed by implementation	As requested



PHOTO: Matt Sommerville

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.