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# INTEGRATED LAND AND RESOURCE GOVERNANCE TASK ORDER

## UNDER THE STRENGTHENING TENURE AND RESOURCE RIGHTS II (STARR II) IDIQ

I<sup>st</sup> ANNUAL PROGRESS REPORT  
JULY – SEPTEMBER 2018

Contract Number: 7200AA18D00003/7200AA18F00015  
COR: Sarah Lowery  
USAID Office of Land and Urban  
Contractor Name: Tetra Tech  
Authors: Melissa Hall and Matt Sommerville

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# LIST OF ACRONYMS

CO	Contracting Officer
COP	Chief of Party
COR	Contracting Officer's Representative
DCOP	Deputy Chief of Party
E3/LU	Land and Urban Office in the Bureau for Economic Growth, Education, and Environment
ECOM	Ecom Agroindustrial Corp
IDIQ	Indefinite Delivery/Indefinite Quantity
ILRG	Integrated Land and Resource Governance
INOVA	Feed the Future Agricultural Innovations
SPEED+	Supporting the Policy Environment for Economic Development
STARR II	Strengthening Tenure and Resource Rights II
TGCC	Tenure and Global Climate Change
TO	Task Order
USAID	United States Agency for International Development

## I.0 INTRODUCTION AND BACKGROUND

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

- To increase inclusive economic growth, resilience, and food security;
- To provide a foundation for sustainable natural resource management and biodiversity conservation;
- To promote good governance, conflict mitigation, and disaster mitigation and relief; and,
- To empower women and other vulnerable populations.

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

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

The ILRG contract has two mechanisms for providing support on land and natural resource governance. Under the term portion of the contract, the project implements technical assistance in Mozambique and Zambia, with the potential to also provide support in Mexico. Work in Mozambique initially focuses on policy engagement, work with customary institutions, dispute resolution, and support for communities to strengthen their land rights and be better prepared to make decisions around land use, while work in Zambia initially includes support to land policy, customary land administration and service delivery, and natural resource governance and tenure around protected areas. Under the completion portion of the contract, USAID missions, bureaus, and offices can support additional field support scopes of work in locations to be determined. Initial activities identified under this portion of the contract include support to a consultation to be held in Washington, DC on USAID's draft Indigenous Peoples Policy, as well as support to deforestation-free cocoa in Ghana through the creation of a sustainably financed farm rehabilitation and land tenure strengthening model.

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

## 2.0 EXECUTIVE SUMMARY

The ILRG TO was awarded to the Tetra Tech consortium on July 27, 2018; this report covers the period from July 27, 2018 to September 30, 2018. Activities in this period were largely focused on initial project start-up, discussions with USAID, and work planning.

In August, the ILRG team met with the E3/LU team in Washington, DC to hold initial discussions on the contract, activities in Mozambique and Zambia (work in Mexico is on hold pending internal USAID discussions), and opportunities under the completion portion of the budget. Additionally, the E3/LU team facilitated meetings with other USAID/Washington offices and bureaus to discuss potential collaboration with ILRG. In September, work planning continued with in-country meetings in Mozambique and Zambia, in which representatives from ILRG and E3/LU met with local stakeholders, including host country government, civil society organizations, and the private sector. In addition, the ILRG and E3/LU teams met with USAID mission staff in both countries to present activity options for going forward and solicit feedback on how well potential activities aligned with mission strategic priorities.

In Zambia, the only country in which it is currently anticipated that ILRG will have an office and full-time staff, the project also engaged several short-term consultants to assist with technical and administrative start-up. These consultants are expected to become full-time staff once the project is registered. Additionally, the Chief of Party (COP) mobilized to Zambia for the first two years of the project to allow more direct engagement and oversight of activities.

Two completion activities were launched in this period. The first is the organization of a consultation in Washington on USAID's draft Policy on Indigenous Peoples' Issues to be held in November 2018. The ILRG team worked closely with USAID to draft an agenda and identify a facilitator, and ILRG also began work on logistical components like sending invitations and organizing a venue and simultaneous interpretation services for the consultation workshop.

The second completion activity is the expansion of responsible investment pilot work originally implemented under the Tenure and Global Climate Change (TGCC) program. The activity under ILRG will work with private sector partners to address land tenure strengthening and sustainably financed farm rehabilitation in the cocoa sector in Ghana. Initial discussions were held amongst USAID, ILRG, and private sector partners Hershey's and Ecom Agroindustrial Corp (ECOM) to identify parameters for the next phase of the activity. The team also developed a draft concept note and began organization of a planning workshop to be held in Accra, Ghana in November 2018.

## 3.0 PROJECT ACTIVITIES

The ILRG TO was awarded to the Tetra Tech consortium on July 27, 2018; thus, this report covers the period from July 27 to September 30, following the USAID fiscal year.

Several different streams of activities were carried out during this period. Core project activities included initial contract and work planning discussions with USAID, along with administrative start-up tasks. Additionally on the term side of the contract, planning and start-up commenced for activities in Mozambique and Zambia. Planning also began for the two initial activities under the completion portion of the contract – support to the consultation on USAID’s draft Policy on Indigenous Peoples’ Issues and continuation of the responsible investment pilot work on deforestation, cocoa rehabilitation, and tenure in Ghana, originally implemented under the TGCC program.

Note that this section focuses on achievements in this period but does not address the extent to which objectives and targets have been achieved, since those objectives and targets are established in the project’s first Annual Work Plan and Monitoring, Evaluation, and Learning Plan, which are not required to be submitted until October 25, 2018 (after this report is due).

### 3.1 CORE PROJECT MANAGEMENT

The post-award meeting with the USAID Contracting Officer (CO) and Contracting Officer’s Representative (COR) was held on July 31, 2018 to clarify any contractual questions and ensure that the interpretation of the contract was shared by both USAID and the ILRG team.

In late August, the ILRG team met with USAID in Washington, DC to kick off the project’s first annual work planning. The first day included meetings between the ILRG and E3/LU teams, covering the ILRG team and partners; an overview of planned activities in Mozambique and Zambia; potential opportunities under the completion portion of the contract; general contract management questions; and monitoring, evaluation, and learning. On the second day, meetings were held to discuss opportunities for collaboration with USAID’s Center of Excellence on Democracy, Human Rights, and Governance; Gender Equality and Women’s Empowerment Office; Bureau for Food Security; Sustainable Landscapes team; and Power Africa.

In-country work planning discussions in Mozambique and Zambia will be discussed below in Section 3.2.

While initial contract discussions were being conducted with USAID, ILRG carried out key administrative start-up tasks, including contracting project staff; getting overall subcontracts in place with project partners; and planning for completion of project deliverables due within the contract’s first 90 days.

### 3.2 TERM ACTIVITIES

The term portion of the ILRG contract includes in-country activities in Mexico, Mozambique, and Zambia. Activities in Mexico are currently on hold, pending discussions between E3/LU and USAID/Mexico; planning for activities in Mozambique and Zambia is underway.

#### 3.2.1 MOZAMBIQUE

The USAID COR and the ILRG COP and Deputy Chief of Party (DCOP) traveled to Maputo the week of September 9 for initial in-country meetings, organized by subcontractor Terra Firma. The group met with USAID/Mozambique to discuss mission priorities with regards to technical and geographic focus.

The team discussed activity coordination and collaboration with the USAID-funded Supporting the Policy Environment for Economic Development (SPEED+) and Feed the Future Agricultural Innovations (INOVA) projects. Additionally, the team met with representatives from potential private sector partners Illovo and Portucel, to discuss opportunities for collaboration; and with several local non-profits, to learn about what they view as key land and resource governance issues to be addressed in Mozambique.

Based on these conversations, the COR and the ILRG team presented the USAID/Mozambique Mission Director with a range of possible activity options to garner her feedback on which options most closely aligned with mission strategic priorities.

### **3.2.2 ZAMBIA**

In August 2018, the COP and his family were approved to mobilize to Zambia for the first two years of the ILRG project. Though this was not envisioned in the TO proposal, ILRG and USAID agreed that the work in Zambia would benefit from more direct engagement and oversight from the COP, as it is the only country in which ILRG is currently anticipated to have a field office and long-term staff. Having the COP based in Zambia will also facilitate easier travel to Mozambique and Ghana. Mobilization occurred in late August.

In September, ILRG also engaged three local consultants (all of whom are expected to become long-term employees once the project is fully registered in-country) to assist with both technical and administrative aspects of start-up. One consultant began a review of the status of customary land certificates developed in Chipata and Petauke Districts under TGCC; another began an initial review of existing weaknesses in survey and land administration-related laws to identify how these might act as constraints to systematic land documentation.

During the week of September 16, the COP, DCOP, the anticipated long-term Country Coordinator, the Alternate COR, and the E3/LU Communications and Learning Manager held initial work planning meetings in Lusaka. The group met with USAID/Zambia and other donors, including the European Union and World Bank; government entities, such as the National Land Titling Center, the Ministry of Lands, and the Ministry of Local Governance; and other stakeholders. A group meeting was held with representatives from local civil society groups to learn what land and natural resource issues they see and how they are working to address them. These types of meetings continued with civil society organizations and other donor-funded projects around Lusaka over the following weeks to inform the program work plan.

## **3.3 COMPLETION ACTIVITIES**

### **3.3.1 INDIGENOUS PEOPLES POLICY CONSULTATION**

One of the first activities identified under the completion portion of the contract is to organize a consultation in Washington, DC on USAID's draft Policy on Indigenous Peoples' Issues, to be held in November 2018. ILRG held extensive discussions with USAID's Center of Excellence on Democracy, Human Rights, and Governance (the convener of the event) to clarify initial thoughts around the event's agenda, invitees, and other logistics. The ILRG team developed an overall budget for the activity, sent invitations based on a participant list provided by USAID, drafted an initial agenda, and worked to identify a facilitator, an appropriate venue, and a firm to provide translation and interpretation services. The ILRG Task Manager for the activity also met with USAID to review the draft policy in detail and discuss comments and questions that are likely to arise during the event.

### 3.3.2 SUPPORTING DEFORESTATION-FREE COCOA AND RESPONSIBLE INVESTMENT IN GHANA

Under TGCC, USAID supported a pilot activity that leveraged private sector funding, expertise, and collaboration from Hershey's and ECOM to address land and tree tenure constraints that inhibit cocoa productivity and contribute to deforestation around smallholder cocoa farming in Ghana. An interest in continued collaboration between USAID, Hershey's, and ECOM to leverage and build on the lessons learned and successes of this previous work led to the identification of a continued partnership in Ghana as one of ILRG's initial completion activities. The proposed responsible investment partnership is aimed at creating a sustainably financed farm rehabilitation and land tenure strengthening model for the Ghanaian cocoa sector that can be scaled up across the cocoa landscape.

In this period, work on this activity centered around initial discussions between USAID, ILRG, Hershey's, and ECOM; development of a draft concept note outlining objectives, roles and responsibilities, and timeline; and initial organization of a planning workshop to be held in Accra, Ghana in November 2018. An overall scope of work and budget for the initial "creation" phase (October to December 2018) were developed and submitted to USAID in late September.

## **4.0 PROJECT-SPECIFIC PERFORMANCE INDICATORS**

The final Monitoring, Evaluation, and Learning Plan is due 90 days after award, on October 25, 2018, and has not yet been submitted. As activities in this period focused on initial start-up discussions and actions which were not responsive to any of the project's proposed performance indicators, there is no data to report.

## **ANNEX I: SUCCESS STORY**

As this period was focused on initial start-up discussions and activities, there are no success stories to report.

# ANNEX 2: PROJECT BRIEF



## INTEGRATED LAND AND RESOURCE GOVERNANCE (ILRG)

An estimated 70 percent of land in developing countries is not documented, which means people in both rural and urban areas lack secure land rights, cannot make informed socioeconomic decisions or long-term, sustainable investments in land, and are more vulnerable in the case of conflict or natural disaster. A lack of secure land and resource rights is a limiting factor in conflict prevention and mitigation, countering violent extremism, inclusive economic growth, and agricultural productivity and food security.

USAID's Integrated Land and Resource Governance (ILRG) program – managed by the E3/Land and Urban Office – seeks to address this constraint through four inter-related areas of intervention:

- Supporting the development of inclusive land and property rights laws and policies;
- Assisting law and policy implementation, including clarifying, documenting, registering, and administering rights to land and resources;
- Increasing the capacity of local institutions to administer and secure equitable land and resource governance; and
- Facilitating responsible land-based investment that creates optimized outcomes for communities and investors.

Through these components, ILRG can provide both short- and long-term assistance, including assessments, legal and policy support, private sector engagement, institutional capacity building, pilot projects, and full-fledged field implementation. ILRG was designed as a flexible, responsive field support mechanism under the Strengthening Tenure and Resource Rights (STARR) II IDIQ. The ILRG program gives USAID operating units and missions around the world an opportunity to request support for a wide array of services to improve land and resource governance, strengthen property rights, and build resilient livelihoods as the foundation for strong economic growth, stability, resilience, and self-reliance. ILRG's services can be used to support a number of US government strategic foreign assistance initiatives and earmarks, including: democracy and rule of law; gender equality and women's empowerment; Feed the Future; conflict mitigation and management; economic growth; biodiversity and natural resource management; and global climate change.

### PROGRAM INFORMATION

ILRG's initial engagements are focused in three countries: Ghana, Mozambique, and Zambia. In Ghana, the project is collaborating with the private sector to create a sustainably financed farm rehabilitation and land tenure strengthening model to increase cocoa productivity and reduce deforestation around smallholder cocoa farms. In Mozambique, the project is focusing on policy engagement, work with customary authorities, dispute resolution, and support to communities and individuals to strengthen their tenure and make decisions around land use, including agreements with the private sector. In Zambia, the project will support the land policy process, customary land administration and service delivery, capacity-building for civil society and government, and natural resource governance and tenure around protected areas to improve wildlife management.

ILRG launched in July 2018 and runs through July 2021, with option years extending to July 2023. The ILRG consortium includes six partners with strong, complementary capabilities in land and natural resource tenure and governance: Tetra Tech ARD (prime contractor); Columbia University; Land Alliance; Landesa; Terra Firma; and InnoLA Solutions. The program will also work with local partners in the countries in which it operates through a \$2.5 million grants under contract component.

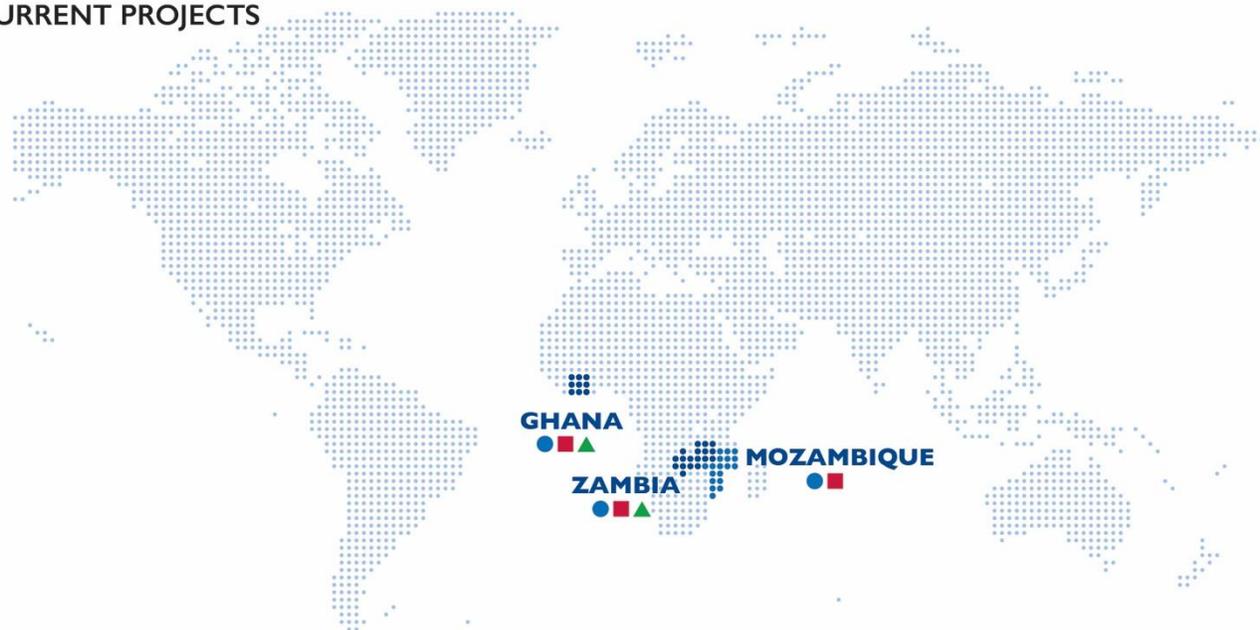
**Ceiling:** \$25 million  
**Period of Performance:** July 2018 – July 2021 (plus 2 option years to July 2023)  
**Available for Mission Buy-in:** Yes  
**Competitive Procurement Required for New Activities:** No

## ILRG TECHNICAL ASSISTANCE

ASSESSMENT & TENURE INTEGRATION SUPPORT	CLIMATE CHANGE ADAPTATION	FISHERIES	FOREST-BENEFIT SHARING
MANGROVE MANAGEMENT	MOBILE APPLICATIONS TO SECURE TENURE (MAST)	MULTI-STAKEHOLDER DIALOGUE	PARTICIPATORY MAPPING
POLICY BEST PRACTICES	PRIVATE SECTOR ENGAGEMENT	REDUCING DEFORESTATION	WILDLIFE PROTECTION

● TECHNOLOGY & INNOVATION   
 ■ POLICY & GOVERNANCE   
 ▲ RESOURCE MANAGEMENT

## CURRENT PROJECTS



## CONTACT

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 Tetra Tech ARD

## **ANNEX 3: LIST OF MEDIA**

No media items relevant to the project were published or produced in this period.

## ANNEX 4: PROJECT STAFF

**TABLE I. PROJECT STAFF**

NAME	ORGANIZATION	TITLE	EMAIL
Cristina Alvarez	Tetra Tech	Home Office Project Manager	cristina.alvarez@tetrattech.com
Jen Duncan	Landesa	Gender Advisor	jend@landesa.org
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Sandy Trowbridge	Tetra Tech	Home Office Deputy Project Manager	sandy.trowbridge@tetrattech.com

## **ANNEX 5: DATA**

No data was produced by the project in this period.

## ANNEX 6: LOE SUMMARY

**TABLE 2. TERM LOE EXPENDED TO DATE**

LABOR CATEGORY	BASE PERIOD LOE	LOE EXPENDED THIS YEAR	LOE EXPENDED TO DATE	LOE REMAINING FOR BASE PERIOD
Long-Term US/TCN Professionals	0.00	0.00	0.00	0.00
HQ Technical/Administrative Staff	1,630.50	59.56	59.56	1,570.94
Long-Term CCN Professionals	2,188.00	0.00	0.00	2,188.00
Long-Term CCN Support	2,183.00	0.00	0.00	2,183.00
Consultants	1,418.00	0.00	0.00	1,418.00

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