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Second Annual Work Plan (October 2024 - September 2025)

INTEGRATED LAND & RESOURCE GOVERNANCE II (ILRG II) TASK ORDER

September 2024

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

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List of Acronyms

AAR	After-Action Review
ADS	Automated Directives System
CBNRM	Community Based Natural Resource Management
CBO	Community Based Organization
CDLA	Chipata District Land Alliance
COP	Chief of Party
COR	Contracting Officer's Representative
DCOP	Deputy Chief of Party
DTL	District Traditional Leadership
ECOM	Ecom Agroindustrial Corp.
EITI	Extractive Industry Transparency Initiative
FSC-IF	Forest Stewardship Council Indigenous Foundation
FZS	Frankfurt Zoological Society
GBV	Gender-Based Violence
GEEA	Gender Equity and Equality Action
GECCA	Gender Equality and Cocoa Climate Action
GESI	Gender Equality and Social Inclusion
GEWE	Gender Equality and Women's Empowerment
GLA	Global Land Alliance
GMA	Game Management Area
GMP	General Management Plan
ID	Inclusive Development
iDARE	Identify, Design, Apply/Assess, Record, Expand
IDP	Integrated Development Plan
ILAW	Improving Land Access for Women
ILRG II	Integrated Land and Resource Governance II
IP	Indigenous Peoples

IPARD	Indigenous Peoples Alliance for Rights and Development
LAP	Local Area Plan
LRG	Land and Resource Governance
MAST	Mapping Approaches to Securing Tenure
MEL	Monitoring, Evaluation and Learning
MERL	Monitoring, Evaluation, Research and Learning
NGO	Non-Governmental Organization
NRM	Natural Resource Management
PDD	Project Development Documents
PES	Payment for Ecosystem Services
PPA	Public-Private Alliance for Responsible Minerals Trade
RFA	Request for Application
SLOA	Sustainable Landscape Opportunity Analysis
TNC	The Nature Conservancy
USAID	United States Agency for International Development
VAG	Village Action Group
VLUP	Village Land Use Planning
VSLA	Village Savings and Loans Association
WCP	Wildlife Crime Prevention
WLR	Women's Land Rights
ZCLAS	Zambia Customary Land Administration System
ZCRBA	Zambia Community Resources Board Association

1.0 Introduction

The Integrated Land and Resource Governance II (ILRG II) Task Order supports the United States Agency for International Development (USAID) Land and Resource Governance Division in the Center for Natural Environment in the Bureau of Resilience, Environment and Food Security. The project develops, implements, assesses and evaluates interventions that secure land tenure and resource rights and strengthen governance systems.

ILRG II identifies and addresses barriers to secure land and resource governance, supporting a range of development objectives such as combating climate change, promoting food security, conserving biodiversity, advancing gender equality and social inclusion, engaging the private sector, preventing conflict, supporting sustainable urbanization, and enabling localization.

The project provides technical assistance to strengthen and secure land tenure and resource rights for women, men, Indigenous Peoples, local communities, youth, persons with disabilities, and other marginalized groups in USAID-presence countries. Additionally, ILRG II enhances the capacity of stakeholders to advocate for their rights and improves the systems responsible for implementing these rights.

ILRG II also supports rigorous research and analysis to better understand effective strategies for achieving these goals and the connections between land and resource governance and other development outcomes. Through this work, USAID fosters equitable and resilient societies where land and resource governance rights are respected and leveraged for inclusive, broad-based growth.

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 requires a flexible and responsive approach to program implementation, building on lessons learned from previous land and resource governance programs. This approach adapts to unanticipated events, such as changes in government priorities, shifts in partners, staffing changes, or external shocks. An adaptive implementation and management strategy integrates lessons from both past and ongoing activities, allowing for continuous iteration and adjustment to improve outcomes for local communities and partners.

This Year 2 Work Plan, covering October 2024 – September 2025, includes the following activities:

- Deepening community-based natural resource management (CBNRM) activities and inclusive land, wildlife and forest policy frameworks in Zambia, initiated under ILRG.
- Supporting the USAID Inclusive Development (ID) Hub's Indigenous People's (IP) portfolio.
- Advancing Gender Equality and Women's Empowerment (GEWE) in the cocoa value chain in Côte d'Ivoire.
- Implementing Gender Equality and Cocoa Climate Action (GECCA) activities in Ghana to empower women, promote climate adaptation, and generate carbon credits.
- Managing the Environmental Defenders grant program to support areas where risks to defenders overlap with land and resource rights issues.
- Supporting Green Cities/Adaptation activities in Malawi, focusing on green planning and gender equality and social inclusion (GESI) responsive land pooling to strengthen climate resilience.
- Conducting ad hoc research and learning tasks to support USAID Washington's thought leadership and evidence generation on land tenure and natural resource governance.
- 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 Zambia

Context & Background

Zambia is perceived as having abundant and fertile land and low population pressures, creating limited incentives to proactively manage land use through the development or enforcement of regulations around protected areas, agricultural expansion or peri-urban development. However, Zambia's forests, buffer zones, and hunting areas around national parks are increasingly threatened by human activities like deforestation, poaching, and illegal logging. An effective regulatory framework for land and natural resource use is essential, but the roles and mandates of customary leaders, the Department of National Parks and Wildlife, and the Forestry Department are often unclear and overlapping. Community-based management structures also struggle due to limited capacity and resources. Improved leadership, coordination, and collaboration among communities, leaders, and state institutions are crucial for inclusive, sustainable land and resource management.

ILRG II work in Zambia builds on the momentum of USAID engagement on customary land tenure issues in the country since 2014, which initially worked with district-level civil society to support chiefs and rural communities in customary land documentation and agroforestry extension. This work evolved into a broader engagement that included advancing inclusive activities related to wildlife and natural resource tenure and the use of customary land documentation for district planning purposes, as well as support for the National Land Policy. In Year 1, ILRG II provided technical support and tools to partners for strengthening the capacities of government and communities to manage natural resources. In Years 2-3, the project will continue to engage with the government to advance inclusive land, wildlife and forest policy frameworks, and expand technical support and collaboration with non-governmental organizations (NGOs) and customary leaders on strengthening community resource management.

This activity is led by the ILRG II Zambia Country Coordinator, with the support of the GIS and Database Specialist, Wildlife Specialist, Finance and Administration Specialist, and Zambia Technical Advisor. The ILRG II office in Zambia has been staffed and operational since April 2024. Activities in Years 2-3 will be implemented with a combination of Zambia Mission buy-in and Washington funding.

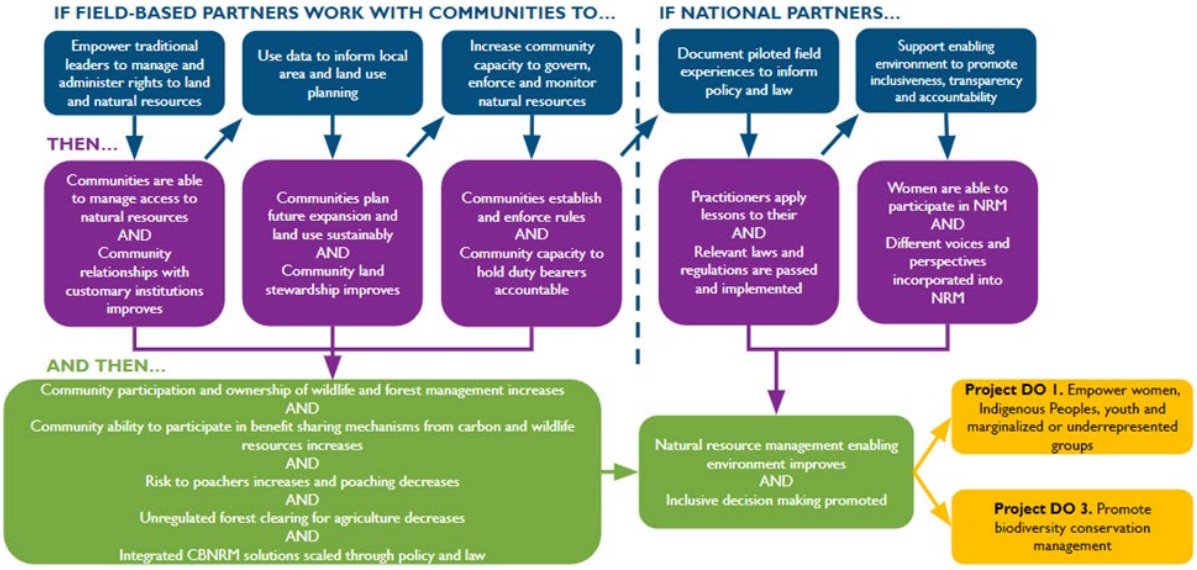
Year 2 Detailed Activities

Late in Year 1, ILRG II consultations with the USAID Mission focused on validating key priorities and identifying targeted support to enhance the project's activities in Zambia. These discussions led to the development of three core components aimed at addressing critical aspects of land and natural resource governance: strengthening national coordination and advocacy, increasing transparency and inclusion in natural resource management, and empowering communities to sustainably manage wildlife, forest, and land resources.

With a small team and budget, ILRG II will leverage its technical expertise to focus on niche areas for policy engagement and support field implementation by subcontractors, grantees, and government partners in USAID's priority landscapes, the Kafue and North Luangwa ecosystems. The team will provide targeted support to partners to demonstrate best practices, incorporating field experience into national policy development and aligning with regional and international standards. Additionally, ILRG II will facilitate collaboration among partners to scale up effective land and natural resource management approaches, strengthen coordination among government ministries, improve relationships between customary and state stakeholders, and amplify community voices with a focus on gender equality and social inclusion.

ILRG II's Zambia theory of change is found below:

FIGURE 1. ILRG II ZAMBIA THEORY OF CHANGE



Advance National Policy, Regulations and Advocacy in Land and Natural Resource Management

This component aims to strengthen collaboration among government institutions, customary leaders, and civil society to develop a cohesive approach to land and natural resource management in Zambia. ILRG II will facilitate multi-stakeholder consultations, creating spaces for dialogue and collaboration to ensure that community voices are heard and integrated into national policy discussions.

Over the next 24 months, ILRG II will support the development and implementation of key natural resource management (NRM) related laws and policies, including the CBNRM Policy, Wildlife Act, and Forestry Policy. This will involve GESI-sensitive legal analyses, consultations, and public engagement, all aimed at fostering a collaborative environment for sustainable land and resource governance in Zambia.

Additionally, ILRG II will strengthen land policy and regulatory frameworks by supporting dialogue and consultation between state and traditional leaders on the Land Act review and the integration of Customary Land Documentation Standards. The project will facilitate stakeholder

buy-in for the implementation of the Zambia Customary Land Administration System (ZCLAS), ensuring that all relevant parties are aligned and engaged in these critical processes (Washington-funded activity).

To further catalyze coordination and learning within the land sector, ILRG II will contribute to meetings of cooperating partners and produce a bi-monthly newsletter focused on land and resource governance, ensuring continuous communication and knowledge sharing among stakeholders.

Increase Transparency, Coordination, Accountability and Inclusion in NRM

ILRG II will work to enhance transparency, coordination, and accountability in land and NRM by strengthening the capacity of community-based organizations (CBOs) to collaborate effectively with the government, private sector, and NGOs. This component focuses on building institutional capacity for coordinated stakeholder partnerships in CBNRM and supporting national-level learning events that bring together key actors to share insights and best practices. ILRG II will support the assessment of the CBNRM Association to strengthen transparency and accountability of the institution to effectively coordinate the community voice and role in natural resource management. The support aims to build a stronger platform for local, regional and national level CBNRM coordination.

Further, ILRG II will support regional level coordination platforms to establish mechanisms for increased CBNRM collaboration at landscape level for sharing CBNRM related lessons from implementation, discuss policy and legal issues, regional priorities, landscape challenges, projects and funding opportunities.

USAID Zambia and government officials attend the launch of the CBNRM Policy in Y1, supported by ILRG II. Credit: ILRG II.

A key focus of this component is the empowerment and inclusion of women in NRM. ILRG II will support traditional leaders, particularly chiefs, to address social norms and champion women's participation in land management and CBNRM. Additionally, the project will facilitate collaboration between NGOs and the government to empower women on the frontlines of law enforcement in the NRM sector. To further these goals, ILRG II will organize an NRM gender equality symposium, providing technical support to NGO and CBO partners to promote the inclusion of women in land and conservation efforts. Through these activities, ILRG II aims to foster a more inclusive and equitable approach to NRM in Zambia.

Strengthen Community-based Wildlife, Forest, and Land Management

ILRG II will focus on enhancing the capacity of customary governance structures and leadership to effectively plan and manage land and natural resources in customary areas. This component will involve adapting the District Traditional Leadership (DTL) course to develop a new Chief

Induction Curriculum, with one orientation training planned for 30 chiefs by late Year 2 or early Year 3. Additionally, in Year 3, ILRG II will support the development of a leadership and resource governance curriculum for headpersons.

The project will further strengthen community governance and capacity-building efforts by adapting and developing NRM materials for lower-level CBNRM organizations, such as the CRBs and Village Action Groups (VAGs), and the CFMGs and User Groups in the wildlife and forestry sectors.

ILRG II will also deploy customary land secretariats to manage and update land rights data through ZCLAS, with a strong focus on ensuring that women, youth, and marginalized groups have equal access to land registration and documentation processes. The project will build the capacity of chiefdoms to implement ZCLAS in a GESI-responsive manner, ensuring constructive and inclusive interaction with government and communities on land issues. This activity will include updating the ZCLAS offline data collection module, developing additional inclusive methodology tools and resources, testing administration tools with existing chiefdoms, and supporting new private sector and civil society partners in using these tools in ways that advance equitable land rights for all community members (Washington-funded).

To further strengthen data use and planning in land and resource management, ILRG II will pilot inclusive, and community led Village Land Use Planning (VLUP) processes that integrate GESI at every stage. ILRG II will implement VLUP processes in Nkala and Lunga Lusuwishi Game Management Areas (GMAs) in the Kafue Landscape, covering three of five chiefdoms, and in the Mukungule and Munyamazi GMAs, covering two of four chiefdoms (specifically, Mukungule and Nabwalya) These areas cover approximately 500,000 hectares and include up to 1,700 settlements and hamlets. Considering the ongoing heavy influx of migrants and land use expansion into GMAs, the VLUP processes will facilitate the interactions between the community and local government to coordinate development planning to mitigate encroachment into GMAs and national forest reserves. ILRG II will demonstrate the benefits of bottom-up data collection and participatory methodologies to empower chiefs to improve community governance of natural resources and facilitate the advancement of integrated development planning for wildlife and forestry. ILRG II will work in close collaboration with the Department of National Parks and Wildlife, the Department of Forestry and the District Council to use the VLUP data to feed into the General Management Plans (GMPs), District Forestry Management Plans and Integrated Development Plans (IDPs)/Local Area Plans (LAPs) in two chiefdoms in the Kafue landscape and one in the North Luangwa landscape.

Traditional leaders attend launch of the VLUP process in Musungwa and Shezongo chiefdoms in Y1. Credit: ILRG II.

The support will build on the traditional leadership and governance course by providing planning tools to traditional

leaders for community level decision making over natural resources and to sustainably manage land use change. ILRG II will provide technical support to partners including , Frankfurt Zoological Society (FZS), - Maliasili, - The Nature Conservancy (TNC), Wildlife Crime Prevention (WCP), a new Women's Land and Resource Rights (WLR) Platform, and Zambia Community Resources Board Association (ZCRBA) to scale up these efforts and ensure that women, youth, and marginalized groups are involved in the planning processes. Additionally, VLUP will be piloted in connection with the ZCLAS in the North Luangwa landscape, in collaboration with FZS, ensuring that VLUP informs land use and administration in at least two chiefdoms.

Through these activities, ILRG II aims to ensure that customary leadership and communities are equipped with the tools, training, and governance structures necessary to sustainably manage their land and natural resources, leading to more coordinated and effective land use planning across the Kafue and North Luangwa landscapes.

TABLE 1. ZAMBIA Y2 KEY ACTIVITIES AND OUTCOMES

Approx	Activity	Key Outputs	Outcomes
1. Advance National Policy, Regulations and Advocacy			
Q1-4	1. NRM policy and regulatory framework implementation: a. Community stakeholders participate in the Wildlife Act and Forestry Policy review consultation processes.	Ministry of Tourism dialogue with traditional leaders and community on Wildlife Act review priorities held. Chiefs and community priorities incorporated in the Wildlife Act and Forest policy dialogue.	Inclusive policies advanced that respond to various needs of all stakeholders.
Q1-4 Q1-2	2. Lands policy and regulatory framework implementation: a. State/traditional leaders' dialogue/consultation on Land Act review/Customary Land Documentation Standards integration. b. Stakeholder buy-in/implementation of ZCLAS (Medeem, Geomast). c. Catalyze coordination and learning: i. Contribute to land sector cooperating partners meeting. ii. Bi-monthly land and resource	Ministry of Lands and House of Chiefs agree on roadmap for advancing customary land dialogue. Customary land bill issues and options analysis completed. Partner MoUs allowed for chiefdom participation in ZCLAS and fed experiences into national policy dialogue.	Government, cooperating partners, customary leaders and CSOs developed a common vision for advancing state and customary land governance. Mirror of ZCLAS integrated into the national NSDI and geographic framework.
2. Increase Transparency, Coordination, and Inclusion			
	1. Community capacity to collaborate with government, private sector and NGOs:	Community voice coordinated.	Improved community governance coordination to promote transparency and accountability in CBNRM implementation.
Q1-4 Q1-4 Q4	a. Support institutional capacity for a coordinated stakeholder artnership in CBNRM (ZCRBA/ Maliasili). b. Support CBNRM landscape stakeholder forum. c. Facilitate Annual CBNRM learning event.	Effectively engaged stakeholders to advance community interests. Strategy on partnership and accountability at all levels of community institutional governance developed, agreed to and implemented. Experience sharing from regional and community level harmonized practices and encouraged buy-in of stakeholders.	Improved relationship between communities and state on customary land administration and natural resource management.

Approx. Timing	Activity	Key Outputs	Outcomes
Q1-4 Q1	2. NRM Empowerment and Inclusion of Women: a. Chiefs address social norms and champion women's participation in land and natural resource governance (WLR Platform organisation). b. NGOs/Government collaborate to empower frontline women in law enforcement (WCP). c. Hold NRM gender equality symposium and provide technical support on women's inclusion to NGO and CBO land and conservation partners.	inclusive approaches created an enabling environment for women's participation in land and natural resource management. Chiefs' campaign on women's land and resource rights shifted social norms and increased women's participation. Frontline women in NRM law enforcement acquired skills to navigate social norms (WCP). Community of practice on gender in NRM established to share learning and increase adoption of gender inclusive practices by	Supportive and inclusive work environments in land and NRM improved resource governance efforts. Shifts in social/gender norms encouraged women, youth participation.
3. Strengthen Integrated Wildlife, Forest, and Land Management			
Q1-4 Q1-8	1. Customary Governance and Leadership Capacity Building: a. Adapt the DTL course for the development of the new Chiefs Induction Curriculum and orient 30 chiefs. b. Develop headperson leadership and resource governance curriculum and deploy in two chiefdoms in Year 3 (Musungwa and Chikwa).	Trained traditional leaders demonstrated positive action on land and natural resource management. Adapted DTL Curriculum used to orient chiefs on leadership and resource governance. Practical headpersons leadership and resource governance curriculum developed and used by stakeholders for training in the landscapes.	Measurable improvement in knowledge and understanding of traditional leaders led to better practice in the management of land and natural resources.
Q1-4	2. Community governance and capacity building to manage land and natural resources: a. Facilitate Community Resources Board and Community Forest Management Group stakeholder coordination and data management in CBNRM implementation (TNC/FZS).	Tools used by stakeholders to build transparency and accountability in community institutions. Mechanism for stakeholders coordination facilitated.	Community stakeholders adopted integrated resource management approaches and coordinated and collaborated on practices for improved resource governance.

Approx. Timing	Activity	Key Outputs	Outcomes
Q2-3	b. Adapt and develop resource governance materials for CBNRM lower level organs in wildlife and forestry (VAGs, CRBs and CFMGs).	Stakeholders used tools and data to coordinate resource management in the landscapes. Integrated governance tools developed and used by NGOs for capacity building of community structures on governance.	
Q1-4	3. Deploy customary land secretariat to manage/update land rights data through ZCLAS: a. Build the capacity of chiefdoms to interact constructively with government on land in a GESI-responsive manner (CDLA). b. Update ZCLAS offline data collection module. c. Test administration tools with existing chiefdoms. d. Backstop new private sector and civil society partners who may wish to use the tools.	ZCLAS implemented in three chiefdoms and used to resolve land conflicts (CDLA).	Spatial data and coordination structures facilitated conflict resolution among stakeholders.
Q1-4	4. Pilot decentralized Village Land Use Planning linked to: a. GMA-GMP and IDP/LAP processes within the Eastern Kafue system (TNC). b. ZCLAS Chiefdom Land Administration processes (FZS).	Traditional leaders engaged and led stakeholders in land use and resource management planning. VLUP methodology (social and data) finalized and used to scale up to four chiefdoms in the Kafue and Luangwa landscapes. VLUP data used to inform other planning processes in the GMAs: • GMP process in two GMA and IDP/LAP process in two districts. • Land administration (Musalangu).	State and customary institutions built formal mechanisms for interaction to improve planning and developed plans based on common data for the management of land and natural resources.

3.0 Inclusive Development Hub

Context & Background

USAID's ID Hub envisions a world without barriers, where all people—no matter their background, identity, age, or social status—shape their own development and that of their countries and societies. The ID Hub works to protect the rights, safety, well-being, and inclusion of underrepresented and marginalized groups. ILRG II engagement with the ID Hub supports USAID programming with IPs related to land and natural resource governance.

Year 2 Detailed Activities

Anticipated ID Hub activities implemented by ILRG II include an Indigenous Peoples Alliance for Rights and Development (IPARD) mid-term evaluation, a grant to Forest Stewardship Council Indigenous Foundation (FSC-IF), and co-creation of a framework and project design for financing forest restoration on Indigenous lands in Brazil. ILRG II is prepared to implement additional ID Hub activities, such as a Pacific Island IP platform, as needs emerge.

IPARD Evaluation

In contract Year 1, ILRG II initiated a mid-term performance evaluation of IPARD to inform future USAID engagements with IP groups. IPARD is implemented by FSC-IF and was created through a public-private partnership between USAID and FSC. The project convenes multi-sector partners to secure IP rights, strengthen their capacity and catalyze economic self-development. The evaluation was led by a Tetra Tech Senior Associate in Environment and Natural Resources, with the support of two Indigenous advisors. The approach was highly participatory and served as a methodological example for participatory and inclusive evaluations. In Q1 of Year 2, ILRG II will deliver a final presentation to USAID on the findings and recommendations arising from the evaluation, finalize the evaluation report, and conclude the activity.

Indigenous community members participate in focus group discussion during IPARD evaluation during Y1 of ILRG II. Credit: ILRG II.

FSC Indigenous Foundation Grant: One Young World Conference

ILRG II began collaborating with FSC-IF in contract Year 1, awarding a grant with anticipated funding from the ID Hub following approval by the Contracting Officer's Representative (COR) on June 5, 2024. The grant supports the participation of global Indigenous youth in the 2024 One Young World Summit, which will convene youth leaders from around the world in Montreal, Canada in September 2024. The FSC-IF grant activity is managed by the ILRG II Deputy Chief of Party (DCOP).

In preparation for the summit, FSC-IF is providing virtual networking, mentoring, capacity development, and logistical support to Indigenous youth. FSC-IF staff will accompany the cohort of 15 Indigenous youth leaders to the summit to facilitate logistical and cross-cultural support including simultaneous language interpretation, and to encourage dialogue and exchange among participants.

The grant activity is expected to continue into Year 2 Q1 of ILRG II. Building upon momentum from the summit, FSC-IF will continue engaging with the Indigenous youth leaders upon their return to their communities, through the establishment of an Indigenous Youth Network Community of Practice designed to promote access to resources, guidance, and collaborations with other youth and strategic actors as they continue to advocate for their rights and contribute to the improvement of their communities and territories. ILRG II will continue providing administrative and capacity development support to FSC-IF through the end of this grant activity. The grant activity is expected to conclude in December 2024.

TABLE 2. FSC-IF GRANT Y2 KEY ACTIVITIES AND OUTCOMES

Approx. Timing	Activity	Key Outputs	Outcomes
Q1	Establish Indigenous Youth Network/ Community of Practice with Summit participants.	Summit and post-summit report, with photos.	Facilitated youth Indigenous leaders' opportunity to enter into a process of continuous empowerment offered by the One Youth World 2024 Summit platform, returning to their communities to continue advocating for their rights and contributing to the improvement of their communities and territories.

Inclusive Financing for Forest Restoration on Indigenous Lands

Forest restoration is a critical pathway to mitigating climate change and a significant amount of Indigenous lands could benefit from restoration interventions, especially those in the Amazon region that have experienced increasing rates of deforestation since 2015. Emerging evidence suggests that Indigenous land with secure tenure rights can lead to improved restoration outcomes. Yet, IPs have limited access to funding for forest restoration and only a fraction of donor funding in support of IPs flows directly to Indigenous communities or is implemented via Indigenous-led organizations.

ILRG II will develop an Indigenous-led framework and facilitate funding from a private foundation or private sector partner to unlock funding for IPs and Indigenous-led organizations

to achieve significant native forest restoration and human well-being impacts on Indigenous territories. The activity is anticipated to take place in Brazil or, alternatively, in Guatemala or Mexico should implementation in Brazil prove infeasible.

The inclusive financing for reforestation in Indigenous lands activity is managed by the Tetra Tech GESI Director and ILRG II Senior GESI Specialist. The scope of work was finalized in July 2024 and implementation is expected to begin in October 2024. The activity will consist of the following tasks, and USAID will identify and liaise with a funder interested in funding an Indigenous-led project:

1. Develop a protocol to guide the process to co-create a climate finance framework that centers the leadership of Indigenous Peoples and their organizations, aligned with the USAID PRO-IP and learnings.
2. Co-create a climate finance framework with IPs (working with existing IP networks in Brazil) to be used by USAID Operating Units and Implementing Partners when working with IPs on climate finance projects.
3. Informed by the co-created framework and initial research in support of the feasibility assessment, identify an Indigenous-led organization and associated Indigenous territory that meet USAID's and the funder's project criteria.
4. Recommend solutions to overcome constraints that limit the identified Indigenous organization's or community's ability to meet USAID and the funder's project criteria.
5. Design the project in genuine partnership with the Indigenous-led organization and Indigenous community members, taking into account lessons and recommendations drawn from the IPARD evaluation.
6. Complete a feasibility assessment and implement it in partnership with the selected IP-led organization to determine whether the project meets funder and other criteria.

This 12-month activity is expected to conclude in September 2025.

TABLE 3. IP FINANCE Y2 KEY ACTIVITIES AND OUTCOMES

Approx. Timing	Activity	Key Outputs	Outcomes
Q1	Conduct initial research in support of the feasibility assessment.	Desk research report.	Better understood IP network landscape, as well as the climate financing and related legal framework in Brazil.
Q1	Identify and engage partner organizations and any local consultant support needed.	Partner/consultant identified and engaged.	Activity informed by local experts who can facilitate relationships with relevant stakeholders.
Q1	Develop a protocol to guide the co-creation process.	Guidance protocol, aligned with the USAID PRO-IP.	The co-creation process centers the leadership of Indigenous Peoples and their organizations and communities.
Q2	Co-create a climate finance framework with IPs.	Framework for climate financing.	IPs and climate funders developed a blueprint for partnerships that respect IPs'

Approx. Timing	Activity	Key Outputs	Outcomes
			needs and preferences.
Q2	Identify an Indigenous-led organization and Indigenous territory that meets USAID's and the funder's project criteria.	Organization and territory identified.	Relationship with IP-led organization established and strengthened.
Q3	Recommend solutions to overcome constraints that limit the identified Indigenous organizations' or community's ability to meet USAID and the funder's project criteria.	Capacity gaps and potential solutions to meet them identified by the IP-led organization.	Capacity of IP-led organization strengthened, following the Local Capacity Strengthening Policy.
Q3	Design the project in genuine partnership with the Indigenous-led organization and Indigenous community members.	Project Design and Implementation Plan.	Model of IP-led design of climate finance project developed to inform future activities.
Q4	Complete a feasibility assessment and implement it in partnership with the selected IP-led organization to determine whether the project meets funder and other criteria.	Feasibility assessment and final lessons report.	IP-led organization enabled to access climate funding with USAID support.

4.0 GEWE Côte d'Ivoire

Context & Background

Gender inequality is pervasive in the cocoa sector due to a combination of unequal institutional practices in the value chain and harmful gender norms at the household, community, and institutional levels. Considering the pivotal role of commodity trading companies in the cocoa sector, USAID partnered with Ecom Agroindustrial Corp. (ECOM) from 2021-2023 to pilot approaches to strengthen GESI within the company; promote livelihood diversification for women; and shift harmful gender norms in two districts in Ghana. Informed by the tools and lessons from this pilot, ILRG II is replicating the approach with ECOM in Côte d'Ivoire (locally known as Zamacom), the largest cocoa producer in the world.

Supported by core funding from USAID Washington, the objectives of this activity are to:

1. Strengthen Zamacom's capacity to integrate gender equality, women's empowerment, and social inclusion into its core business operations.
2. Promote women's empowerment and social inclusion in Zamacom's supply chain through increased access to resources and efforts to shift harmful gender and social norms.
3. Promote income diversification and economic resilience for women in cocoa communities (to be added in future years, subject to funding).

The GEWE Côte d'Ivoire activity is led by the ILRG II Monitoring, Evaluation, Research and Learning (MERL) Manager, with support from the ILRG II Sr. GESI Specialist.

Year 2 Detailed Activities

Objective1 - Strengthen ECOM's GESI capacity

In support of Objective 1 in Year 2 Q1, ILRG II sub-contractor Equal Origins, an NGO specialized in helping chocolate and coffee companies better integrate gender equality into their operations, will complete their 12-week 'Better Together' workshop series with staff from Zamacom and three cooperatives. The final output from these workshops will be the development of a Gender Equality Development Plan, laying out the organization's strategy for implementing workshop concepts in current and future projects and initiatives. ILRG II will use this plan, along with inputs from the GESI analysis carried out in Year 1, to help the Zamacom Gender Specialist develop a GESI Strategy and Roadmap for the company. The ILRG II Sr. GESI Specialist will also work with the Zamacom Gender Specialist to adapt the good social practices and gender norms training materials developed under the Ghana pilot for the Ivorian context, including adjustments reflecting the results of the GESI analysis and translation into French. Zamacom will on-board and train field officers who will lead objective 2 work, which may include an in-person or virtual exchange with ECOM Ghana counterparts to share lessons learned from the pilot project.

In Q2 to Q4, the Zamacom Gender Specialist will review and develop policies and operational procedures on GESI for the organization, based on recommendations from the Gender Equality Development Plan and the results of the GESI analysis, and work on implementing the new GESI Strategy, with technical support from the ILRG II Global team.

Objective 2 - Promote women's empowerment and social inclusion in the supply chain

In support of Objective 2, in Year 2 Q2 the Zamacom Gender Specialist will lead a training-of-trainers for Zamacom staff, local exporters, and cooperative staff responsible for farmer extension training to introduce the revised Good Social Practices curriculum, adapted from the Ghana pilot. These trainers will then facilitate the six-session training with men and women farmers in Q3 and Q4. The training will focus on household gender and social norms dialogues with men and women farmers to discuss gendered division of labor, decision-making, and time use in the household. It will address issues of gender-based violence (GBV) in cocoa communities and other salient issues that arise from the GESI analysis. Together, couples will set goals for their family and identify the action points needed to reach their goal. Additionally, based on initial discussions during the Better Together workshops in Q1, during Q3 and Q4 Zamacom staff will facilitate advocacy meetings with local exporters and cooperatives to discuss how the organizations can revise their rules and procedures to increase women's participation and social inclusion within the organizations and in their farmer-facing support services. Zamacom will also facilitate land rights advocacy meetings with relevant stakeholders, including coordination with the USAID Improving Land Access for Women (ILAW) project, to advance women's land rights discussions in the country.

ECOM staff members facilitate gender and social norms training with women and men farmers in Ghana under previous ILRG pilot. Credit: ECOM.

Objective 3 - Promote income diversification and resilience

ILRG II is currently waiting to confirm funding availability for Objective 3. If funding is allocated, the activity plans to work with Zamacom to establish women's Village Savings and Loan Associations (VSLAs) in target communities in Year 3. Members will receive training in financial literacy and entrepreneurship. Zamacom will then review existing market assessments, or develop these if not currently available, to identify profitable alternative crops and commercial enterprises in target areas. In Year 3, subject to funding, Zamacom will then help train women from VSLAs in these alternative livelihoods, and provide seed funding and inputs to start these new enterprises.

Approx. Timing	Activity	Key Outputs	Outcomes
Q1	Complete Equal Origin led 'Better Together' workshops with Zamacom and 3 cooperative staff.	Gender Equality Development Plan.	Objective 1- ECOM's capacity to integrate GESI into its core business operations strengthened.
Q1	Develop GESI Strategy/Roadmap.	GESI Strategy/ Roadmap.	
Q1	Adapt Ghana materials to Ivorian context.	Revised Good Social Practices training materials.	
Q1	Onboard and training staff for Component 2.	Training held.	
Q1	Facilitate exchange meeting between ECOM Ghana and Cote d'Ivoire team.	Exchange visit report.	
Q2-Q4	Review and develop policies and operational procedures on GESI.	New and revised GESI policies and procedures.	
Q2-Q4	Implement ECOM Côte d'Ivoire GESI Strategy.	Report on implementation progress.	
Q2	Hold training-of-trainers for Zamcom staff, local exporters and cooperatives on revised GSP training.	Training held.	Objective 2 - Women's empowerment and social inclusion promoted in ECOM's supply chain through increased access to resources and efforts to shift harmful gender and social norms.
Q3-Q4	Facilitate household dialogues on harmful gender and social norms for men and women farmers.	Training held.	
Q3-Q4	Coordinate advocacy meetings and technical support for cooperatives to revise their rules and procedures to increase women's participation and social inclusion.	Revised cooperative rules and procedures.	
Q3-Q4	Coordinate women's land rights advocacy meetings with relevant stakeholders.	Report on advocacy meeting outcomes.	
Y3	Establish VSLAs for women and support members on basic VSLA governance procedures.	List of registered VSLA members.	Objective 3 - Income diversification and economic resilience promoted for women in cocoa communities.
Y3	Provide financial literacy, women's empowerment and entrepreneurship training.	Training held.	
Y3	Review available market assessments or develop new ones to identify alternative crops and commercial enterprises.	Market assessment.	

5.0 GECCA Ghana

Context & Background

Cocoa is Ghana's main export and key livelihood for rural farmers. Climate change effects are reducing yields and the sustainability of production, increasing risks of poverty, seasonal food insecurity, debt, and negative coping mechanisms in cocoa-dependent communities. The situation is more challenging for women due to structural barriers that limit their access to and control over cocoa production/income. Despite their contributions, women are often overlooked by cocoa companies' extension services. Harmful gender norms dictate that men are considered the household heads and women are responsible for unpaid household/care work, limiting their participation in sustainable farming. GBV is pervasive in cocoa communities and used to exclude women from cocoa income.

Under the predecessor ILRG program (2018-2023), USAID supported two pilot projects in the cocoa sector in Ghana with private sector partner ECOM - one to reduce deforestation and greenhouse gas emissions and increase carbon sequestration in the cocoa landscape, and the second to increase gender equality and women's empowerment in the cocoa value chain. Under ILRG II, USAID plans to merge these two work streams into a broader gender-inclusive agroforestry program to increase women's empowerment, promote climate mitigation, and incentivize reforestation in Ghana. With funding from the USAID Gender Equity and Equality Action (GEEA) Fund, a private sector company through its nature-based solutions investment fund, and ECOM in-kind support, the GECCA activity aims to:

1. Shift harmful gender norms around women's participation in cocoa production (USAID GEEA Priority 5); and
2. Increase income and livelihood resilience to climate change in cocoa communities (USAID GEEA Priority 3).

It will accomplish these aims by facilitating gender and social norms dialogues with women and men in cocoa farming families; forming VSLAs and providing financial literacy and entrepreneurship training to women in cocoa farming families; giving seed grants to women in cocoa farming families to start alternative livelihoods; providing GESI-responsive agroforestry training for women and men cocoa farmers; and establishing a payment for ecosystem services (PES) scheme to encourage the planting and maintenance of 900,000 shade trees on cocoa farms, with carbon removal credits accruing to a private sector funder.

The GECCA Ghana activity is led by the ILRG II MERL Manager, with support from the ILRG II Sr. GESI Specialist.

Year 2 Detailed Activities

Project Design Finalization

In Year 2 Q1 and Q2, ILRG II will finalize funding and project design parameters for the GECCA activity. This includes the completion of the private sector funder's due diligence process to secure funding, impact evaluation baseline data collection by project partners University of Pennsylvania and Kwame Nkrumah University in Ghana, and finalization of the activity implementation plan. Since this activity will be generating verified carbon removals under Gold Standard methodology, once private sector funding is secured, the project will hire a carbon project development firm under a subcontract to support the completion of the project development documents (PDD) and Gold Standard registration and verification.

Objective 1 - Shift harmful gender norms around women's participation in cocoa production

In support of Objective 1, in Year 2 Q1-Q2 ECOM will hire and onboard a dedicated team of women field officers and field agents (local community members) to support the implementation of the GESI activity under GECCA. ECOM's Gender Specialist will also review the GESI Strategy and GESI training materials produced under the pilot project and revise the materials as needed in line with the GESI analysis and to reflect any new learnings from the past year of implementation. The Gender Specialist will then hold initial GESI training for ECOM field staff to orient them to the Good Social Practices training materials and broader gender equality, social norms and GBV concepts. In Q2 and Q3, the gender field officers and agents will facilitate household gender and social norms dialogues for men and women farmers in an initial set of activity communities. The training will discuss gendered division of labor, decision-making, and time use in the household. Together, couples will set goals for their family and identify the action points needed to reach their goal. In Q2 and Q3, gender field officers will also help establish women's VLSA groups in an initial set of activity communities. This includes providing financial literacy, women's empowerment and entrepreneurship training to members, and helping the groups establish governance procedures. Building on best practices from the pilot project, ECOM will review available market assessments for activity areas to identify alternative crops and commercial enterprises that might be viable for women to pursue. ECOM will then provide alternative livelihoods training and seed grants to a subset of VSLA women to help them start their own non-cocoa enterprises in Q4, with support continuing into Year 3.

Objective 2 - Increase income and livelihood resilience to climate change in cocoa communities

In support of Objective 2, in Year 2 Q1 to Q2 ECOM will hire and onboard a dedicated team of agroforestry field officers and agents to support the implementation of the PES activity. In Q1, ECOM will begin planting shade tree seedlings in its nurseries for planting on farms in the spring. In addition, the ECOM Gender Specialist will review the company's current Climate Smart Agriculture training curriculum along with the ILRG II Sr. Gender Specialist and propose revisions to better address GESI needs and opportunities within agroforestry. In Q1 and Q2, ECOM field staff will help facilitate a series of community sensitization and listening sessions to explain the design of the GECCA activity and gather community feedback, specifically around the PES design and compensation approach. Communities may prefer individual farmer incentive payments in exchange for shade tree planting and maintenance, highly valued community services such as schools or health clinics, or some combination of the two. This consultation process will have a strong GESI lens, ensuring the preferences of women, youth, the elderly, people with disabilities, and other marginalized groups are taken into account. Input

Shade tree nursery run by Ghana Forest Commission in Asankrangwa, Ghana. Credit: ILRG II.

from communities will be fed into the activity's final design and implementation plan. In Q2 to Q3, ECOM field staff will help facilitate the election of village tree committees, made up of five community members (gender balanced and socially inclusive) to support annual seedling distribution, tree counts, and PES program registration. ECOM will also begin to register farmers for the PES program, with the knowledge that uptake may be lower in Year 1 before farmers see initial sets of incentive payments successfully paid. PES program registration will be GESI-responsive to ensure women, men, youth, and other marginalized groups are able to fully participate and benefit from cash incentive payments. In Q3 and Q4, ECOM agroforestry field officers and agents will facilitate GESI-responsive agroforestry training with the adapted Climate Smart Agriculture materials. In Q4, ECOM will distribute the first round of shade tree saplings to PES farmers and provide technical support for initial planting and care.

TABLE 5. GECCA Y2 KEY ACTIVITIES AND OUTCOMES

Approx. Timing	Activity	Key Outputs	Outcomes
Q1-Q2	Complete private sector funder due diligence process.	Funding secured.	
Q1-Q2	Collect baseline data for impact evaluation.	Evaluation baseline report.	Project design finalized.
Q1-Q2	Develop PDD.	PDD developed.	
Q1-Q2	Finalize project implementation plan.	Implementation plan.	
Q1-Q2	Hire and onboard ECOM gender field officers and agents.	Onboarding held.	
Q1	Review GESI Strategy and GESI training materials.	Revised materials (as needed).	
Q1-Q2	Hold GESI training for ECOM field staff.	Training held.	
Q2-Q3	Facilitate household dialogues on harmful gender and social norms for men and women farmers.	Training held.	Objective 1. Harmful gender norms around women's participation in cocoa production shifted.
Q2-Q3	Establish VSLAs for women and support members on basic VSLA governance procedures.	List of registered VSLA members.	
Q2-Q3	Provide financial literacy, women's empowerment and entrepreneurship training.	Training held.	
Q2-Q3	Review available market assessments or develop new ones to identify	Market assessment.	

Approx. Timing	Activity	Key Outputs	Outcomes
	alternative crops and commercial enterprises.		
Q4	Provide alternative livelihoods trainings and seed capital grants to women VSLA members.	Grants provided, training held.	
Q1-Q2	Hire and onboard ECOM agroforestry field officers and agents.	Onboarding held.	
Q1-Q2	Review and adapt Climate Smart Agriculture training to be GESI responsive.	Revised Climate Smart Agriculture materials.	
Q1-Q2	Plant tree seedlings in nursery.	Seedlings planted.	Objective 2. Income and livelihood resilience to climate change increased in cocoa communities.
Q1-Q2	Facilitate community sensitization and listening sessions around PES design and compensation.	Meetings held; PES design/compensation finalized.	
Q2-Q3	Hold elections for village tree committees.	List of tree committee members.	
Q2-Q3	Enroll farmers in PES.	List of enrolled farmers.	
Q3-Q4	Provide GESI-responsive agroforestry training.	Training held.	
Q4	Facilitate shade tree distribution and planting.	Shade trees planted.	

6.0 Environmental Defenders

Context & Background

The global environment is facing severe threats from climate change, deforestation, pollution, and other forms of degradation, impacting biodiversity, ecosystems, and the well-being of communities worldwide. Environmental defenders, including human rights advocates, journalists, and local community members, play a crucial role in protecting natural resources and advocating for traditional and sustainable conservation practices. These defenders often face threats, harassment, and violence, with 227 environmental defenders killed in 2020, making it the deadliest year on record. IPs, who steward lands containing over 80 percent of the world's biodiversity, are particularly targeted.

The threats against environmental defenders are often driven by economic, political, and social factors, including resource extractivism, large-scale development projects, land grabs, and forced displacement. Recognizing and respecting land tenure is foundational to the security and stability of communities and the protection of their landscapes, but it is not a panacea. Support for ongoing monitoring and management of land is crucial to empower communities to protect their lands and contribute to broader goals of environmental sustainability and social justice.

Led by the ILRG II DCOP, the USAID ILRG II Environmental Defenders Grant Program is designed to support environmental defender organizations with the resources necessary to enhance their ability to address the root cause of threats and ensure the long-term sustainability of their work. The objectives of this program are multifaceted, aiming not only to provide financial support but also to strengthen the capacity of these organizations in critical areas:

1. Strengthen defenders' work through a broad spectrum of tenure-focused solutions that bolster defenders' capacity to protect their communities and territories effectively.
2. Emphasizing the role of technology in environmental defense, grants may support the adoption and implementation of innovative tools for territory mapping, monitoring, and rights documentation. However, this is not a requirement and strong applications without a technology focus or approach will still be considered.
3. Identify and help to scale approaches that have the potential for wider application.
4. Address the differentiated needs of IPs, Afro-descent populations, women, and youth environmental defenders.
5. Promote the long-term sustainability of environmental defender organizations through organizational capacity strengthening.

Year 2 Detailed Activities

ILRG II expects to award around four grants of between $150,000 to $300,000 each for organizations working in regions and countries with a high level of threat to environmental defenders' groups and their territories; the final number and value of the grants will depend on

the quality and potential impact of the applications received. The regions where work is likely to take place include Latin America and the Caribbean, Asia, and Sub-Saharan Africa. The grant terms will be 18 to 36 months, though this may vary depending on each proposed activity's scope and objectives.

ILRG II anticipates awarding the initial round of grants under the Environmental Defenders Grant Fund in Year 2 Q1. The ILRG II core team will provide grant management backstopping, as well as technical support to local partners. ILRG II will likely rely on international backstopping from partners such as Equitable Origin and Cadasta, as well as from specialized consultants, who will provide oversight and assistance to grantee organizations working on environmental defenders issues. 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 the principles of locally led development, which aims to empower local leaders to set their own agendas and develop solutions, to seek bold and innovative approaches to fostering inclusive development, and to elevate the quality of USAID partnerships through strengthened accountability, capacity, and feedback loops. 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 and delivered to organizations that have an existing track record of handling funding at this scale.

Indigenous leaders take part in IPARD evaluation during Y1 of ILRG II. ILRG II plans to build on this work with other IP communities under the Environmental Defenders grant program. Credit: ILRG II.

In Year 1, following input from USAID, project partners, and expert consultants, ILRG II released a request for applications (RFA) for the grants facility, which was posted publicly and announced by USAID at an event with Gillian Caldwell on May 2. ILRG II also shared the announcement widely via newsletters, social media, project partners, and networks of those working in the IP and Environmental Defenders space. To encourage inclusive participation of local and non-traditional partners and facilitate a co-creation and capacity development process, ILRG II published the RFA in English, French, Portuguese, and Spanish, accepted concept papers in all four languages, and is soliciting applications through a two-phased process. In the first phase, over 100 applicants submitted brief concept notes, and ILRG II, in coordination with USAID, selected a shortlist of 9 applicants to proceed. In the second phase, ILRG II invited shortlisted applicants to participate in a virtual Application Workshop and submit full applications. In Year 1 Q4 ILRG II will evaluate the full applications from the shortlisted applicants and select an estimated four applicants to move forward to the pre-award phase.

The grant process has been designed to emphasize co-creation with grantee organizations, and during the final pre-award phase the project will work closely with the selected applicants to ensure that all grant activities are technically sound, GESI-responsive, sustainable, and maximize impact. The ILRG II team will also determine the individualized need for administrative and technical backstopping for the successful organizations during the pre-award stage, based on each grantee's needs, and using tested grant management and monitoring, evaluation, and learning (MEL) tools. ILRG II will conduct a thorough pre-award due diligence and capacity assessment and customize a capacity development plan in collaboration with each grantee. The approach will guide the successful organizations cost-effectively through the onboarding process with grants expected to last 18 to 36 months. Throughout the life of the grant, ILRG II will monitor progress against the grant activity description and capacity development plan and support each grantee to adjust grant activities as needed to ensure successful completion. 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. ILRG II will also explore how to promote more sustainable outcomes by connecting recipients of the first tranche of grants with potential future rounds of recipients.

TABLE 6. ENVIRONMENTAL DEFENDERS Y2 KEY ACTIVITIES AND OUTCOMES

Approx. Timing	Activity	Key Outputs	Outcomes
Q1	Award of first tranche of grants	Financial and capacity development support provided to environmental defender organizations.	Enhanced impact of environmental defender organizations in addressing the land-related root cause of threats, and long-term sustainability of their work.
Q1-Q4	Monitoring ongoing grants		

7.0 Green Cities/Adaptation

Context & Background

Urban expansion is placing increasing pressure on governments at multiple levels to manage development, protect ecosystems, and provide essential services amidst high population growth and migration. This growth often occurs in areas vulnerable to climate impacts, like floods and landslides, in informal settlements lacking resilient services, or on valuable environmental assets that need to be protected from development. The cities of Lilongwe, Blantyre, and Zomba in Malawi are growing rapidly and are expected to more than double their areas by 2050. These cities are vulnerable to flooding exacerbated by extreme precipitation, loss of tree cover, blockage of natural drainage channels, and building on steep slopes subject to landslides, as well as risk of extreme heat island effects and droughts.

Governments face significant challenges in planning for sustainable, climate resilient urban growth, in implementing urban growth and expansion plans, in financing the delivery of climate-resilient infrastructure, and in ensuring that newly built neighborhoods are climate resilient. Key strategies aimed at addressing these challenges include improving land use planning, regulatory compliance, securing property rights, and enhancing land valuation and land-based revenue collection. Land administration agencies in sub-Saharan Africa have historically struggled with these tasks, relying on complicated and technocratic land use plans and cumbersome (and often unfair) expropriation schemes, unpredictable national budget allocations, and failure to develop and sustain local revenue sources like transaction-based fees and property taxes.

This activity aims to improve cities' and communities' ability to respond to climate change. It will increase transparency in the development of citywide and neighborhood plans, engage communities in GESI-responsive planning, and increase local capacity for the provision of urban and peri-urban land services in Malawi. Specifically, the pilot project will create a replicable methodology for citywide planning, identifying preferred areas for expansion as well as proposed 'no build' zones; marking rights-of-way for an arterial road grid throughout the expansion area that guides development away from the 'no build' zones; and a climate-resilient and GESI-responsive voluntary land pooling and subdivision scheme in a selected pilot area, where landholders guided by traditional authorities (including Traditional Land Management Committees) will create a participatory and equitable

Government, researchers, and civil society met during a kick off meeting for the Green Cities activity in Malawi in Y1. Credit: ILRG II.

land subdivision plan and ultimately benefit from secure land tenure to demarcated parcels that are likely to increase in economic value.

The management of this activity is led by the ILRG II Chief of Party (COP), with support from the New York University Marron Institute, Global Land Alliance (GLA), and WI-HER. The Marron Institute brings technical expertise on climate resilient land use planning, land pooling, and geographic information systems; GLA will provide technical backstopping for legal and political economy analysis; and WI-HER will lead on developing and documenting an inclusive approach to green land use planning and land pooling using their iDARE (Identify, Design, Apply/Assess, Record, Expand) approach.

Year 2 Detailed Activities

Scenario Analysis Finalization

In Year 2 Q1, ILRG II plans to finalize a scenario analysis of the pilot project for three selected neighborhood areas in peri-urban Lilongwe, two neighborhood areas in Blantyre, and one in Zomba. This analysis will involve developing maps of the candidate areas using currently available data and packaging the relevant scenario data along with documentation of data and methods used. Ultimately, the scenario analysis will inform the selection of a one km^2 pilot site, as well as the implementation approach, including staffing and timelines.

The scenario analysis will include the following components:

- Legal analysis focused on the legal feasibility of implementing land pooling in Malawi.
- Socio-economic analysis (informed by quantitative and qualitative data collection) to determine the implications for implementation in each of six neighborhood areas, including a preliminary GESI analysis.
- Estimates of the number of landholders in a one-square-kilometer area in the proposed locations, with a view to deciding how many landholders can be involved in a single land pooling scheme.
- Data review and climate change vulnerability and resilience considerations, including flood, drought, heat, and water resources risks to people, infrastructure, and property.

Pilot Project Design and Implementation

In Year 1 Q1, ILRG II plans to use the result of the scenario analysis and the site selection to inform the development of the project design. Project design will involve co-creation with government officials, traditional leaders, and landholders using the iDARE methodology, which promotes a participatory process that ensures community engagement and gender and social inclusivity. This will include performing a root cause analysis and co-developing solutions to address the needs and rights of women, youth, and other marginalized groups, ensuring their active participation in the planning and land pooling processes.

While the detailed approach will be dependent on the selected pilot site and land tenure context, the design is expected to include the activities described below.

TABLE 7. GREEN CITIES Y2 KEY ACTIVITIES AND OUTCOMES

Approx. Timing	Activity	Key Outputs	Outcomes
September 2024	Complete Scenario Analysis.	Report and Data Package.	Pilot project site proposed and agreed upon and procedures for implementation proposed.
Q1	Develop detailed Implementation Plan.	Implementation Plan and Budget.	Implementation strategy, scope, and roles and responsibilities determined for the specific pilot project site.
Q1	Complete GESI Analysis.	GESI Analysis Report.	GESI key findings and recommendations validated and disseminated to key project stakeholders.
Q1	Hold training workshops for citywide plan and voluntary land pooling.	Two one-week training workshop held for implementing agents.	Cadre of municipal authorities trained in citywide climate resilient urban plan implementation and land pooling and subdivision.
Q1	Initiate stakeholder engagement and public information campaign.	Focus groups of stakeholders and public information campaign held.	Stakeholders and public familiarized on climate resilient and iDARE citywide and neighborhood plans.
Q1	Initiate community sensitization and iDARE approach.	Training Report. Documented root cause analysis and solutions in iDARE plan.	GESI Planning Advisory Team established and trained on GESI and iDARE. Root cause analysis informed the iDARE plan.
Q1	Collect and process aerial imagery.	Aerial imagery of projected expansion area (to 2050) sourced from PLACE and processed.	High resolution aerial imagery integrated into the local planning process.
Q2	Develop citywide land use and arterial road plans.	Climate resilient citywide plan for expansion area developed in collaboration with local planning authorities and the GESI Planning Advisory Team, and approved by City Council.	Local planning authorities have capacity to develop climate resilient, GESI-responsive land use and transport plans.
Q2	Organize land pooling groups in pilot area. Survey and value existing plots. Agree on process.	Neighborhood plan for pilot area developed in collaboration with local authorities, traditional authorities, and landholders through a GESI-responsive approach.	Landholders sensitized to the land pooling process.

Approx. Timing	Activity	Key Outputs	Outcomes
Q3	Develop and approve arterial road grid engineering plan.	Arterial road right-of-way mapped in high-resolution imagery and approved by City Council.	Local planning and public works authorities have capacity to develop climate resilient arterial road plans.
Q3	Develop neighborhood "green" land subdivision plan and submit to City Council for approval.	Neighborhood plan for pilot area developed in collaboration with local authorities, traditional authorities, landholders, and the GESI Planning Advisory Team.	Proficiency developed in the creation of "green" land subdivision plans with an inclusive bottom-up approach.
Q4	Mark entire arterial road grid with beacons, spaced 100 meters apart along edges of right-of-way.	Arterial road grid in expansion area to 2050 marked on the ground.	City has capacity to guide urban expansion.
Q4-6	Finalize plan, survey and document plots, and register plots.	Survey and documentation of the land subdivision completed.	A new way of converting land from rural to urban use is tested, providing an antidote to informality.
Q6 (Y3)	Allocate plots to landholders and the municipality.	Rights registration and issuance to original landholders completed.	Affordable residential parcels created.

8.0 Research, Learning, and Events

Context & Background

ILRG II provides support to both USAID Washington and Missions on ad hoc research and learning tasks to explore new areas of interest for USAID, identify rigorous evidence and best practices, and potentially inform future activity design. These tasks tend to emerge throughout the year, and ILRG II mobilizes Core Team members, Tetra Tech technical experts, or outside consultants as needed to support the timely completion of each task. At the time of Year 2 work planning, ILRG II has identified several of these upcoming tasks. Others will be added as they emerge throughout Year 2.

Year 2 Detailed Activities

Research Tasks

USAID Land and Resource Governance (LRG) Division Learning Agenda: USAID has asked for ILRG II support to develop a GESI-integrated division level learning agenda. The agenda will focus on specific interventions that the division will undertake over the next five to 10 years to further new knowledge generation and learning objectives. The agenda should ideally tie in with key learning questions across the Center for Natural Environment at USAID, including natural climate solutions and biodiversity. The agenda should also align with broader Bureau for Resilience, Environment and Food Security and Feed the Future learning agendas. ILRG II plans to hire a consultant to support this task, tentatively planned for Q1 to Q2 in Year 2.

Land and Food Security Talking Points: In Year 1, USAID asked ILRG II to prepare talking points to help LRG division staff highlight the linkages between key food security priorities and land tenure and property rights. ILRG II received positive feedback on the draft talking points, including an expressed interest in further refining them, and possibly developing additional talking point documents on the linkages between land and resource rights and other key USAID development priorities. ILRG II is on standby for additional guidance on this task, as well as a proposed timeframe.

Social Norms Brief on Youth and Land: Under the predecessor program, ILRG produced a brief on gender norms and women's land rights. USAID asked ILRG II to prepare a similar brief on the social norms around youth land and natural resource rights as a primer to inform the project's interactions with youth across country activities. ILRG II anticipates producing this brief in Q1 or Q2, building on the revision of the GESI Strategy to strengthen the focus on youth land issues.

Social Impact of Land Acquisition and Resettlement: In Year 1, ILRG II supported several research tasks that looked at the social impact of large-scale land acquisition and resettlement. USAID anticipates furthering this workstream in Year 2, including revising the 2016 Guidelines on Compulsory Displacement and Resettlement in USAID Programming and drafting automated

directives system (ADS) language, anticipated by Q4. ILRG II is prepared to support other research tasks identified under this workstream.

Anticipated Events

USAID Land Partners Meeting: Building on the success of the relaunch of the USAID Land Partners Meeting alongside the World Bank Land Conference in May 2024, ILRG II and partner New America plan to convene bi-annual Land Partners Meetings in Year 2 Q1 and Q3. During a hybrid convening in Q1, land sector partners will share project updates and lessons learned, and USAID will introduce the new land and resource governance framework. The convening will include time for discussion around operationalizing and implementing the framework.

In Q3, ILRG II will hold another in-person Land Partners Meeting on the side of the World Bank Land Conference, following a similar format as Year 1. The goal of these convenings are to bring together a 'brain trust' of implementing partners, NGOs, local civil society, research, and donor organizations to discuss critical issues in the land and resource governance space and propose creative solutions. These events are designed to enhance USAID's thought leadership in the sector by utilizing its convening power to bring together leading 'thinkers' and 'doers' in the land sector.

ILRG II facilitated a panel discussion on women's land rights during the 2024 World Bank Land Conference. Credit: ILRG II.

World Bank Land Conference: In Q3, ILRG II will participate in the 2025 World Bank Land Conference in Washington, DC. ILRG II plans to submit panel proposals to the policy track for the next occurrence. Potential proposals could include a panel of evaluation experts highlighting learnings from LRG's recent evaluations of land projects. ILRG II will facilitate panelist attendance logistics, draft presentation materials, and coordinate side meetings between panelists, donors and government agencies during the week of the conference to capitalize on in-person attendance.

TABLE 8. RESEARCH/LEARNING Y2 KEY ACTIVITIES AND OUTCOMES

Approx. Timing	Activity	Key Outputs	Outcomes
Q1 - Q2	Develop LRG division Learning Agenda.	Learning agenda.	LRG division learning and knowledge generation advanced. LRG Division positioned as a thought leader in Center for Natural Environment.
Q1 - Q2	Draft Social Norms Brief on Youth and	Brief.	LRG division thought leadership around youth advanced.

Approx. Timing	Activity	Key Outputs	Outcomes
	Land.		Learnings used to inform future activity design to increase youth access to land and natural resources.
Q1	Facilitate Land Partners Meeting.	Read out from discussion.	Opportunities to operationalize and implement LRG Framework identified.
TBC	Revise land and food security talking points.	Talking points; slide deck.	Knowledge around the linkages between land tenure and property rights and other key development priorities strengthened.
Q3	Facilitate panel(s) at World Bank Land Conference.	Panel presentations; report on key take aways from panelists.	USAID's thought leadership in the land sector advanced.
Q3	Facilitate Land Partners Meeting.	Read out from discussion.	USAID's thought leadership in the land sector advanced.
Q4	Revise Guidelines on Voluntary Displacement for USAID Programming.	Revised guidelines.	USAID's understanding of and response to voluntary displacement strengthened.
Q4	Draft ADS language on voluntary displacement.	ADS language.	USAID's understanding of and response to voluntary displacement strengthened.

9.0 Emerging Activities

Context & Background

Before ILRG II activities have finalized scopes of work and budgets, they are considered "emerging activities." These potential activities have been flagged for ILRG II by USAID Washington. ILRG II stands ready to engage in these activities once USAID Washington or Mission concurrence is received. Emerging activities may be relatively small and arise from the learning and communications agenda throughout the year, reflecting ILRG II's dynamic and responsive nature. ILRG II's emerging activities include potential field-based Mission support for USAID Zambia, smaller activities supporting implementing partners with funding from the USAID Washington ID Hub, supporting sustainable landscapes learning and activities, future work on critical minerals, and several smaller research and learning tasks. This readiness to act quickly ensures ILRG II can respond to new opportunities as they arise.

Year 2 Detailed Activities

Weekly check-ins with USAID help identify emerging opportunities and actionable requests. ILRG II prepares initial thoughts and scoping based on these discussions, ready to respond to specific country requests, provide support to USAID Washington on new technical areas and global thought leadership opportunities, and support preparations for prospective Mission field support activities across USAID. ILRG II strives for GESI integration across all emerging activities in line with the project's GESI Strategy. Currently identified emerging activities include:

USAID Zambia Buy-in: ILRG II is prepared to provide immediate support for USAID Zambia activities as soon as concurrence is received. This buy-in represents a significant opportunity to apply ILRG II's expertise to in-country initiatives.

ID Hub: ILRG II is ready to support activities flagged by the USAID Washington ID Hub, including potential engagements in Brazil and support to a Pacific Island IP platform.

USAID Dominican Republic Buy-in: ILRG II is planning for support to USAID Dominican Republic on strengthening Extractive Industry Transparency Initiative (EITI) reporting and strategic communications.

Research and Learning: USAID has flagged a number of emerging research and learning topics that may be of interest for exploration in Year 2. These may include: a Honduras land tenure and property rights assessment (currently on hold); exploration of the linkages between migration and natural resource management and its implications for migrant community land rights; and additional research or lessons learned from supporting environmental defender communities, specifically youth defenders. There is also interest in expanding USAID thought leadership on mapping approaches for securing tenure (MAST), including a potential comparative study on demand for documentation looking at evidence from USAID projects in Tanzania, Ethiopia, and Zambia. USAID is interested in integrating a strong research/learning component into the peri-urban planning work in Malawi to capture lessons learned on how to

implement GESI responsive peri-urban planning and land pooling in sub-Saharan Africa (though this output will likely not be produced until Y3 or Y4). ILRG II stands ready to support other emerging research and learning tasks as they arise in Year 2.

Sustainable Landscapes: ILRG II is exploring opportunities to contribute to sustainable landscapes programming through support to the Zambia Forest Policy, the development of Sustainable Landscape Opportunity Analyses (SLOAs) for USAID Missions, as well as potential community forestry support in Cambodia. The types of community forestry support under consideration include the development of equitable benefit-sharing arrangements, VLUP, and the expansion of grievance redress mechanisms. ILRG II may also be asked to support research on the new European Union Deforestation Regulations (EUDR) on deforestation-free products and potential land tenure implications.

Critical Minerals: ILRG II is preparing for potential work related to critical minerals, particularly ensuring investments do not negatively impact land and resource rights. ILRG II has an on-call set of consultants with deep expertise in the mining sector, including environmental, social, and governance impacts of large-scale mining. USAID has identified a few potential activities for ILRG II to support under this work stream in Y2. These include developing a strategic roadmap for the LRG division on critical minerals work and support for the secretariat organization for the Public-Private Alliance for Responsible Minerals Trade (PPA). The secretariat is expected, among other things, to advance strong standards for responsible mining. A second component of the activity is providing small travel and/or capacity support grants for community and civil society organizations to participate in international standards development processes. ILRG II is awaiting additional details and a scope of work from USAID on this critical minerals work stream, and stands ready to support other tasks under this thematic area as they arise in Y2.

10.0 Management and Operations

ILRG II builds on the experiences of previous contracts implemented for the Land and Resource Governance Division, including under the predecessor ILRG program. The core management team is pivotal in ensuring contractual compliance, developing new activities under the task order, recruiting and managing country teams, subcontractors, and consultants, and maintaining quality control. Additionally, they integrate cross-cutting themes such as GESI into all activities. This core team, in collaboration with ILRG II partners (Cadasta, Equitable Origin, GLA, New America, and WI-HER), is responsible for developing and executing initial scopes of work, including assessments and designs associated with Mission field support and emerging opportunities. As technical opportunities, funding, and concurrence from missions and host country governments become clear, ILRG II advances towards a comprehensive implementation plan and Mission field support using the administrative and staffing approach described below.

Organization and Staffing

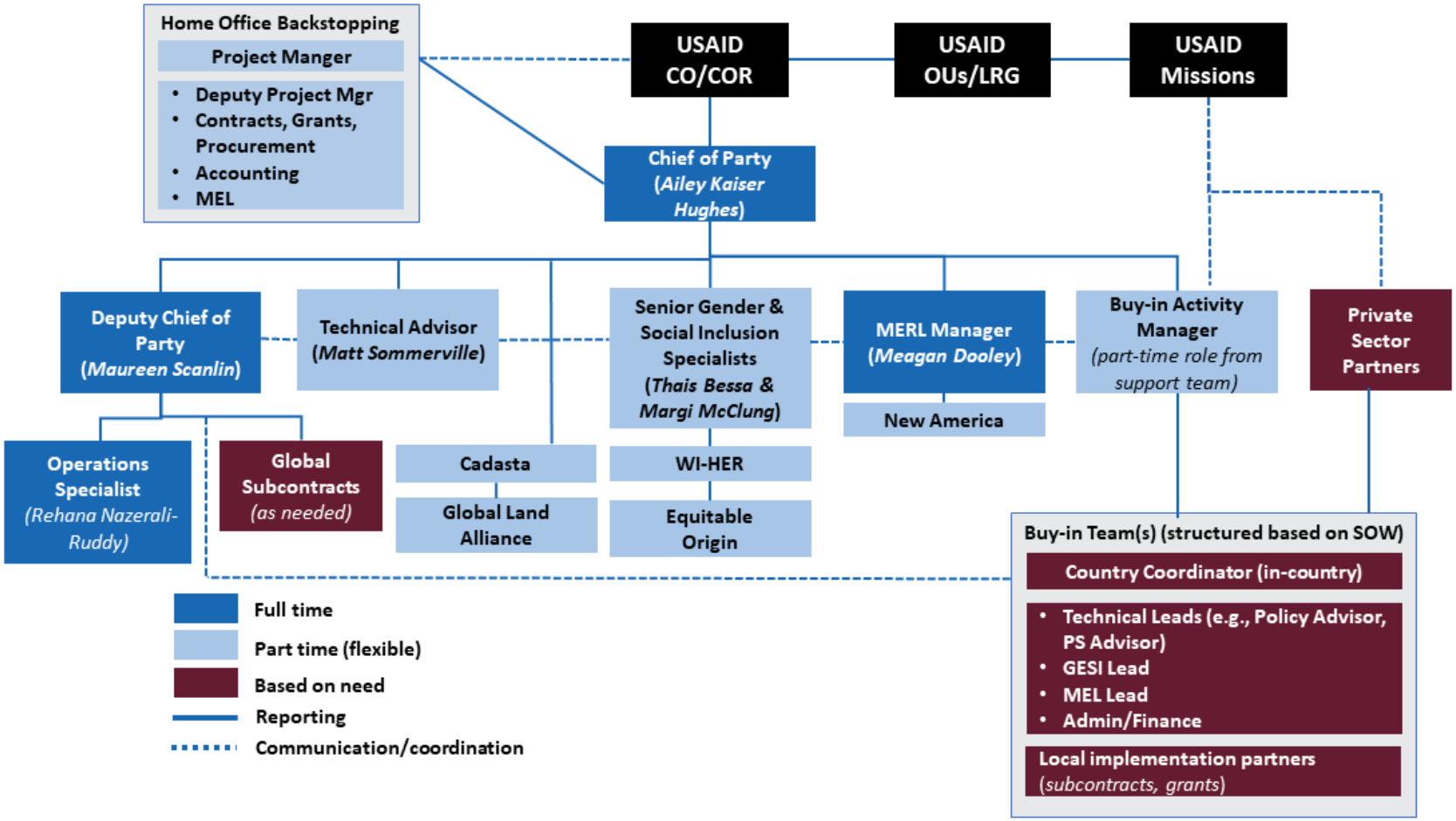
ILRG II's management approach maintains a lean and responsive core management team that facilitates USAID's implementation of diverse activities globally. ILRG II's framework relies on Mission field support that evolves over the life of the project. Consequently, the core staff is small but able to scale as needed. For example, if ILRG II develops numerous small activities worldwide, implemented through local consultants, subcontracts, and grants, the administrative and oversight demands will necessitate a larger global team. Conversely, if activities are concentrated in a few large country projects, global support may be more limited. Based on Year 1 funding and activities, ILRG II will be expected to manage a substantial number of small, diverse activities in the early stages, requiring a wide range of technical and managerial expertise. ILRG II's core team consists of the following individuals:

- Chief of Party
- Deputy Chief of Party, Operations
- MERL Manager
- Operations Specialist
- Senior GESI Specialists (two individuals, part-time)
- Technical Specialist (part-time)

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:

- Project Manager
- Deputy Project Manager
- Contract Specialist
- Grants Specialist

FIGURE 2. ILRG II ORGANIZATIONAL CHART



Communications

For a complex global program like ILRG II, clear communication between USAID and the implementation team is essential. ILRG II has developed robust communications protocols to update USAID on the progress of activities, raise awareness of potential risks, and present USAID with the opportunity to provide ILRG II with direct feedback on project implementation. In Y2, these communications will incorporate regular check-ins, learning opportunities, and activity wrap-up sessions, as well as more formal reporting as required by the ILRG II contract. Specifically, ILRG II will conduct:

Weekly Check-Ins with USAID: ILRG II will continue to hold weekly check-ins with the project's COR and Alternate COR. These meetings will help the project and USAID monitor progress against core tasks and discuss emerging activities. They also will serve as an opportunity to gather feedback from USAID on program performance and priorities.

Activity Check-Ins: ILRG II will hold activity-specific check-ins with the ILRG II COR and other USAID stakeholders as needed. These check-ins will focus on the specific activity scopes of work, assessment of ILRG II's progress against targets and goals, and discussion of how to overcome any emerging challenges.

After-Action Reviews (AARs): For larger activities, such as Ghana GECCA, ILRG II will conduct AARs after each activity is complete to assess the quality and delivery of services to USAID. The team will design these AARs to provide a discrete and inclusive forum to review the success and effectiveness of specific work, offering USAID and other stakeholders the opportunity to provide direct input regarding the efficiency, cost-effectiveness, appropriateness, and overall quality of ILRG II's work.

Pause-and-Reflect Sessions: ILRG II will hold one pause and reflect session with USAID in Y2 to identify and process lessons learned collectively for performance improvement and efficiency.

Ensuring Quality of Services and Cost Control

Managerial Oversight and Quality Control: The ILRG II COP will oversee the implementation of the work plan in collaboration with Activity Managers and supported by technical experts and the operational team. In consultation with USAID, she will provide rigorous quality assurance. She will lead efforts to build the broader team's capacity to develop and implement individual and activity scopes of work that guide the delivery of quality services and deliverables. The COP will meet with Activity Managers regularly to monitor activity performance, troubleshoot any challenges that may arise, and ensure high quality deliverables.

Managing Schedule and Cost Efficiency: ILRG II will use a digital project management system, Asana, to streamline internal communications and manage the project's performance schedule and reporting deadlines. Composed of detailed country program and other activity schedules, this Asana roadmap is accompanied by practices which effectively track team performance. In addition, the COP, with support from DCOP and Project Management Team, will emphasize optimizing project resources throughout activity implementation. Expenditures will be carefully tracked in ILRG II's Project Workbook to ensure resources are allocated appropriately over the life of each activity.

Managing Grants Under Contract: Grants will be managed in accordance with the ILRG II Grants Manual, approved in Y1. In addition to ILRG II's DCOP who is a grants specialist herself, a seasoned home-office grants expert assigned to ILRG II will further support the project's efforts to conceive, design and implement grant programs in accordance with USAID's grant regulations. As ILRG II awards grants and launches grant activities, the project will deliver basic technical and administrative training and ongoing capacity development support to grantee organizations, including training on USAID branding and marking and communications, finance and administration, MEL, and promoting gender equality and social inclusion. Additional technical training and mentoring will be provided throughout the year, based on complexity and according to need.

Managing and Monitoring Performance: ILRG II will work with USAID to manage the program's performance against its activity-specific deliverables, activity work plans and its MEL indicators and targets (described in detail in the section below).

Monitoring, Evaluation and Learning (MEL)

As ILRG II receives scopes of work and budgets for new Mission support activities, the team will develop implementation plans, including a MEL section with the activity theory of change, results framework, performance indicators and targets, and relevant learning questions. In Year 2, ILRG II plans to develop MEL results frameworks and relevant indicators for the Green Cities/Adaptation, Environmental Defenders, and IP climate finance activities. Indicators for environmental defenders will be identified by grantees with support from the ILRG II team, and MEL reporting guidelines will be embedded in their grant milestones. The ILRG II MERL Manager, in coordination with the Sr. GESI Specialists, will help develop baseline data collection tools to support the GESI analysis for new activities starting up in Y2, including Green Cities work in Malawi and Environmental Defenders grantees. All datasets collected will have personally identifiable information removed and be submitted to USAID for approval before being uploaded to the USAID Development Data Library. The ILRG II MERL Manager will continue onboarding new staff, subcontractors, and grantees on ILRG II MEL requirements, including the Airtable reporting platform. The MERL Manager will identify a MEL focal point for each reporting organization and provide additional virtual or in-person training to help strengthen their capacity to support MEL reporting needs. This will include training on informed consent, qualitative data collection, and storytelling to improve partners' capacity to submit regular impact stories and quotes.

Gender Equality and Social Inclusion

In the plans for Year 2, ILRG II is focused on the following GESI mainstreaming and standalone activities, as well as ideas for potential work to address the needs of key groups:

Gender: Gender considerations are mainstreamed throughout all project activities with efforts in Zambia focused on women's empowerment and inclusion in natural resource management, efforts in Ghana and Cote d'Ivoire focused on increasing GESI capacity with private sector partners and empowering women in the cocoa supply chains, Environmental Defenders grantees screened for GESI integration in their projects and supported with GESI capacity post-award, and Green Cities work in Malawi focused on ensuring women's needs are considered and women benefit equitably from land pooling and climate resilience activities. ILRG II will look

for opportunities to advance gender thought leadership through research and events that emerge in year two.

Youth: In addition to the FSC youth conference activity, ILRG II will be looking for entry points for mainstreaming youth into project activities. The majority of the Environmental Defenders grant applications demonstrate varying degrees of youth integration. In the Green Cities work in Malawi, ILRG II is planning to engage with WI-HER to use their iDARE methodology for the GESI analysis, with a strong focus on youth stakeholders. In addition, ILRG II is interested in supporting a youth land rights social norms brief or other materials for the LRG to make the case for buy-ins for youth-focused future activities.

Indigenous People: ILRG II will continue focusing on IPs in its Environmental Defenders grant program and upcoming Latin America ID Hub work and will look for opportunities to advance thought leadership on IP issues through the learning agenda, other emerging research opportunities, and events.

In addition, ILRG II will revise the GESI Strategy produced in Year 1 as needed to ensure it remains relevant across all ongoing and emerging activities. ILRG II staff will continue to provide GESI support to in-country teams and partners for ongoing activities. For all new activities, ILRG II will use the GESI checklist to assess the level of GESI integration possible, and the Strategy will continue to guide GESI analyses and planning to ensure GESI integration in activity design, implementation, and MEL. ILRG II continues to provide GESI orientations and capacity strengthening for all in-country teams as new activities begin and will coordinate on GESI integration with consortium partners as appropriate, particularly WI-HER and Equitable Origins.

ILRG II will continue strong coordination of the GESI Strategy with the MEL Plan so that all monitoring and evaluation data is disaggregated by sex and other relevant social characteristics (e.g., age, IP status, disability status, ethnic groups, etc.), results and impact for different groups is captured, GESI learning questions are embedded in relevant plans, and GESI is purposefully addressed in pause and reflect sessions and integrated across the learning agenda.

Annex 1
Planned Communication Materials

TABLE 9. Y2 COMMUNICATIONS MATERIALS

Name	Description	Approx. Timing
International Rural Women's Day Social Media for USAID Enviro handles	Social media content about ILRG II's work with rural women to advance land rights and increase opportunities in land based value chains; tie in with World Food Day.	October 2024
16 Days of Activism Against GBV internal communications	Internal handouts and graphics on GBV prevention for ILRG II staff, subcontractors, grantees, and partners.	November - December 2024
International Women's Day Blog + Social Media	Blog on GESI work under ILRG II, highlighting Cote d'Ivoire and Ghana work to address gender norms with women farmers and advance livelihoods opportunities.	March 2025
World Wildlife Day Social Media for USAID Zambia handles	Social media content highlighting ILRG II's work to advance CBNRM in the wildlife sector in Zambia.	March 2025
Earth Day Social Media Content for USAID Enviro handles	Social media content on ILRG II's work to promote environmental conservation and climate change adaptation across Ghana, Brazil, and Malawi.	April 2025
Indigenous People's Day Blog + Social Media	Blog and social media posts about ILRG II's work to straighten and protect IP land and resource rights, highlighting Environmental Defenders grants and Brazil co-creation work.	August 2025
International Youth Day Social Media Content for USAID Enviro handles	Social media content on ILRG II's work to promote youth participation in land and resource governance, as applicable.	August 2024

Annex 2
Y2 MEL Indicator Targets

TABLE 10. Y2 MEL TARGETS

N°	PERFORMANCE INDICATOR	REPORTING FREQUENCY	TARGETS					NOTES
			BASE-LINE	COUNTRY	Y1	Y2	LOP	
Global Indicators								
16	Percent of USG-assisted organizations with improved performance. [CBLD-9]	Annual	0 0	Global Zambia	100% 100%	100% 100%	100% 100%	Assumes that all 22 organizations receiving capacity building support from ILRG II in Zambia in Y2 demonstrate improvement in at least 1 target area.
20	Value ($) of non-donor resources mobilized for local development priorities. [CBLD-10]	Annual	0	Global	TBD	TBD	TBD	Indicator not yet linked to any ILRG II activity.
13	Number of organizations pursuing their own performance improvement priorities with USG capacity strengthening support. [CBLD-11]	Annual	0 0 0	Global Zambia IP-Youth	19 19 0	37 22 15	TBD TBD 15	Zambia: Forestry Department, WLE and WLR platform (12 orgs), TNC, CDLA, ZCRBA, FZS, WCP, 4 chiefdoms VLUP planning in Kafue and Luangwa; IP-Youth: Assume each OWY IP Youth leader will come from a unique community/ organization and will take conference learnings back to their organization to implement,
23	Value of new private sector investment leveraged by the USG to support food security and nutrition. [EG.3.1-15]	Annual	0	Global	TBD	TBD	TBD	Indicator not yet linked to any ILRG II activity.
19	Number of private sector firms that have improved management practices or technologies as a result of USG assistance. [EG.5.2-2]	Annual	0	Global	TBD	TBD	TBD	Indicator not yet linked to any ILRG II activity.

N°	PERFORMANCE INDICATOR	REPORTING FREQUENCY	TARGETS					NOTES
			BASE-LINE	COUNTRY	Y1	Y2	LOP	
3	Number of hectares of biologically significant areas under improved natural resource management as a result of USG assistance. [EG.10.2-2]	Quarter	0 0	Global Zambia	1,621,359 1,621,359	1,621,359 1,621,359	TBD TBD	Zambia: Continue to support CRB governance capacity and VLUP in areas identified in Y1. Totals are not cumulative over LOP.
9	Number of people trained in sustainable natural resources management and/or biodiversity conservation as a result of USG assistance. [EG.10.2-4]	Quarter	0 0	Global Zambia	105 105	374 374	TBD TBD	Zambia: Training for 60 chiefs, 100 headpersons, 15 participants in VLUP, and 200 CRB members.
5	Number of laws, policies, or regulations that address biodiversity conservation and/or other environmental themes officially proposed, adopted or implemented as a result of USG assistance. [EG.10.2-5]	Annual	0 0	Global Zambia	3 3	0 0	TBD TBD	Zambia: Continue to support 3 laws identified in Y1 (CBNRM Policy, Wildlife Act, Forestry Policy).
4	Number of specific pieces of land tenure and property rights legislation or implementing regulations proposed, adopted, and/or implemented positively affecting property rights of the urban and/or rural poor as a result of USG assistance. [EG.10.4-1]	Annual	0 0	Global Zambia	3 3	0 0	TBD TBD	Zambia: Continue to support 3 laws identified in Y1 (Customary Land Bill, Land Act, Forestry Act).
2	Number of parcels with relevant parcel information corrected or incorporated into an official land administration system as a result of USG assistance. [EG.10.4-5]	Quarter	0 0	Global Zambia	0 0	200 200	TBD TBD	Zambia: Assume 200 certificates will be issued under ZCLAS in Y2.
1	Number of adults provided with legally recognized and documented tenure rights to land or marine areas, as a result of USG assistance. [EG.10.4-7]	Quarter	0 0	Global Zambia	0 0	200 200	TBD TBD	Zambia: Assume 200 certificates will be issued under ZCLAS in Y2, with average of 1 adult per certificate.
11	Number of people trained in climate change adaptation supported by USG assistance. [EG.11-1]	Quarter	0	Global	TBD	TBD	TBD	Indicator not yet linked to any ILRG II activity.

N°	PERFORMANCE INDICATOR	REPORTING FREQUENCY	TARGETS					NOTES
			BASE-LINE	COUNTRY	Y1	Y2	LOP	
15	Number of institutions with improved capacity to assess or address climate change risks supported by USG assistance. [EG.11-2]	Annual	0	Global	TBD	TBD	TBD	Indicator not yet linked to any ILRG II activity.
7	Number of laws, policies, regulations, or standards addressing climate change adaptation formally proposed, adopted, or implemented as supported by USG assistance. [EG.11-3]	Annual	0	Global	TBD	TBD	TBD	Indicator not yet linked to any ILRG II activity.
22	Amount of investment mobilized (in USD) for climate change adaptation as supported by USG assistance. [EG.11-4]	Annual	0	Global	TBD	TBD	TBD	Indicator not yet linked to any ILRG II activity.
10	Number of people trained in sustainable landscapes supported by USG assistance. [EG.13-1]	Quarter	0 0	Global Zambia	14 14	15 15	TBD TBD	Zambia: VLUP Planning Training for 1 representative from 10 VAGs + 5 NGO staff in Luangwa in Y2) (VLUP in Kafue counted in target for Y1).
14	Number of institutions with improved capacity to address sustainable landscapes issues as supported by USG assistance. [EG.13-2]	Annual	0 0	Global Zambia	2 2	2 2	TBD TBD	Zambia: VLUP in Chikwa and Chifunda chiefdoms in Y2 (Shezongo and Musungwas in Y1).
6	Number of laws, policies, regulations, or standards addressing sustainable landscapes formally proposed, adopted, or implemented as supported by USG assistance. [EG.13-3]	Annual	0 0	Global Zambia	TBD 3	TBD 0	TBD TBD	Zambia: Continue to support 3 laws identified in Y1 (Forestry Act, CBNRM Policy, Forestry Policy).
21	Amount of investment mobilized (in USD) for sustainable landscapes as supported by USG assistance. [EG.13-4]	Annual	0 0	Global Ghana	TBD $0	TBD $2.5M	TBD $10M	Ghana: Target of $10 million in private sector co-financing, amortized over 4 years of project implementation (Y2-Y5).
8	Number of legal instruments drafted, proposed or adopted with USG assistance designed to promote gender equality or non-discrimination against women or	Annual	0 0	Global Zambia	TBD 1	TBD 1	TBD TBD	Zambia: Continue to support 1 law identified in Y1 (Wildlife Act, ILRG draft component on gender), Y2 will submit component on gender for Forestry Policy. .

N°	PERFORMANCE INDICATOR	REPORTING FREQUENCY	TARGETS					NOTES
			BASE-LINE	COUNTRY	Y1	Y2	LOP	
	girls at the national or sub-national level. [GNDR-1]							
17	Percentage of female participants in USG-assisted programs designed to increase access to productive economic resources (assets, credit, income, or employment). [GNDR-2]	Annual	0 0 0 0	Global Cote d'Ivoire Ghana Zambia	0% 0% 0% 0%	50% 90% 50% 50%	TBD 90% 50% TBD	Cote d'Ivoire: Y2 target of 90% women reached through VLSAs; Ghana: Y2 target of 50% women reached through gender norms training, VSLAs, alternative livelihoods and agroforestry trining in Y2-Y5; Zambia: Y2 target of 50% women benefiting from land certificates generated under ZCLAS.
12	Number of persons trained with USG assistance to advance outcomes consistent with gender equality or female empowerment through their roles in public or private sector institutions or organizations. [GNDR-8]	Quarter	0 0 0 0	Global Cote d'Ivoire Ghana Zambia	32 0 0 32	166 25 75 66	TBD 50 300 TBD	Cote d'Ivoire: Target of 50 Zamacom staff and cooperatives trained over LOP, 25 in Y2; Ghana: Target of 100 ECOM management and field staff trained, along with 200 local leaders over LOP, 75 per year; Zambia: Y2 target of 50 community scouts, 10 NGO leaders through WLR platform, and 6 chiefs trained as gender champions.
18	Percentage of participants who are youth (15-29) in USG-assisted programs designed to increase access to productive economic resources. [YOUTH-3]	Annual	0	Global	TBD	TBD	TBD	Indicator not yet linked to any ILRG II activity.
Country Specific Indicators								
24	Total number of clients benefitting from financial services provided through USG-assisted financial intermediaries, including non-financial institutions or actors. [EG.4.2-1]	Quarter	0 0	Cote d'Ivoire Ghana	0 0	450 1,250	900 5,000	Cote d'Ivoire: LOP target of 900 women reached through VSLAs, 450 in Y2; Ghana: LOP target of 5,000 women reached through VSLAs, 1,250 in Y2-Y5.
25	Percentage of participants reporting increased agreement with the concept that males and females should have equal access to social, economic, and political resources and opportunities. [GNDR-4]	BL/EL	TBD TBD	Cote d'Ivoire Ghana	- -	- -	+10% +10%	Cote d'Ivoire: GESI analysis survey will give us baseline value, endline target (Y3) of +10% agreement among men and women; Ghana: GESI analysis survey will give us baseline value, endline target (Y5) or

N°	PERFORMANCE INDICATOR	REPORTING FREQUENCY	TARGETS					NOTES
			BASE-LINE	COUNTRY	Y1	Y2	LOP	
								+10% agreement among men and women.
26	Number of people receiving livelihood co-benefits (monetary or non-monetary) associated with the implementation of USG sustainable landscapes activities. [EG.13-5]	Annual	0	Ghana	0	0	15,000	Ghana: LOP target of 15,000 people (40% women) enrolled in PES scheme. Current implementation plan assumed 20% of farmers enroll in Y2, 40% in Y3, 40% in Y4. People will be counted once they receive their first PES payment, set to begin in Y3. Targets to be revised based on feasibility assessment,
27	Greenhouse gas (GHG) emissions, estimated in metric tons of CO2 equivalent, reduced, sequestered or avoided through sustainable landscape activities supported by USG assistance [EG.13-6]	Annual	0	Ghana	0	0	1.04M	Ghana: Current LOP carbon projections of ~1 million tons of CO2e over LOP. Activity will report these estimates in Y4 when it anticipates initial sapling planting is complete. Targets to be revised based on feasibility assessment,
28	Number of people supported by the USG to adapt to the impacts of climate change . [EG.11-5]	Quarter	0	Ghana	0	3,000	15,000	Ghana: LOP target is 15,000 people (40% women) enrolled in PES scheme and receiving training on climate smart agroforestry. Current implementation plan assumed 20% of farmers enroll in Y2, 40% in Y3, and 40% in Y4. Targets to be revised based on feasibility assessment,
29	Number of hectares under improved management expected to reduce greenhouse gas emissions as a result of USG assistance. [EG.13-8]	Annual	0	Ghana	0	3,600	18,000	Ghana: LOP target is 18,000 hectares based on current carbon model estimate that assumed 900,000 trees planted at 50 trees per ha with an average farm size of 1.2 ha. Current implementation plan assumed 20% of farms enroll in Y2, 40% in Y3, and 40% in Y4. Targets to be revised based on feasibility assessment.
30	Number of individuals participating in GEEA funded activities. [CUSTOM]	Annual	0	Ghana	0	6,000	24,000	Ghana: LOP target is 24,000 (50% women), subject to revision based on the finalized implementation plan. Assumes activity will reach 15,000

N°	PERFORMANCE INDICATOR	REPORTING FREQUENCY	TARGETS					NOTES
			BASE-LINE	COUNTRY	Y1	Y2	LOP	
								people (50% women) through gender norms dialogues, and 15,000 people (40% women) through gender-responsive agroforestry training. Currently assume 6,000 person overlap between the two trainings, giving an LOP target of 24,00, divided evenly over the 4 years of implementation (6,000 per year).
31	Number of human rights defenders trained and supported [DR.6.1-2]	Quarter	0	IP-Youth	15	0	15	IP-Youth: 15 IP youth leaders supported with scholarships to attend OWY conference, assuming gender balance.

Indigenous community members participate in focus group discussion during IPARD evaluation during Y1 of the ILRG II project. Credit: ILRG II.

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