



USAID
FROM THE AMERICAN PEOPLE

TENURE AND GLOBAL CLIMATE CHANGE PROGRAM

FINAL REPORT



USAID Contract No: AID-OAA-TO-13-00016

Cover Photo: Photo montage of Tenure and Global Climate Change Activities.
All photos: TGCC and USAID

Report Authors: Matt Sommerville and Emiko Guthe

Suggested Citation: Sommerville, M. and Guthe, E. (2018). *Tenure and Global Climate Change Final Report*. Washington, DC: USAID Tenure and Global Climate Change Program

Prepared by: Tetra Tech
159 Bank Street, Suite 300
Burlington, VT 05401

Principal Contacts: Matt Sommerville, Chief of Party
Matt.Sommerville@tetratech.com

Cristina Alvarez, Project Manager
Cristina.Alvarez@tetratech.com

Megan Huth, Deputy Project Manager
Megan.Huth@tetratech.com

DISCLAIMER: This report is made possible by the generous support of the American people through the United States Agency for International Development (USAID). The contents of this report are the sole responsibility of its authors and do not necessarily reflect the views of USAID or the United States government.



TABLE OF CONTENTS

OVERALL IMPACTS	1
WHERE WE WORKED	2
TENURE & GLOBAL CLIMATE CHANGE - AN INTRODUCTION	4
ZAMBIA - CUSTOMARY LAND DOCUMENTATION FOR SUSTAINABLE LANDSCAPES	8
BURMA - DEVELOPING & PILOTING THE NATIONAL LAND USE POLICY	13
GHANA - PARTNERSHIPS FOR COCOA REHABILITATION	18
PARAGUAY - DOCUMENTING INDIGENOUS RIGHTS	21
MANGROVES & VIETNAM - COASTAL SPATIAL PLANNING & MANGROVE MANAGEMENT	24
MARINE TENURE - LOOKING TO THE SEA	28
FOREST TENURE - STRENGTHENING RIGHTS AND REDUCING EMISSIONS	29
CROSS CUTTING LEARNING - LOCAL IMPACTS TO GLOBAL LESSONS	32
INTEGRATION OF TENURE INTO CLIMATE CHANGE PROGRAMMING	32
GENDER INTEGRATION AND SOCIAL INCLUSION	33
PARTICIPATORY RIGHTS DOCUMENTATION	34
EXPANDING THE BOUNDARIES OF TRADITIONAL USAID TENURE WORK	36
POLICY AND PILOT INTERFACE	36
DONOR AND GOVERNMENT COORDINATION FOR SUSTAINABILITY	38
IMPLEMENTING THROUGH CIVIL SOCIETY ORGANIZATIONS	39
CONCLUSIONS - MOVING FORWARD	41
ANNEX I: DELIVERABLES & DEVELOPMENT EXPERIENCE CLEARINGHOUSE LINKS	43
ANNEX II: PROJECT SPECIFIC PERFORMANCE INDICATORS	50
ANNEX III: FINANCIAL TABLE	57

OVERALL IMPACTS

The Tenure and Global Climate Change (TGCC) program carried out evidence-based interventions around community-based, participatory land and resource documentation to build local self-reliance and economic prosperity for marginalized and vulnerable populations. By building platforms for communication and conflict resolution among stakeholders, including local communities, government, and the private sector, TGCC identified pragmatic solutions to strengthen land and resource rights, implemented through partnerships with local civil society organizations. Between 2013 and 2018, TGCC achieved the following:

5

Field pilot interventions implemented across five countries and three continents

604

Communities mapped their boundaries and resources through bottom up participatory processes

17,871

Household land certificates produced and managed by customary leaders in Zambia covering 190,297 hectares (52 percent included female landholders and 20 percent included exclusively female landholders)

145,937

Hectares of land placed under improved natural resource management

61,590

Tons of greenhouse gas emissions reduced through agroforestry and two additional deforestation-focused partnerships through Tropical Forest Alliance 2020

19

Policy and legislative processes supported, including two Land Policies incorporating unprecedented consultation for Burma and Zambia



Partnerships with international businesses and national and global platforms to encourage integration of land tenure lessons into business practices



Donor and private sector coordination led to leveraging of USAID pilot methodologies for future replication in five countries



Spatial data on community land rights integrated into publicly accessible platforms in three countries

3

Toolkits developed for household and community land documentation and spatial planning

19

Local land and resource tenure assessments conducted across thirteen countries

11

Civil society organizations supported to carry out mapping with their constituents

152

Public presentations of results and impacts to global, US, and host country communities of practice on climate change mitigation and adaptation, as well as land tenure and property rights

WHERE WE WORKED

- FIELD WORK
- ASSESSMENTS

2013-2018

ZAMBIA

CUSTOMARY LAND DOCUMENTATION AND AGROFORESTRY

2013-2018

BURMA

LAND TENURE PROJECT

2016-2018

VIETNAM

OUR COAST, OUR FUTURE

2016-2018

GHANA

IMPROVING TENURE SECURITY TO SUPPORT SUSTAINABLE COCOA

2016-2018

PARAGUAY

DOCUMENTING RIGHTS, REDUCING RISKS: PLATFORM FOR REVIEWING INDIGENOUS CLAIMS TO LAND AND FOREST

INDONESIA

GOVERNING MANGROVES
UNIQUE CHALLENGES FOR
MANAGING COASTAL FORESTS

MARINE TENURE AND SMALL-SCALE FISHERIES

PHILIPPINES

MARINE TENURE AND SMALL-SCALE FISHERIES

BANGLADESH

MARINE TENURE AND SMALL-SCALE FISHERIES

NEPAL

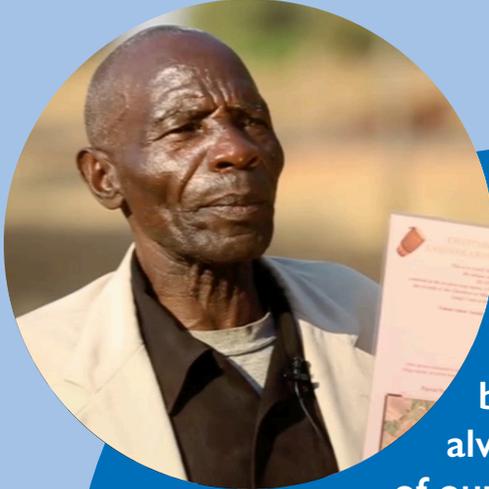
LAND AND NATURAL RESOURCE TENURE ASSESSMENT

TANZANIA

GOVERNING MANGROVES
UNIQUE CHALLENGES FOR
MANAGING COASTAL FORESTS

**GUATEMALA,
PANAMA, AND
HONDURAS**

CENTRAL AMERICA
MANGROVES, TENURE AND
REDD+ ASSESSMENT



Nelson Amon Sakala

Langa Village, Mkanda Chiefdom, Zambia

“We are very happy with these certificates because we did not always have clear boundaries of our land. There has been a reduction in cases of land disputes as a result of the certificates. Our population is increasing and land is becoming scarce leading to disputes. The trees which our parents planted as boundary markers have been uprooted or cut down. But now we have maps which will last for longer than one’s life. It will be easy to resolve land wrangles because the maps clearly indicate land boundaries. We will no longer fight over land.”



TENURE & GLOBAL CLIMATE CHANGE

AN INTRODUCTION

The Tenure and Global Climate Change (TGCC) Program was a five-year project managed and funded by the United States Agency for International Development (USAID) Bureau for Economic Growth, Education, and Environment's Land and Urban Office to identify and test models that strengthen resource tenure governance and property rights as they relate to successful global climate change mitigation and adaptation interventions, building upon USAID's deep history in land tenure and property rights.

WHY TGCC?: Secure land and resource rights act as a basic enabling condition for the achievement of many of USAID's development goals, whether encouraging farmers to make long-term investments in their agricultural land, promoting sustainable use of forests, wildlife and minerals, or helping government become more self-reliant through generation of revenue from property taxes. The fair distribution of land and resource rights among women and men, youth and marginalized groups contributes to social stability and peace within countries. USAID has been a global leader in supporting interventions to secure rights including through technical assistance on land policy and legislation, development of land conflict resolution procedures, simplification of land administration processes, registration of land rights, and negotiation of access to overlapping resource uses.

Over the past decade, USAID has increased investment in climate change mitigation and adaptation activities across broader sectoral programs, such as agriculture, forest management, and marine and coastal livelihoods. Climate change impacts and society's response are creating resource tenure challenges with new pressures emerging around resource management and associated institutions, due to migration, changing values of land, and disaster impacts on development infrastructure. The integration of land and resource tenure considerations into cross-sector adaptation and mitigation programming has the potential to strengthen development outcomes. The TGCC program was thus designed to support countries in their journey to self-reliance and prosperity through assessments and pilots that strengthen land and resource rights as the basis for improved climate change programming and broader development impacts.

HOW WE IMPLEMENTED: TGCC was implemented by Tetra Tech and a consortium of partners under the Strengthening Tenure and Resource Rights (STARR) Indefinite Delivery/Indefinite Quantity Contract. TGCC consortium partners included, dTS, LADSI, Landesa, LEAD Analytics, Michigan State University, Winrock International, and World Resources Institute. The core team of four full-time staff was initially based in Washington, DC for the first 17 months of the contract. As the orientation of the program evolved during years two and three to focus primarily on activities in Burma and Zambia, TGCC closed its Washington office and deployed a decentralized management structure, with the Chief of Party moving to Zambia and the Resource Law Specialist engaging full-time in Burma with a Country

Coordinator. In year four, opportunities emerged for TGCC to engage in additional countries on topics related to mangrove management, as well as private sector commitments to reducing deforestation. This resulted in short-term research and pilot activities carried out in Ghana, Paraguay, and Vietnam during year five.

TGCC's activities included:

- **Global research;**
- **Country-specific analyses and assessments to deepen understanding of land and resource tenure constraints; and**
- **High-impact pilot interventions in five countries.**

These investments aimed to advance policy, improve governance, and protect the rights of local communities.

TGCC's five tasks evolved as opportunities and interests emerged from USAID missions.



TASK 1: Piloting Land Tenure Interventions to Promote Climate Smart Land-use Practices

Task 1 was initially designed to test the hypothesis that strengthened rights over household land will lead to greater willingness to adopt long-term climate-smart practices in five villages in Tanzania. This task was ultimately implemented in Zambia, and based on USAID mission interest and buy-in, grew from an initial 134 villages to ultimately 541 villages, as well as engagement in national policy issues.



TASK 2: Clarifying Legal and Regulatory Rights to Benefits from Environmental Services

TGCC built on prior USAID work in Burma to support the development and piloting of Burma's first National Land Use Policy and associated legal instruments through groundbreaking public consultation processes. Additional analytical work supported the global forest carbon community and selected countries, including in Central America and Nepal.



TASK 3: Research on Tenure and Climate Change Mitigation and Adaptation

This task included two research topics on the empirical relationship between rights devolution and forest condition outcomes, and on integration of lessons learned from land tenure experiences for marine resource work and particularly for biodiversity and adaptation outcomes. The forest rights devolution work resulted in publication of four journal articles, while the marine tenure work resulted in targeted support to USAID missions in the Philippines, Indonesia, and Bangladesh. Additional research emerged in years four and five related to the role of land and resource tenure in private sector

commitments to reducing deforestation in their supply chains through the Tropical Forest Alliance 2020 (TFA 2020). This work led to analyses of the beef supply chain in the Paraguayan Chaco and of the cocoa sector in Ghana with cocoa companies Hershey's and ECOM Agroindustrial. These analyses evolved into short pilot activities on rights documentation and achievement of private sector productivity and environmental objectives.



TASK 4: Strengthening Women's Property Rights and Forest Management

Gender-sensitive training and efforts to increase women's participation were integrated into field activities in Burma, resulting in a series of training materials. Women's participation and gender-sensitive training also became a central feature of the activity in Vietnam to strengthen bottom-up participation of community members in mangrove conservation and coastal spatial planning processes in the Red River Delta.



TASK 5: Grants under Contract

TGCC supported grants under contract for national and local organizations engaged in strengthening land and resource tenure. These grants were carried out with three local organizations in Zambia, one organization engaged in community forest management in Burma, and one international organization in Ghana. However, even in cases where subcontracts were used in lieu of grants, TGCC primarily implemented on the ground through local organizations, working throughout to build technical and administrative capacities.

A range of themes emerged from TGCC across one or more countries related to:

- **Increasing bottom-up participation in recognizing community and household land rights;**
- **Increasing engagement of women and vulnerable groups in land management through a tenure lens;**
- **Using pilot activities to move policy implementation forward; and**
- **Building partnerships for securing land rights between government, civil society, and private sector actors.**

This report includes a section on lessons learned from each of these thematic, cross-cutting topics.

TGCC's success as a Washington-based task order with substantial field implementation was due to its deep bench of technical partners and experts, ability to identify opportunities where small investments could catalyze movement on a law or policy, and flexibility to mobilize support to countries and partners, while remaining contractually compliant. Consistent with similar task orders, the first 18 months of the contract focused on identifying viable opportunities for implementation and learning, followed by the establishment of two country offices and focused field activities. In the final two years, additional opportunities emerged, based on increased interest in the mechanism and multiple mission requests.



Mirriam Banda

Langa Village, Mkanda Chiefdom, Zambia

“These certificates will help women because in the past women’s rights used to be infringed upon. A husband would unilaterally decide to rent out a piece of land or lease it to a friend. A wife had no say. But now with these certificates, a husband cannot unilaterally make such decisions.”

ZAMBIA

CUSTOMARY LAND DOCUMENTATION FOR SUSTAINABLE LANDSCAPES

OUR WORK

TGCC developed and piloted household land certification and administration processes with 541 villages across five chiefdoms to evaluate the impact of documentation on sustainable land management. TGCC ultimately supported dialogue and research on customary land management and integration of best practices into national land policy development.

TGCC's Zambia engagement on Task 1 relating to "piloting land tenure interventions that strengthen land rights as an enabling condition for promoting the adoption of 'climate smart' land-use practices" emerged in the final quarter of year one, after the proposed pilot site in Tanzania identified in the contract proved to be unviable. With over half of its population dependent on a single rainy season for subsistence agriculture, Zambia is particularly vulnerable to variability in rainfall patterns. As a result, climate-smart agriculture practices, including agroforestry, have been promoted over recent years, though with limited uptake. At the same time, rural land and resource governance practices are dominated by traditional customary systems and institutions associated with Zambia's 288 chiefs. These customary leaders have historically had little interaction with central government, particularly the Ministry of Lands. In recent years however, there has been an interest from customary authorities in documenting their land resources through certificates, and an interest from the Ministry of Lands in auditing the status of Zambia's vast land. This context provided a useful platform to document household resource rights and evaluate whether secure rights impact long-term adoption of sustainable land-use practices. Early on, USAID/Zambia demonstrated a commitment to research and evidence-based programming, and welcomed TGCC's engagement and randomized control trial impact evaluation, which was carried out in collaboration with the USAID Evaluation, Research, and Communication project.

TGCC competitively awarded a grant to the Chipata District Land Alliance (CDLA) to implement land tenure work and a subcontract to Community Markets for Conservation (COMACO) on agroforestry. The two partners implemented across 277 randomly selected villages from customary chiefdoms in Chipata District (CDLA was active in four chiefdoms, while COMACO implemented in five). Given that chiefdom, village, and household level land documentation processes were new in the Zambian context, TGCC engaged



A woman from Mphondolo Village, Mshawa Chiefdom, Zambia poses with the customary land certificate on her field. Photo: USAID

IMPACTS



3700 farmers provided with agroforestry training and inputs



17,871 parcels documented across 541 communities in five chiefdoms. 52% of parcels included females, 20% solely women-owned



Trained local land governance committees and four CSOs in customary land documentation and administration procedures



Provided support to government's National Land Titling Program, including 3,000+ parcels in resettlement areas



Supported national land policy process with over 30 consultations at provincial and district levels and with traditional leaders

in the design of both the certification process and mobile applications to secure tenure (MAST). In contrast, agroforestry extension followed well-tested lead farmer models with an experienced organization.

Based on opportunities, early in year two, USAID requested that TGCC mobilize a member of its core staff to Zambia to oversee local partner implementation, as well as provide ad hoc technical assistance to the emergent land and resource policy development process through engagement with civil society, the private sector, national government, and donor groups. The depth of this engagement was largely based on government and civil society momentum on land issues, which rose and fell over the course of 2014 to 2017, based on the constitutional development process and two presidential elections. Recognizing the potential value of this engagement and the importance of learning lessons regarding scaling and impact of household certification in rural game management areas (GMAs), in 2015 USAID/Zambia requested that TGCC undertake systematic documentation of a large rural chiefdom. This led to TGCC awarding a grant to the Petauke District Land Alliance (PDLA) to carry out a full-scale land documentation process and subsequent planning in the 210,000 hectare Sandwe Chiefdom, adjacent to South Luangwa National Park, and inclusive of a large government settlement scheme on leasehold title.

TGCC's household documentation activities in Chipata and subsequent refinement in Petauke resulted in five rural and agricultural chiefdoms documenting the rights of households to land for the first time across over six hundred villages. Three of these five chiefdoms now have a full cadaster of land allocations for village and household land in hard and soft copy, administered by the village headpersons and chief's council with the technical assistance of PDLA and CDLA. The other two cadasters remain partial, as they included control villages under the impact evaluation's randomized control trial.

The MAST tools developed under TGCC include eleven spatial surveys for recording household, village, or resources boundaries and points of interest, land conflicts, and administrative processes, alongside a toolkit that describes how the TGCC process was carried out. This set of resources has been modified for use in Mozambique, and is being adapted in Zambia by the World Bank-funded Initiative for Sustainable Forest Landscape (ZIFL) program and by the Ministry of Lands for the National Land Titling Program.

The impact and sustainability of the TGCC investment is demonstrated by the increased level of transparency and communication between the Ministry of Lands and customary land authorities through the presence of TGCC-collected data on Zambia's National Spatial Data Infrastructure (<http://nsdi.mlnrep.gov.zm>), which for the first time shows leasehold parcels on the same platform as customary landholdings. The World Bank ZIFL program has integrated land and resource governance and a continuation of TGCC's customary land documentation approach into their province-wide activity, demonstrating an understanding of the importance of land and resource tenure as an enabling environment for sustainable land management, as well as the financial and technical viability of the TGCC methodology.



Giliricidia sepium is one of three agroforestry trees promoted in Eastern Province of Zambia for intercropping to increase soil fertility, while also providing fuelwood to 177 villages that TGCC worked with. Photo: USAID

TGCC's national policy and donor engagement emerged out of the Government of Zambia's prioritization in 2014 of a set of land-related policy, legislation, and research programs that included completion of a Land Policy and Customary Land Administration Bill, updating of the Forest Act and Wildlife Act, and the launch of the National Land Audit, National Land Titling Program, and Zambia Integrated Land Management Information System. With USAID acting as the coordinator of the donor Environment Sector Advisory Group to the government in 2014, and the recognition that the land sector has a broader net than the environment, TGCC provided logistical and technical support to convene thirteen quarterly cooperating partner meetings between 2015 and 2017. At the same time, TGCC engaged closely with civil society, the Ministry of Lands, and chiefs to promote broad consultation on the Land Policy, which led to substantive revisions of the policy prior to its early 2018 validation and plans to forward the policy to the Cabinet for approval.

TGCC's support for the policy process promoted broad consultation of civil society and the public, particularly outside of Lusaka. Technical support included sharing of regional and international best practice through participation in the African Land Policy Conference and World Bank Annual Land and Poverty Conferences, and through site visits and embedding of government staff in TGCC's field pilots. Finally, TGCC supported land research and annual research symposiums with Zambian government and traditional leaders, academics and implementers to promote sharing of lessons and communication among local stakeholders.

MOVING FORWARD: TGCC's ambitions evolved over time, as local momentum grew. For pilot and learning purposes, TGCC engaged in a randomized control trial of household certification to allow for an evaluation of the impacts of household certification. However, the decision to support household certification creates an obligation for longer-term support for land administration of the certificates by customary authorities, government, civil society, or through partnerships.

As a result, continued support for both the chiefs and communities to administer the certificates is of central importance moving forward, and TGCC's gains risk being lost if these mechanisms are not supported. Addressing land information needs and transparency in Zambia remains a daunting task beyond the technical and financial capacity of government or any one donor. The Government of Zambia has identified the necessary programs and has finalized its first national land policy; however, the details of implementation and fitting together a program of action require both sustained technical assistance and financing. At the same time, progress will require political will from government.

Across sectors from subsistence and commercial agriculture to wildlife management to urban service delivery and industrial development and peri-urban planning, there are land tenure constraints inhibiting inclusive development and Zambian self-reliance. Future activities, by USAID alone or in coordination with other cooperating partners and government, need to:

- **Provide technical support across multiple sectors with the buy-in of the Ministry of Lands and other relevant ministries;**
- **Review and revise current administrative process within the Ministry of Lands and local governments to support transparent land administration and revenue collection;**
- **Pilot new methods across these areas, for example in group wildlife management or peri-urban planning;**
- **Support Zambian, or multi-donor financed, scaling of one or more proven interventions;**
- **Carry out research on land and resource tenure issues across key sectors to improve monitoring of performance; and/or**
- **Support training of national and local government and customary leaders in land administration best practices.**

Zambia land and resource tenure challenges are growing more complex by the day, but are not intractable.

KEY PRODUCTS

[Zambia Customary Land Documentation Tenure Assessment](#)

[Community and Household Land Rights Documentation and Administration Toolkit](#)



U Wai Hlaing Tun

Member of Parliament from Patheingyi, Burma

“We have two main issues in this region on land: historical land confiscations by the previous military government and the recent misuse of the vacant, fallow and virgin (VFV) land. Too often we find that government approval of VFV overlaps with current community use of land. I believe that the participatory maps must be respected, because community perception is the most important. If a community accepts a map, then government must accept it too.”



**OUR
WORK**

BURMA

DEVELOPING & PILOTING THE NATIONAL LAND USE POLICY

TGCC provided technical and financial support for the completion of Burma’s first National Land Use Policy using a groundbreaking participatory, multi-stakeholder, inclusive process. TGCC subsequently supported seven community-based civil society organizations to pilot community rights recognition and gender-responsive elements of the policy, while contributing to integration of the policy into Burma’s legislative framework.

Since 2012, Burma’s dynamic transition toward more democratic governance processes and opportunities for foreign direct investment have opened the country for business. Rapid change has raised concerns relating both to the incentives to promote responsible investment and to the protection of land tenure and property rights of smallholder farmers and communities located throughout the country. While 70 percent of the population of Burma presently derives their livelihood from small-scale agriculture, there is increasingly a push from the government to create economic growth through extractive industries, industrialized agriculture, and cash crops.

Land use management issues in Burma are complex and politically sensitive, and represent a very real threat to the social and political stability of the country. The country’s complicated and often antiquated land legal framework translates to confusion on the ground, with a lack of clarity on delegated roles and responsibilities of those holding land-related decision-making authority. While Burma is in the early stages of land governance reform, land tenure security and property rights are key for sustainable and inclusive economic growth. TGCC tested a key shift from centralized, top-down land governance by modeling participatory, inclusive public participation in policy and legislation development and bottom-up, participatory land use planning approaches. This approach marks the start of a change towards government as service providers.

With coordinated support from USAID and other donors, the Government of Burma (GOB) developed and endorsed a forward-looking National Land Use Policy (NLUP) from 2014 to 2016. During the development of the NLUP, the GOB utilized an unprecedented, inclusive public consultation process to refine and improve the



At a community meeting in Burma, a TGCC staff member leads village members in a discussion of potential solutions to land tenure issues. Photo: USAID

draft policy. The resulting policy, endorsed by the GOB in January 2016, is based on international good practice and promotes sustainable land use management, strengthens land tenure security for all, and recognizes and protects legitimate customary land tenure rights and procedures of ethnic nationalities. The NLUP also promotes people-centered development, participatory decision making, and accountable land administration to support equitable economic development.

Following the endorsement of the NLUP, momentum for further changes to the land legal framework largely stalled as a result of a changing political landscape. During the TGCC timeframe, different priorities, such as Land Confiscation Reinvestigation Committees to address historic land disputes, came into play. As ministries restructured following the historic transfer of power to the National League for Democracy (NLD)-led government in 2016, TGCC built awareness and tested elements of the NLUP among a wide range of stakeholders from civil society, government, and communities. Following the close of TGCC activities in January 2018, the GOB announced the creation of a National Land Use Council, marking an important next step in moving implementation of the NLUP forward.

In this political context and following short-term assessments in 2013 and 2014, USAID/Burma developed a scope of work in early 2015 to address land tenure and property rights with a focus on rural land use management issues and customary and community tenure. TGCC operated under a memorandum of understanding with the Ministry of Natural Resources and Environmental Conservation and built strong relationships with the Ministry of Agriculture, Livestock and Irrigation, Land Core Group, OneMap Myanmar, European Union (EU)-funded land use planning activities, the World Bank, and many other civil society and donor organizations. TGCC implemented a series of activities around strengthened public consultation and awareness through multi-stakeholder dialogue and capacity building; law and policy development; and piloting elements of the NLUP.

All TGCC Burma activities worked to foster constructive, evidence-based dialogue and public consultation amongst stakeholders as interaction among government entities and between government and communities is still nascent. Strengthening public consultation and increasing multi-stakeholder dialogue were the foundation of the project, with TGCC helping to bring together civil society, donors, government, and communities. Under this activity, the project:

- **Hosted 220 events reaching 7,480 participants;**
- **Developed 44 publications describing laws and policies as well as participatory mapping approaches; and**
- **Built the capacity of local partners through multiple training and awareness-raising events.**

TGCC supported wide public consultations around the development of the NLUP, a model that government plans to replicate moving forward. Multi-stakeholder dialogues at project pilot sites convened local authorities,



Members of Parliament, and community members - often for the first time - to discuss issues of land governance. TGCC also convened a series of regional lessons learned workshops to report on findings from participatory mapping activities.

On law and policy development, TGCC provided technical support for development of the NLUP, including strategic support for the unprecedented public consultation process and technical advice to the core drafting team. As the political landscape shifted, TGCC adapted to integrate elements of the NLUP into other laws and policies that govern land tenure and property rights in Burma. By the close of project activities, TGCC had provided technical assistance on 15 laws, policies, and regulations. As an internationally recognized resource for organizations and individuals working on land reform in Burma, TGCC's Resource Law Specialist consulted with a wide range of stakeholders, providing inputs and advice to 37 external partners.

TGCC also tested the NLUP in practice through pilots of inclusive, bottom-up participatory planning that mapped community resources of 59 villages across 11 village tracts in four states/regions of Burma. These community resource documentation activities helped to map and identify legitimate land tenure claims of rural communities. The maps developed, although they had no formal path to recognition under the current land legal framework, served as a starting point for discussions between communities and local authorities. Pilot activities:

- **Demonstrated community-led, participatory land use planning in Burma;**
- **Helped model the value of including community perspectives in mapping initiatives for local authorities;**
- **Exposed rural community members to land governance systems, which was a first-time experience for many communities; and**
- **Integrated land legal awareness training for local authorities.**

Building the capacity of TGCC's many stakeholders was a major focus both in the field and in policy. Activities included:

- **University-level lectures that introduced concepts of land tenure and land governance;**
- **Trainings on women's land rights;**
- **Land legal awareness trainings for local authorities in project sites; and**
- **Technical capacity building using mobile mapping tools and Geographic Information Systems (GIS) for local partners.**

TGCC also produced a series of policy briefs, toolkits, cartoon outreach materials, and films to raise awareness of land governance and land tenure issues.

MOVING FORWARD: Based on four years of engagement in Burma, TGCC identified several broad recommendations to support and build capacity of government and civil society to help realize locally responsive development. There is a need to:

- **Harmonize the land legal and policy framework;**
- **Strengthen inter-ministerial coordination and collaboration;**
- **Improve public participation and government service provision;**

- [Close information gaps with accurate and up-to-date educational materials;](#)
- [Strengthen participatory land use planning and the use of local organizations as service providers;](#)
- [Support women’s property rights; and](#)
- [Recognize forest tenure of local communities.](#)

The NLUP is a forward-looking document that lays out a framework for moving land administration forward in Burma. To move toward sustainable land administration in Burma, the legal and policy framework should be streamlined and harmonized to produce more clarity on the ground and to enable pathways that formally recognize legitimate community tenure claims. Similarly, day-to-day land administration is governed by three main ministries that historically do not collaborate or cooperate, which results in confusing and overlapping roles and responsibilities. The newly announced National Land Use Council is a promising step towards strengthened coordination at national and sub-national levels to address law/policy harmonization and to strengthen land use management and planning.

TGCC activities supported multi-stakeholder dialogues and public participation at the national and sub-national levels, but further support is needed to truly shift the government toward a mindset of service provision and to build communities' confidence to engage with government agencies. Field-based activities demonstrated the challenges of engaging with authorities, particularly at the state/regional level where decision makers were more inaccessible to local partners. All TGCC stakeholders, including civil society, university students, local authorities, and community members, demonstrated high demand for accurate, up-to-date information about the land legal framework. While TGCC developed print, film, and graphic educational materials, more work can be done on extensive public outreach. For example, training materials are needed on the land tenure-related elements in the Investment Law, Agriculture Development Strategy, and the 2016 Community Forest Instructions.

Burma pilot activities demonstrated how bottom-up participatory approaches can be used in a traditional top-down governance structure and also modeled how local partners can serve as service providers. Further investment is needed to build the capacity of local partners, and government authorities need more exposure to participatory land use planning approaches, as these approaches are new for many officials and change within government is particularly slow. As awareness of participatory mapping and bottom-up approaches grows, participatory land use planning should be integrated into existing government priorities, such as vacant, fallow, and virgin land inventory, land reinvestigation committee activities, and environmental and social impact assessments.

TGCC activities in Burma supported emerging communities of practice around participatory land use planning and women's property rights and explored the use of 2016 Community Forest Instructions as a means to recognize customary community land tenure. Additional work and support in each area is needed.

KEY PRODUCTS

[Burma Land Tenure Project Community Resource Documentation Toolkit](#)

[Burma Land Tenure Project Land Legal Awareness Toolkit](#)

[Lessons Learned from Burma Land Tenure Project Community-Based Activities](#)

[Developing a Community of Practice to Address Women’s Land Rights](#)



Teriah Agyarko-Kwarteng
Hershey West Africa Sustainable Sourcing Director

**“In Ghana,
in recent years
insecure land rights
has been raised in
meetings in Accra as an issue
facing productivity in the cocoa sector,
but we have never had concrete actions
that we could support as a business.
With USAID’s help we are finding entry
points that are practical and cost-
effective at the scale our business
works in.”**



**OUR
WORK**

GHANA

PARTNERSHIPS FOR COCOA REHABILITATION

As part of an effort to integrate land tenure considerations into private sector commitments to net-zero deforestation in their supply chains, TGCC partnered with major cocoa buyer Hershey's and its supplier ECOM Agroindustrial, in Ghana in 2017.

TGCC initiated the engagement in late 2016 with an assessment of tenure constraints facing the cocoa sector's ability to rehabilitate existing cocoa farms instead of supporting the historical practice of clearing new forests. This led to a year-long partnership with Hershey's and ECOM on improving tenure security to support sustainable cocoa. Assessment findings underscored the impact of cocoa expansion on Ghana's greenhouse gas emissions, the trends of reduced productivity of Ghana's aging cocoa farms, and the challenges facing chocolate manufacturers to meet their cocoa demand.

The initial tenure assessment helped ECOM and Hershey understand, for the first time, how Ghana's customary tenure arrangements were impacting farmer willingness to engage in rehabilitation practices. In particular, it found that abunu (tenant) farmers made up a majority of farmers in many communities. These farmers would lose access to their land if they engaged in rehabilitation because the historical tenancy agreements are based on land ownership only for the life of the trees planted on the farm. As a result, many farmers prefer to keep a low productivity farm (and potentially expand into pristine forest areas) rather than risk losing the farm all together by cutting down their low producing trees. The assessment also identified that the current legal framework of tree tenure resting with the state was undermining farmer incentives to keep trees on farm and grow shade cocoa. Based on the assessment, Hershey's and ECOM expressed interest in developing pilot activities to strengthen the rights of customary farmers, resolve land conflicts, clarify tree tenure, and develop a financing model for expanding rehabilitation of cocoa farmers. This assessment led to the development of an eleven-month activity in 2017 to:

1. **Increase tenure security of smallholder cocoa farmers through clarifying and documenting the rights of landholders and tenants in a way that allows tenants to remove old cocoa trees without losing their rights to the land.**
2. **Promote the increase in carbon stocks in cocoa farms over the long term by explaining the new Forestry Commission policy on tree tenure and documenting tenants' and landlords' beneficial interests in shade trees.**

IMPACTS



190 farms mapped and
tenure rights documented
(37% women)



71 cocoa farms
rehabilitated, funded by
ECOM. Developed and
distributed three model
tenure templates



Trained community leaders
in dispute resolution, and
ECOM extension agents in
agroforestry and tenure
issues



Raised awareness in
major cocoa buyers of the
relevance of land rights to
the industry's future



Developed viable financial
model for private sector
investment in cocoa
rehabilitation

3. Replant old, unproductive cocoa farms to increase productivity over the next five to ten years, through the development of a financing model to replant old cocoa farms and provide extension services to farmers.
4. Develop lessons and recommendations for the Government of Ghana, Ghana's Cocoa Forest REDD+ Program, the World Cocoa Foundation, TFA 2020 partners, and others working on related topics with smallholder farmers that will allow the pilot to be replicated and scaled up over time.

Working closely with ECOM, TGCC developed a financial model for farm rehabilitation that allows full payback within three years. ECOM will trial the revised model in the 2018 growing season. At the same time, TGCC supported customary chiefs to develop land documentation templates for tenant farmers that allow these farmers to rehabilitate their farms without losing access to land. Deployed across the entire village of Nyame Nnae, subsequent follow-up by USAID will allow for tracking the impact of revised land arrangements. In this process, TGCC also partnered with a local firm that surveys farm boundaries through customary land documentation processes.

During preparations to pilot a new Forestry Commission regulation for devolving tree tenure through a tree registry, TGCC recognized that the implementation of a tree registry is impractical for developing and administering tree rights. Instead it recommended to the Forest Department full devolution of tree rights on farms to the farm owner, regardless of species and whether the tree was planted or naturally grown. Finally, TGCC carried out trainings with community leaders and ECOM staff on land dispute resolution as well as agroforestry practices through training of trainers approaches. ECOM will integrate these trainings into their existing extension services.

MOVING FORWARD: TGCC's outreach during the final months of the pilot reached members of the World Cocoa Foundation, as well as the Ghana Cocoa Board (Cocobod), Forestry Department, and customary leaders. Despite the relevance of the pilot to Government of Ghana climate change commitments and sector plans for cocoa, there was limited attendance from government officials in the pilot, likely due to the short timeframe and small budget. Nevertheless, Hershey's and ECOM have committed to integrating the components of the pilot, particularly the adaptation of the financing model, into their future extension and rehabilitation program. ECOM and Hershey's are exploring continued collaboration with USAID to reach vulnerable, tenure-insecure populations through de-risking mechanisms, such as the USAID's Development Credit Authority.

The TGCC approach underscored the interest of private sector actors to integrate tenure strengthening interventions into their portfolio of services. The firms were previously unaware of actionable land tenure interventions. Due to price controls on cocoa in Ghana, ECOM can only compete on the services it offers to its farmers. As a result, ECOM is willing to invest in land



Women drying cocoa beans in Dunkwa-On-Offin, Ghana. Photo: USAID

tenure interventions, to both increase productivity and build farmer relationships. However, the depth of these investments will be evaluated based on return moving forward. The intervention underscored that not all smallholder farmers are equal in their needs and abilities to access financing, finding that no migrant or tenant farmers signed up to participate in private sector-financed rehabilitation. In situations where smallholders are tenants, documenting land ownership may be inadequate to improve investment, and indeed may threaten their livelihoods. In the same way that increased attention is being paid to the participation of women in customary and statutory documentation processes, there is a need to look at migrants and other vulnerable residents in a community.

TGCC was limited in its ability to gain the interest of government and integrate adaptive management based on learning into the pilot due to its short timeframe. As a result, though interest in shade cocoa is re-emerging within Cocobod, the legal framework around devolving rights to shade trees is untested and extension services to promote agroforestry are not yet widely practiced. An enhanced political will is required to develop and scale incentives to promote cocoa farm rehabilitation over deforestation. The engagement of traditional leaders is also central to success and they need to be full partners in a documentation process, while avoiding opportunities for them to use the system to extract fees.

KEY PRODUCTS

[Land and Natural Resource Governance and Tenure for Enabling Sustainable Cocoa Cultivation in Ghana](#)

[Improving Tenure Security to Support Sustainable Cocoa: Final Report and Lessons Learned](#)

PARAGUAY

DOCUMENTING INDIGENOUS RIGHTS

OUR WORK

TGCC supported an indigenous peoples group in Paraguay to consolidate indigenous land claims to help investors and commodity firms better understand risks associated with where their existing or planned investments overlap with claims. With USAID interest in

exploring the intersection between land tenure and the achievement of net-zero deforestation goals from the private sector through the TFA 2020 initiative, in late 2016

TGCC identified sectors, countries, and land tenure constraints of potential interest for analysis and subsequent piloting. The Paraguayan Chaco was identified as an area of interest based on decades of unrestrained agricultural expansion, often at the expense of tropical and sub-tropical forests, which has made Paraguay one of the world's top exporters of soy (ranked fourth) and cattle (fifth). The initial assessment from 2017 identified constraints and opportunities related to land rights and deforestation, particularly in the cattle industry.

Cattle ranching is expanding in the Paraguayan Chaco and has contributed to the degradation and loss of forests and associated ecosystem services there. The current pattern of land rights and tenure security in the Paraguayan Chaco has roots in land grants issued by the government in the 19th century. At the time, the Chaco was inhabited principally by indigenous peoples. Today, more than 95 percent of land in Paraguay is held as private property. In the Chaco, most land is privately owned, principally by individuals, corporations, and cooperatives. While estimates vary, a relatively small amount of land in the Paraguayan Chaco – likely less than five percent – is legally held by indigenous peoples (although they claim considerably more land). There are also a number of smallholder farmers living in the Chaco.

Rates of deforestation on private lands are considerably higher than on indigenous lands and lands in the public protected estate. As cattle production expands, the risk of more deforestation on private lands is high. Protecting the land rights of indigenous peoples could help secure their livelihoods and protect forests.

The last decade has seen an enormous shift in the generally accepted standard of agricultural commodity sourcing standards. The global beef and leather industries are, however, arguably the least progressive among the major drivers of tropical deforestation, with neither having globally recognized



As cattle production expands in Paraguay, the risk of more deforestation on private lands is high. Photo: USAID

IMPACTS

certification or a standard-setting body, and little uptake of basic sourcing criteria or global, time-bound commitments by major multinational players. The Global Roundtable on Sustainable Beef is relatively young and has little influence compared to the other major commodity roundtables (for example around timber, soy, and palm oil), and is resistant to any verified certification or standard setting regime. While major grain and vegetable seed oil traders (Wilmar, Cargill, ADM, etc.) have made global commitments, the major meatpacking companies sourcing in the tropics have so far not done so.

As Paraguay's cattle exports are not primarily to higher-value markets (e.g. the United States, EU, or Japan), there has been little history of promoting progressive criteria for social and environmentally monitored beef production. Apart from the portion of the market that requires corral coordinates, the present perception of risk and the relatively permissive regulatory environment discourages additional measures to connect supply chains to ranch locations or inquiries into the land tenure of sourcing areas. Investment in geospatial data for day-to-day operations is likewise limited (against the general trend in the agricultural world), and land use and land ownership history is of little concern for cattle buyers. Disputed titles and indigenous claims and their related controversies tend not to weigh in sales contracts that are more concerned with volume and price. Recognizing this context, three potential avenues for improvement were considered, including:

- **Leveraging of existing cattle sector initiatives and best practices;**
- **Pressure for the private sector to self-regulate; and**
- **Data management and transparency by the beef sector and the government of Paraguay.**

Based on this assessment, and given the short timeframe available for an intervention, TGCC focused on the third option related to building transparency around land rights claims in the Chaco. As the country's agricultural exports grow, so too does the need for transparency and accessible data on indigenous lands, without which the agricultural sector would be unable to reduce their exposure to these risks, and indeed reduce the impacts on the ground to people and ecosystems. TGCC collaborated with an indigenous peoples group, the Federación por la Autodeterminación de los Pueblos Indígenas (FAPI), to create an interactive online map of indigenous land claims in Paraguay, based on a consultative process with a range of indigenous groups.

The resulting Paraguayan website platform, called Tierras Indigenas Paraguay (www.tierrasindigenas.org.py) was launched in November 2017, and the data has been integrated into global platforms as well. The increased availability of geospatial data on a public-oriented platform has great potential to boost the visibility of indigenous lands and the transparency and availability of the data provides much needed inputs for the private sector to carry out due diligence activities to reduce social and environmental risk in their sourcing. While significant data had already been created by both indigenous groups and the government, these had not previously been systematically organized and made public via a mapping platform. This approach to consolidating existing data from disparate sources onto a public platform provides an important method of participatory mapping and rights recognition moving forward.





A cattle farm in the Paraguayan Chaco. Photo: USAID

MOVING FORWARD: The TGCC approach found success through partnership with FAPI, a pragmatic organization that has convening power and the respect of both indigenous peoples groups as well as government and private sector. This allowed FAPI to navigate the interests of multiple stakeholders and collaborators while absorbing the technical best practices and processes contributed by the TGCC team. It was particularly important to advance delicately and build legitimacy through open meetings and frequent communications, as the activities did not directly involve government. At the same time, once the platform was developed, FAPI took great care to create inclusive outreach that promotes the use of the platform as a tool to help companies and government reduce risk in the future, rather than trying to shame historical actions.

The platform was developed using local technical skills by consultants TGCC was already comfortable with. To build upon the sustainability of the platform in the future, the data should be integrated with other platforms where possible. The initial launch was presented in a way that welcomed additional inputs from indigenous groups and potential users. Based on clarity of the background documentation needed for submission to the platform, indigenous groups have already expanded the portal. Post-TGCC, FAPI has agreed to move forward with funding from Rainforest Foundation to continue to host the platform. While the activity was designed to target gaps related to risk in the cattle industry, its value already extends to any business activity in the Paraguayan Chaco and soon across the whole country.

KEY PRODUCTS:

[Land Rights, Beef Commodity Chains and Deforestation Dynamics in the Paraguayan Chaco](#)

[Documenting Rights, Reducing Risks: Platform for Reviewing Indigenous Claims to Land and Forests](#)



OUR
WORK

MANGROVES AND VIETNAM

COASTAL SPATIAL PLANNING AND MANGROVE MANAGEMENT

TGCC identified the centrality of resource governance in successful mangrove restoration and demonstrated the benefits of considering overlapping land and resource use rights within the context of coastal spatial planning and mangrove management in

Vietnam. Though historically perceived as unproductive wastelands, there is a growing appreciation of the valuable services provided by coastal mangrove forests, including:

- Protection against sea level rise and violent storms;
- Nursery functions for fisheries;
- Livelihood opportunities for coastal communities; and
- Carbon sequestration.

At the same time, mangrove forests are in decline globally due to factors that include aquaculture, charcoal, coastal development, and industrial pollution.

Recognizing the negative impacts of mangrove deforestation, countries have begun enacting policies and programs to halt the loss of mangrove forests through the improved management of remaining coastal forests and the reforestation of coastlines. Research on these landscapes has tended to focus on the biophysical dimensions of successful mangrove reforestation. Much less effort has been placed in understanding the unique socio-economic and governance conditions of coastal forest management. With this in mind, USAID tasked TGCC to undertake research on the governance of mangrove forests and develop a pilot to support mangrove co-management through a participatory coastal spatial planning process.

TGCC's research phase was carried out through a subcontract with the Center for International Forestry Research to look at global lessons as well as case studies from Indonesia and Tanzania with a particular eye toward gender inclusion. The research underscored both the institutional and jurisdictional overlaps associated with managing coastal areas and a general gap in legal frameworks addressing mangrove forests, which have unique functions in comparison with upland production or conservation forests. The research documented emerging experience with recognizing community rights over mangrove forest, for

example through joint forest management in Tanzania, moving mangroves away from impractical strict protection classifications. Despite these cases, there is limited experience on evaluating the outcomes of community-based mangrove management. With respect to gender inclusion, the differentiated uses of mangroves by women and men are clear, but management practices have not yet adapted to address the needs of women and marginalized resource users.

Following the above research, TGCC identified a pilot opportunity associated with the USAID-funded Vietnam Forest and Deltas (VFD) program through Winrock International to pilot implementation of a coastal forest decree developed with VFD support. Mangrove forests hold considerable importance within Vietnam's coastlines for a range of benefits: mitigating climate change; adapting to sea level rise; providing a buffer against intensifying coastal disasters triggered by climate change; protecting sea dikes; supporting livelihoods including aquaculture, coastal gleaning, and fisheries; and advancing biodiversity conservation. As a result, the Government of Vietnam (GVN) developed and approved a policy to protect coastal forests, the Coastal Forests decree (No. 119/2016/ND-CP), in August 2016. It forms a major component of the overall move by the GVN to develop laws and policies focused on promoting sustainable development within coastal regions. The goal of TGCC's Our Coast – Our Future pilot in Vietnam was to facilitate better mangrove conservation and protection in light of this resource's key role in climate change mitigation and adaptation. This created an opportunity to pilot innovative and effective participatory approaches for coastal spatial planning, as well as to test effective institutional arrangements for the governance and management of mangrove forests.

Tien Lang District was selected because it has experienced a considerable increase in mangrove area over the last three decades despite multiple land use pressures such as aquaculture, fisheries, and clam farming. The district now has over 800 hectares of mangrove along its 11 km coastline across three communes. This expansion has been achieved by the efforts of the Women's Union and Vietnamese Red Cross, with government and non-governmental organization financial support. The district government expressed interest in

identifying an effective participatory coastal spatial planning process and collaborative mangrove governance approach to meet its 2016 to 2020 mangrove reforestation targets. During 2017 and 2018, the pilot worked toward three goals:



Mangrove forests provide protection for boats, seen here in Kawthaung, Burma, in the case of storms and rough seas. Photo: USAID

IMPACTS

800 ha of mangroves under improved management

District spatial plan developed for 11 km of vulnerable coast

Government officials and three communes trained in data collection and mapping

World Bank-funded coastal program adopting pilot methods

Over 200 stakeholders participated at global mangrove lessons exchange event

- **Build awareness and understanding of Decree No. 119/2016/ND-CP that addresses coastal forest management and planning issues at the national and local district levels;**
- **Pilot the development of an effective methodology for participatory coastal spatial planning and design a collaborative mangrove governance approach within and between the three coastal communes of Tien Lang District; and**
- **Engage with the World Bank on technical guidance for implementation of its Forest Sector Modernization and Coastal Resilience Enhancement Project.**

Based on these goals, the pilot activities aimed to inform the implementation of other coastal forest investments from government, donors and development organizations and to support Vietnam's implementation of the Paris Climate Change Agreement. To achieve the pilot's objectives, the team followed a five-step process:

1. **Organize broad stakeholder participation in the coastal spatial planning process;**
2. **Define and analyze existing conditions through a participatory coastal resource assessment and coastal profiling (including participatory mapping);**
3. **Define and analyze future conditions, factoring in climate change and potential changes in land use;**
4. **Prepare and approve coastal spatial implementation plans; and**
5. **Design a mangrove co-management approach tailored to Tien Lang District through participatory learning and engagement.**

Implementation proceeded smoothly due to close coordination with local government and commune interest in the process. District officials saw the approach as useful for addressing longstanding disputes between user groups, while communes and households valued the opportunity to raise their concerns publicly on a map. Due to an ambitious timeframe and intensive consultative process, the final elements of the process related to approval of the implementation plans and implementation of the mangrove co-management approach were not fully realized during the pilot lifespan. The provincial government, the level at which the spatial plans would be approved, was not heavily engaged in the pilot implementation and as a result implementation will be based on the district carrying the plan forward. Similarly, while a co-management approach was developed with the communities, the development of committees and mangrove management capacities is a longer-term process.

The pilot revealed the overlapping and contested resource rights found in coastal zones and the subsequent value of using participatory resource assessments to support cross sectoral negotiation and planning. It underscored the difference between successfully planting mangroves along the coast and the conditions required to effectively manage the resulting forests. The pilot activities achieved their goals primarily due to the existing relationships between VFD and the national government, and the interest of the district/commune governments. Early champions within these local governments deepened the impact and adoption of the mobile tools.



Less than 50% of Vietnam's seacoast is protected by mangrove forest. Photo: USAID

MOVING FORWARD: This approach was novel in Vietnam as coastal and marine spatial planning is a relatively new concept, and most of the piloting and activities to date have focused on the national and provincial levels. Historically Vietnam's planning processes have been focused on establishing productivity targets by commune/district/province and by sector, rather than using a spatial framework to balance multiple objectives on a landscape. As a result, both the broad stakeholder engagement approach and spatial planning across multiple resources were new concepts for many of the pilot partners. Interestingly, communes were not adamantly supportive of co-management, with many feeling that government was better equipped than communities to manage mangrove forests and that existing approaches for households to access forest management contracts were appropriate (though in some cases overly restrictive).

Consistent outreach with World Bank counterparts and relevant government departments and clear training resources are all important elements of long-term impact and sustainability of the Vietnam pilot. While the approach required substantial investment and a wide range of consultations, its sustainability was increased through use of government staff for most data collection and mapping. TGCC's partnership with USAID-VFD allowed for the pilot to take advantage of logistical efficiencies for rapid scaling, but also ensured that the USAID program would be able to take forward many of the lessons and products post-pilot. Moving forward, additional piloting of the methodology is necessary to ensure replicability and cost-effectiveness of implementation through government partners. It is important that the co-management arrangements are monitored and adapted to suit the needs of the coastal communities. Financing for implementation of plans remains a barrier as does the full engagement of the private sector, which is unlikely to participate in a series of community meetings, but has important contributions to decision making.

KEY PRODUCTS

[Where the Land Meets the Sea: A Global Review of the Governance and Tenure Dimensions of Coastal Mangrove Forests](#)

[Toolkits: Guide No. 1: Participatory Coastal Resource Assessment; Guide No. 2: Participatory Mapping; Guide No. 3: Building Coastal Spatial Scenarios in Vietnam](#)

[Why Gender Matters in Sustainable Coastal Resource Management within Vietnam's Mangrove Forests: Gender Brief No. 1](#)

[Mangrove Collaborative Governance in Vietnam and Asia](#)



MARINE TENURE

LOOKING TO THE SEA

OUR
WORK

TGCC’s engagement on marine tenure sought to bring best practices from land tenure assessments and associated interventions to coastal and marine systems, with a particular interest in supporting USAID missions.

TGCC initially developed a framework and held virtual meetings with coastal missions. This led to the development of a sourcebook on the evidence behind the role of marine tenure systems in reaching food security, biodiversity and climate change objectives. This compendium of academic and grey literature was supplemented by a primer designed to support USAID missions and programs to incorporate marine tenure into different phases of a mission’s lifecycle, from integration into strategic documents, like the Country Development Cooperation Strategy, to project design and implementation. The primer achieves this through six support tools based on guiding questions. TGCC tested the utility of the primer’s tools through three country assessments: in the Philippines to evaluate program implementation; in Indonesia to look closely at program design; and in Bangladesh remotely through a desk study of the hilsa fishery. The primer and sourcebook were revised based on these experiences. During this process, TGCC presented at relevant international meetings and adapted the products into journal articles for broader consumption.

MOVING FORWARD: As documents largely focused internally toward USAID’s program cycle, USAID may wish to promote the use of the products to inform future activities. Following up in Bangladesh, Indonesia, and the Philippines with USAID programs and missions will clarify the extent to which the tools have been adopted internally or have influenced decision-making. Fisheries and coastal management is a relatively small element of USAID’s budget despite the global importance of the sector to livelihoods, nutrition and biodiversity conservation. TGCC assessments provide unique insight through their tenure lens into each country and fishery and remain insightful both to the national small-scale fishing context, as well as to individual fisheries and program design. The assessment framework provided through the primer and sourcebook deepens understanding of the user on tenure issues to promote integration, which is relevant well beyond USAID, across development programs.

KEY PRODUCTS:

[Looking to the Sea to Support Development Objectives: A Primer for USAID Staff and Partners](#)

[Marine Tenure and Small-Scale Fisheries: A Sourcebook on Good Practices and Emerging Themes](#)

Country Assessments: [Bangladesh](#); [Indonesia](#); [the Philippines](#)



FOREST TENURE

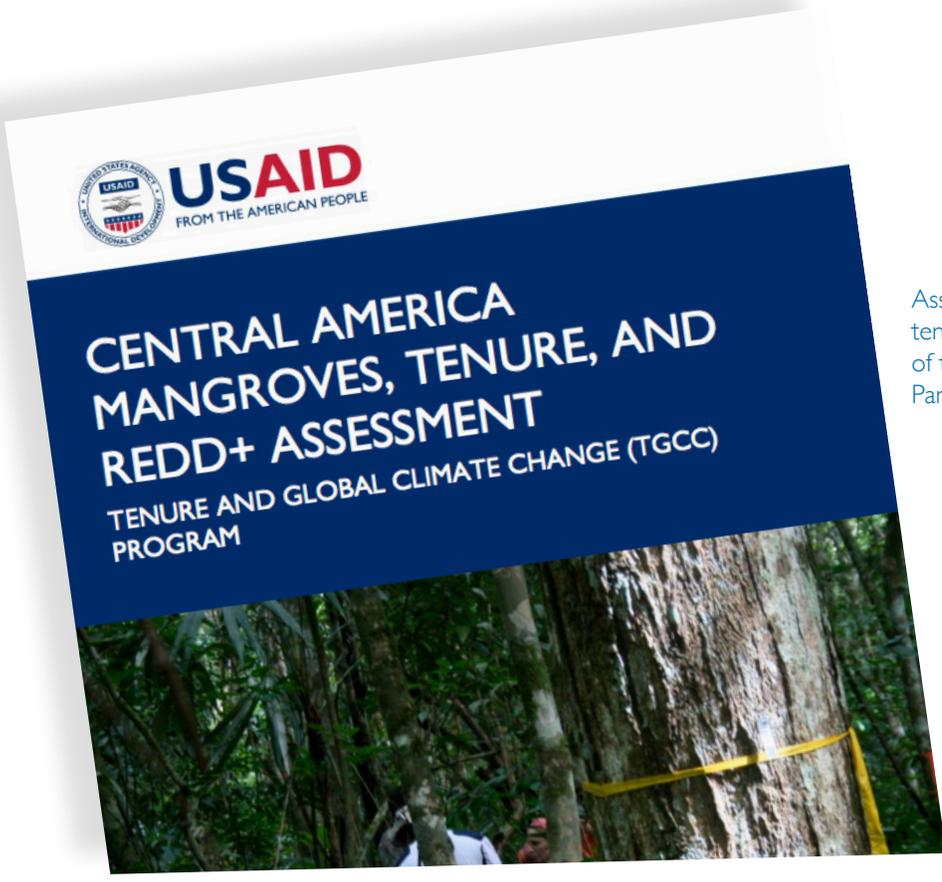
STRENGTHENING RIGHTS AND REDUCING EMISSIONS

OUR WORK

Given the important role of trees and forests in responding to climate change mitigation and adaptation, TGCC tasks and deliverables frequently explored the relationship between strengthening land and resource rights and successful land-use based mitigation and adaptation programs. During 2013 and 2014, as TGCC evaluated potential pilot interventions, the team reviewed and revised USAID’s materials on forest tenure and carbon rights and undertook assessments in Guatemala, Honduras, Panama, and Nepal. The Central America assessments were designed to support the USAID Central America Regional Climate Change Program, while the Nepal assessment was in support of the World Bank Forest Carbon Partnership Facility Methodological Framework, which requires a land and resource tenure assessment, but did not previously have any guidance on what this could entail. TGCC presented on work reviewing the integration of land and resource tenure into international forest carbon programs, and developed a new tool to support the distribution of rights and responsibilities in forest tenure activities and programs. As TGCC’s activities shifted away from analytical and global short-term technical assistance activities in late 2014, these products were not further developed, though the Nepal study was shared with both the World Bank and Nepal’s REDD+ unit. Additionally, as TGCC engaged in Zambia and Burma, short-term support on tenure and forest carbon was provided to government and World Bank counterparts as opportunities arose, for example in Zambia’s BioCarbon Fund’s Integrated Sustainable Forest Landscape program.

Associated with contract deliverables, TGCC also initiated research on the extent to which devolution of forest rights leads to improved forest condition, based on a global literature review. This work evaluated the research methods and empirical evidence behind the oft-cited truism that forests are better protected when rights are devolved to local levels. The work found that most of the research was based on perception of forest change rather than measurements of biophysical conditions and that the range of devolution approaches varied dramatically. Noting the lack of causal evidence, the study called for:

- **Baselines of forest condition to be established relying on both long-term and short-term monitoring of forest condition;**
- **Collaboration of social and physical scientists on research; and**
- **Improved modeling framework and matching methods with less biased sampling and improved indicators.**



Assessments examined the land and resource tenure regimes within the mangrove systems of three countries -- Guatemala, Honduras, and Panama. Photo: USAID

This research resulted in the publication of four journal articles, which have become highly cited in the academic literature, instigating new research.

MOVING FORWARD: TGCC’s work evolved during year one and year two away from research and short-term assistance to focus more on pilot implementation in Zambia and Burma, on largely different topics. Nevertheless, these early research activities were important grounding points for TGCC and created momentum and relationships within academia, the World Bank, and with USAID missions where future lessons from TGCC could resonate. Additionally, TGCC’s ability to mobilize physical and social scientists to support the devolution research, and lawyers and country experts for tenure assessments proved valuable to demonstrate TGCC’s flexibility to respond to USAID’s needs. While the global mechanisms for financing and measuring forest carbon have evolved, resource tenure remains a foundational consideration of enabling environments and interventions themselves.

KEY PRODUCTS:

- [Empirical Linkages between Devolved Tenure Systems and Forest Conditions: Literature Review](#)
- [Increasing Community Rights to Forests: A Solution to Forest Degradation](#)
- [Nepal Land and Natural Resource Tenure Assessment for Proposed Emission Reductions Program](#)
- [Central America Tenure and Sustainable Landscape Assessment: Guatemala; Honduras; Panama](#)
- [Assessment Tool for Clarifying Rights to Derive Benefits from REDD+ Activities](#)



Mathews Phiri

Sindikhani Village, Sandwe Chiefdom, Zambia

“In the past unscrupulous people used to come to cut down trees purporting to have been given permission by Chief Sandwe. But USAID have educated us to always demand for a letter of authorization from anyone claiming to have been allowed by the chief to use land. In the past we used to fear to question people claiming to have been permitted by the chief to utilize land. We were also advised to be cross-checking such claims with the chief. ”



CROSS CUTTING LEARNING

LOCAL IMPACTS TO GLOBAL LESSONS

TGCC

TGCC's activities spanned a wide range of countries and approaches designed specifically for the local development context. Each also intended to identify global lessons for effective implementation and high impact outcomes. The following section identifies cross-country learning that was achieved related to climate change integration; gender and social inclusion; participatory rights documentation; expanding the boundaries of traditional USAID tenure work; effective interactions among policy and pilot processes; donor and government coordination; and implementation through local civil society organizations (CSOs).

INTEGRATION OF TENURE INTO CLIMATE CHANGE PROGRAMMING

TGCC's interventions and analyses were focused primarily on high mitigation value landscapes (on forest frontiers and agricultural mitigation opportunity areas) and on populations most vulnerable to the impacts of climate change (coastal areas and subsistence agriculture populations). Building on efforts dating back to 2010 and previous USAID land tenure interventions, TGCC worked to integrate tenure considerations into program design; for example, developing tools and undertaking analyses for how strengthening tenure can help to achieve forest conservation objectives in the Forest Carbon Partnership Facility's Methodological Framework in Nepal, and supporting integration of tenure strengthening activities into the enabling conditions of the BioCarbon Fund investments in Zambia. TGCC consolidated USAID's tenure-related sustainable landscape activities to reach both the climate change community at the Global Landscape Forums, including at the 2015 Paris Climate Change Conference, and the land tenure community at the World Bank's Land and Poverty Conferences.

Assessments and partnerships with Hershey's and ECOM Agroindustrial on cocoa and deforestation in Ghana, as well as with FAPI on beef and soy expansion in the Paraguayan Chaco region, advanced private sector engagement in tenure issues as it relates to achieving global commitments to deforestation-free commodities through TFA 2020. In all cases, development partners, government, and donors implicitly understood the importance of secure land tenure in reducing deforestation (and resulting emission reductions), but lacked an understanding of how they could constructively engage in addressing land and

resource tenure constraints. Through assessments, research, pilot interventions, and an impact evaluation, TGCC identified pragmatic steps that each partner could take to incrementally improve land and resource governance to support sustainable landscape management. These ranged from private sector integration of a tenure lens into its selection of Ghanaian cocoa farmers for farm rehabilitation, to facilitating communication among indigenous groups and financing institutions on historical land claims in Paraguay, to donor coordination on land and resource policy support in Zambia and Burma, to demonstration of the cost-effectiveness of chiefdom-level household land certification in Zambia.

With respect to climate change adaptation, TGCC explored ecosystem-based coastal adaptation approaches through raising the profile of social dimensions of mangrove and coastal management. TGCC's work brought together literature on the unique challenges of overlapping coastal resource rights in Vietnam, Bangladesh, the Philippines, and Indonesia. Leveraging the longer-term presence of existing USAID programs, TGCC supported integration of tenure considerations into these USAID programs and supported Vietnam's development of methodologies and piloting for participatory, multi-sector, spatial planning at the district level. Across each of these coastal activities, TGCC helped missions and stakeholders balance the multiple objectives of biodiversity conservation, food security, economic growth and climate change mitigation and adaptation.

GENDER INTEGRATION AND SOCIAL INCLUSION

TGCC applied a gender and social inclusion lens to the range of country activities, starting with tenure assessments through to activity design and ultimately in the program's adaptive management approach. TGCC briefs and training brought international best practices for social inclusion and empowerment to country specific issues. In Ghana, TGCC's initial tenure analysis of barriers to farm rehabilitation in the cocoa sector identified a large subset of farmers (migrants) who were unable to participate in standard cocoa rehabilitation financing models. Bringing this dynamic to TGCC's private sector partners, Hershey's and ECOM, has enabled these firms to better target these vulnerable populations. In Zambia, tenure analyses revealed changing customary inheritance patterns among some groups away from matrilineal toward patrilineal systems, which allowed the program to pay closer attention to program impacts and biases. TGCC's approach aimed to document existing relationships and open up systems to longer-term cultural changes that come with effective social inclusion strategies. This was particularly important as in each TGCC country, the government has progressive elements of policy on gender and social inclusion which are not widely implemented.



Women from He Loke Village in Sagaing Region, Burma, participate in land use inventory exercises. Photo: USAID

Across countries, knowledge of women's land rights and meaningful participation in community processes were important components of interventions. The Burma and Zambia interventions included both awareness raising and integration of women into newly created and existing community land councils, as well as requirements for female participation, not just attendance, in community boundary demarcation processes. While these quota-based approaches will not necessarily change gender outcomes for the full population of women in rural communities, they begin to establish a precedent for inclusion, and for female leadership. In Zambia, this resulted in 52 percent of all registered household parcel documentation

including women, and 20 percent of all parcels registered exclusively under women's names. These outcomes begin to challenge the commonly held assumptions in Zambia that customary systems are regressive with respect to women's rights. In Zambia, TGCC also supported traditional leaders (chiefs) to act as spokespersons for social inclusion in the land sector, an approach that has been successful in combatting gender-based violence and early childhood marriage. In Burma, awareness raising of women's land rights was an important component of the outreach work, particularly describing options for women to document their rights. The program identified misperceptions and implicit biases in how land rights documentation (Form 7) is administered, e.g. lacking space for joint registration. Training for local implementing partners was designed to increase their awareness of biases and integrate inclusive approaches into implementation. This resulted in dedicated training materials in Burma and the establishment of a new community of practice on gender and land rights among CSOs.

In addition to supporting gender integration into land rights advocacy organizations, TGCC also worked with gender-focused organizations to help them integrate understanding of land tenure into their work. In Vietnam, TGCC supported the Women's Union to carry out program outreach and communications on mangrove management, and data collection and analysis across coastal communes. Particularly in Vietnam, TGCC engaged with populations employed in the formal sector who were not necessarily available to participate in meetings and events on weekdays. As tenure interventions seek to reach these peri-urban and urban areas, there is a need to alter event timing and structure to reach a wider swath of the population.

It is important to build an inclusive policy framework, but when implementing with communities and local leaders, it is equally necessary to start with a humble approach of understanding existing constraints and practices. It is then important to identify potential champions from those in power, as well as both men and women. This results in approaches that do not undermine existing practices, but rather find openings to support evolution within institutions.

PARTICIPATORY RIGHTS DOCUMENTATION

TGCC carried out participatory rights documentation processes at a variety of scales from household-level to community level to indigenous groups in Burma, Zambia, Vietnam, Ghana, and Paraguay for different purposes and using different techniques ranging from consolidating existing data to collecting spatial and socio-economic details in the field. These experiences revealed a series of lessons learned on partnerships, technologies, capacity building, cost, and formalization of mapping outputs. TGCC designed documentation processes associated with the different mapping needs of each country activity with:

- **Zambia focusing on a household certification process;**
- **Burma addressing village boundary harmonization;**
- **Vietnam considering overlapping resource uses;**
- **Paraguay consolidating indigenous peoples land claims; and**
- **Ghana documenting tenancy arrangements with landlords.**



Alice Mvula, a CSO worker from Chipata District Land Alliance, shows a few tools of the tenure process - an example of land certificates and the maps used in TGCC's participatory mapping activities. Photo: USAID

In each country, the products were intended to be used for different purposes, including for formal recognition with authorities, civil society advocacy, land use planning, and improving access to private sector finance.

With respect to local partners to carry out documentation, TGCC primarily worked through local partners with existing relationships with the communities where documentation occurred. This was due in part to build the capacity of local institutions, as well as the lack of clear legal mandate or political will in most cases (Vietnam as the exception) for government to undertake the documentation work. In Zambia and to some extent

Burma, the government ultimately became interested in the processes used. Surprisingly, many of the national and local CSOs involved in land rights issues across all countries had extremely limited mapping expertise and relatively little understanding of land and resource tenure principles and legal frameworks within each country. As a result, substantial effort was made with each partner institution to build an understanding of the interface between state and customary systems, overlapping resource tenure, gender and social inclusion concerns, and how to undertake land tenure assessments.

At the same time, in each country TGCC introduced mobile data collection tools, known as Mobile Applications to Secure Tenure (MAST). The program anticipated challenges related to data collection using mobile tools with local communities; however, these were often overcome quickly, while the deeper challenges were associated with consistent interpretation of social tenure issues by local partner staff. More than using MAST technologies, spatial data management proved to be a challenge for many local organizations, particularly when the volume of data required the use of databases, as in the case of Zambian customary land certificates. International backstopping and customization of open-access platforms was required throughout the process, revealing that “off-the-shelf” solutions are rarely, if ever, available. TGCC’s Paraguayan partner is likely to be able to continue to manage its online platform independently going forward, though all other partners will require additional backstopping to extend the work in the future.

A key finding from each of the participatory rights documentation processes was the importance of the process to the impact of the interventions. While mobile applications may improve a program’s ability to enter textual data and collect spatial data in the field, they do not replace the need to build relationships and understanding with beneficiaries, through repeated outreach and visits. Additionally, in all cases paper and vinyl printed maps were invaluable as resources for communities to visualize their land and resource tenure issues in a large format. Clear steps for social and spatial data validation and feedback were key elements of each process. The cost associated with each of the participatory documentation processes varied based on country context, logistics, and the mapping goals. The Paraguayan approach of consolidating existing land and resource claims and digitizing these on a public platform was the most cost-effective measure; this type of consolidation of existing information should be carried out in most cases in advance of field implementation. Community rights documentation processes in Burma were integrated into broader CSO capacity building processes. In Vietnam, costs were more substantial due to the highly participatory coastal resource planning process associated with resource documentation. Finally, in Zambia household-level customary land documentation could be carried out at a competitive \$10 to \$40 a parcel, but often depended on local logistical arrangements and particularly whether there were any disputes or complications associated with parcels.



Noreen Miti, Program Coordinator for Chipata District Land Alliance, distributes customary land certificates at a community-wide ceremony. Photo: USAID

In rural areas with limited government and CSO engagement, TGCC found value in collecting multi-use data, for example on village locations, socioeconomic indicators, and development infrastructure, to feed into broader district planning processes and decision-making. In cases where the rights documentation processes do not fit into an established government-managed system, the pilots create an expectation for USAID to continue to support, or at the very least monitor, local administration of data, as the establishment of land administration systems is a long-term investment, whose benefits materialize well after the end of a five-year program.

EXPANDING THE BOUNDARIES OF TRADITIONAL USAID TENURE WORK

USAID has a deep history in supporting land tenure interventions for countries across the world. With engagement on land policy, land administration systems, the recognition of customary land rights, and support for forest tenure and pastoral reform, USAID has built a large body of knowledge and resources on land and resource tenure. As a pilot and learning-based program, TGCC had the opportunity to work in a few relatively “new” areas of engagement for USAID tenure work, particularly around marine and coastal tenure, as well as make contributions to wildlife tenure and carbon rights issues.



LTP's Monitoring and Evaluation Specialist, Myat Thu Aung, describes the details of a program-generated map during the final folio presentation in Yway Gone village, Burma. Photo: USAID

With respect to carbon rights, TGCC built on earlier USAID work during its first years to examine the relationship between land and resource rights and the ability for countries and households to participate in climate change forest carbon mitigation strategies, primarily through tools and analyses in Nepal, Central America, and Zambia. Issues over wildlife tenure and wildlife management also came to the forefront as TGCC worked in Zambia on documenting land rights and supporting planning in a rural game management area. This work revealed some of the weaknesses of current concession agreements that may limit long-term investment in wildlife management as part of a rural economy in Zambia.

A deeper body of work was developed with respect to coastal and marine tenure, where USAID tasked TGCC to explore how principles applied in land tenure and property rights can be applied to coastal ecosystems. TGCC developed a sourcebook on this literature to bring together principles from terrestrial and marine management, and to consider how strengthening rights in a marine zone contributes to food security, biodiversity conservation and coastal resilience. This work was further expanded to develop resources for USAID on integration of marine tenure into country strategy design, program development, and program adaptive management. The experiences revealed the benefits of using a tenure lens to improve USAID's investments across all sectors.

POLICY AND PILOT INTERFACE

TGCC's impact and sustainability in Burma, Vietnam, and Zambia is based on the interface between policy and pilots. While the TGCC contract was divided into two pilot countries and a policy country, in practice each field activity sought to inform policy and broader opportunities for scaling. TGCC's policy

engagement was strengthened by the experiences of the pilot work and vice versa. The program found that pilot work can either be designed to inform the policy (Zambia), be developed alongside the policy (Burma), or pilot elements of completed policy (Vietnam). The ability for piloting work to precede policy may be relatively rare and poses challenges of government willingness to accept activities before there is a legal framework, as well as what level of formalization or acceptance of program outcomes can be promised to local counterparts. Resource documentation piloting was particularly important to help government and other implementers consider:

- The potential costs of rights recognition;
- Viable methodologies; and
- Subsequent legal changes that may be required to operationalize the rights documentation processes.

BURMA'S NATIONAL LAND USE POLICY:

The completion of the National Land Use Policy in 2015 set the stage for TGCC's piloting of community boundaries and community resource assessments. Despite this policy backing, local government was not initially aware of the NLUP or of the objective of piloting a customary rights recognition process. This created challenges for the TGCC implementation partners, particularly in local government relationships. TGCC's community resource documentation process evolved over time, but given the changes in government and unclear implementation of the NLUP during the life of the project, long-term recognition by government is not certain. Nevertheless, TGCC's partners found value in the work as tools for community advocacy and TGCC collaborated with the OneMap Myanmar platform to ensure that the data collected is available publicly.

ZAMBIA'S NATIONAL TITLING PROGRAM:

Zambia's proposed national titling program seeks to undertake mass titling across all of state land, and the government also anticipates a Customary Land Administration Bill to provide the basis for documentation of customary land by traditional authorities. Yet in order to undertake these massive efforts, a change is needed to both laws and regulations, particularly in the development of a Land Policy. As with Burma, TGCC supported inclusive public consultation in the policy development process. TGCC's experience with customary land documentation provided valuable experience for the government to design its program for a systematic registration of customary land and state land. While this gleaning of experience is welcome, the lack of formal relationship of TGCC with the Ministry of Lands limited the ability of the program to easily integrate with Ministry systems.

VIETNAM'S COASTAL FOREST DECREE:

Recognizing the competing high economic and social values of coastal zones and the limitations of sector-based planning, the Government of Vietnam completed the Coastal Forest Decree in 2016 with USAID support to encourage integration and collaboration among coastal agencies toward restoration and protection of mangroves and coastal forests. TGCC supported a participatory, bottom-up planning process with district and commune authorities that built on this decree. TGCC communications materials on the coastal forest decree were piloted with district officials and have now been produced for and distributed across the eight coastal provinces of the north. While the methods appear viable, it remains to be seen how keenly provincial government will recognize the TGCC-supported plans.

TGCC processes underscored that the scale of the pilot intervention should be at a jurisdictional or decision-making scale, as well as the need to consider whether funding is adequate to gather lessons across multiple states and regions. Initial TGCC Zambia pilots were done at a randomized community level, which means that neighboring communities may or may not have been participating in the land tenure or agroforestry interventions. Given the inter-relations of land governance interventions, it is important that interventions occur at a relevant jurisdiction or unit of community decision making so that resulting products can be viable post implementation. TGCC Zambia's extension to Sandwe Chiefdom allowed for a jurisdictional-level intervention, which will leave a longer lasting development impact. A critique of this piloting approach is that it may not capture a full breadth of experience, as it may be limited to a select few jurisdictions. In Burma, for example, TGCC worked with seven CSOs across four states/regions. While this brought a range of experience, it also resulted in substantial logistical costs, and spread the project's team thin. Given the complexity of land governance interventions, it is important to test and update a methodology within a focused area before piloting across a broad landscape.

DONOR AND GOVERNMENT COORDINATION FOR SUSTAINABILITY

Recognizing the limitations of pilots in terms of scale and long-term sustainability, TGCC developed approaches to coordinate with other USAID programs as well as with other donors, government, and civil society, to amplify lessons learned and identify actors interested in carrying TGCC methodologies forward. Because much of

TGCC's piloting was linked to forthcoming or new policy and legislation, there was a need for TGCC to engage in policy processes either through supporting consultation and integration of international best practices into legislation, or through the development of implementation methodologies. With respect to donor coordination, TGCC played an active role in Zambia and Burma among donors and as a liaison with government departments. In Zambia, seeing the relevance of the land donor group established with TGCC support, the Ministry of Lands ultimately took responsibility for calling meetings of this group for advisory roles. Donor coordination also offered opportunities for scaling pilots and for transferring methods to other implementers, with large-scale World Bank investments in Zambia and Vietnam adopting TGCC's documentation and spatial planning tools respectively. Coordination work in each country was not a full-time job, due to the ebbs and flows of policy development and programming at the national level. Additionally, TGCC's ability to look at land and resource tenure across sectors and urban/peri-urban/rural landscapes allowed the program to bring together donor stakeholder and government actors who may not have otherwise met. TGCC's early approach to build these cross-sector and cross-ministry relationships and offer support for consultation and information flow allowed the program to take advantage of opportunities when they arose.

As a global program managed from Washington, TGCC faced initial challenges in developing productive government relationships. In Ghana and Paraguay, this was somewhat expected due to the focus of the interventions on private sector activities and the extremely condensed timeframe, though government was also largely absent in final outreach events. At program establishment in each country the small size of funding and short time-frame meant that few within government were initially interested in



TGCC Vietnam provided training for local government officials on GeoODK and mapping. Photo: USAID

the program. The exception to this was Vietnam where TGCC took advantage of existing USAID program relationships with government under the Vietnam Forest and Deltas Program to pilot a recent government decree on coastal forests. This provided the Vietnamese government counterpart, the Ministry of Agriculture and Rural Development, with a quick win and a methodology to leverage as it moved into a large, multi-year partnership with the World Bank. In Burma, USAID's previous engagements on land policy allowed for an easy and immediate integration into a policy advisory role with government. Pilot implementation however proved more challenging. TGCC's partnership with a single ministry in Burma responsible for forest land, and lack of a formal relationship with the other two relevant land authorities, meant that the program was somewhat limited with respect to the location of interventions, and resulted in challenges in garnering the interest of these different authorities.

In each case, communication with USAID champions in local missions led to new opportunities to increase the profile of the activity. In Zambia, TGCC initially had a very small profile and limited engagement with government, as outputs were focused on customary leaders. However, as results emerged and were shared in public forums during the second and third years, government ultimately became interested in the methodologies and program outcomes.

To enhance success in the future, pilots should:

- **Include multi-ministerial agreements for collaboration to ensure that tenure programming is able to support issues holistically;**
- **Align interventions with “quick win” government priorities;**
- **Support and build relationships with champions at local, regional and national levels and within USAID; and**
- **Re-engage with initially reluctant stakeholders as results emerge.**

IMPLEMENTING THROUGH CIVIL SOCIETY ORGANIZATIONS

Consistent with USAID Forward principles, TGCC implemented field work principally through local CSOs. This provided cost savings, as TGCC did not have to establish independent offices at each site. Additionally, it brought immediate recognition and relationships that allowed the program to undertake situational analyses quickly. Though these partners had existing relationships with many of the local communities, they did not necessarily have strong working relationships with local or regional governments. In Burma, for example, it was clear that government did not have a history of collaboration with CSOs, which had historically been marginalized or even had confrontational relationships. As a result, TGCC used this opportunity to support communication among government, civil society and communities, as a first step towards positive collaboration. In Zambia, experiences were mixed with the Petauke District Land Alliance building on its existing positive relationships with the



TGCC partner, the Chipata District Land Alliance, highlights TGCC work at the Ngoni Traditional Ceremony at Mtenguleni Village in Zambia's Eastern Province. Photo: USAID

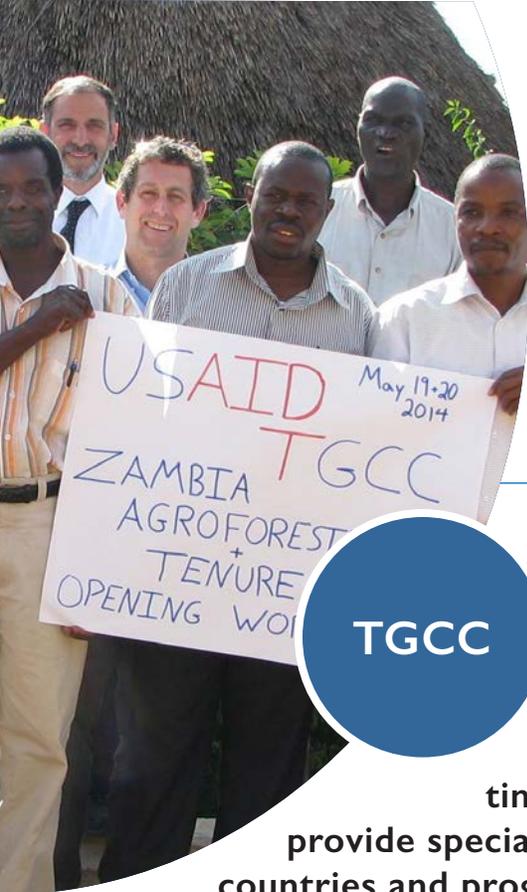


Civil society representatives at a customary land certificate distribution ceremony in Mshawa Chiefdom, Zambia, pause to show their shirts representing the TGCC land tenure projects in Zambia and Burma. Photo: USAID

local district government. This positive relationship may be due in part to the small size of the district municipality, whereas the Chipata District Land Alliance operates in a provincial capital and has less access to government stakeholders.

As demonstrated in Paraguay, it was essential to carefully select CSO partners due to the sensitivities of discussions around indigenous land rights and the objective of building positive relationships with government. Ultimately because the program sought to develop a platform for many CSOs to engage with government and private sector actors, a balance was needed of an organization with existing legitimacy and relations with national government and other CSOs. This role of “trusted intermediaries” has been noted frequently in programs that seek to build platforms between government, private sector and civil society. In Burma, a similarly important partnership was developed with the Land Core Group, which allowed TGCC to interact with a large network of land and rural resource governance CSOs.

Local CSO engagement in Zambia and Burma reflected two different approaches to engagement. In Burma, TGCC placed an open call to a network of land-based CSOs for interest in undertaking participatory mapping to address a land challenge that the CSO was working on. This led to applications from CSOs with a specific interest and need for the participatory mapping work. In Zambia, in contrast, TGCC had a very specific output in each district that it was looking for a CSO partner to deliver. In Vietnam, the engagement of CSOs was prescribed to the project by government, which often uses “mass organizations” as extensions of government to carry out priorities on the ground. In each case, TGCC’s impact and chance of sustainability were enhanced through partnerships with these local CSOs. In addition to technical alignment and capacity development between TGCC and its partners, in Burma and Zambia, TGCC supported financial and organizational capacity development. This approach provided partners with the confidence and skills necessary to control their own future and lead them on a path to directly access donor funding and generate their own financing.



CONCLUSIONS

MOVING FORWARD

Global USAID contracts present unique challenges and opportunities for development impacts. They are necessary to help missions address emerging or unforeseen challenges, address new opportunities in a timely fashion, pilot new strategies, carry out assessments, provide specialized technical inputs, and consolidate learning across countries and programming.

Global contracts related to land and resource tenure are particularly useful because a tenure lens joins together sectors that may overlap in an area. A tenure lens can also assist in understanding relationships among different areas of a country, for example, urban, peri-urban and rural linkages. There is a tendency for some to shy away from land and resource tenure interventions due to the highly political and often contested nature of resource tenure challenges. USAID global programs help USAID missions, host country governments, and local partners identify pragmatic approaches to incrementally address tenure constraints.

Between 2013 and 2018, TGCC generated a broad and deep set of knowledge and experiences on land and resource rights strengthening and the achievement of sustainable land management objectives. From partnering with private sector companies to explore tenure constraints facing agricultural productivity, to engaging with local leaders on administration of customary land rights, to national policy and legislative support, the program has been at the forefront of creating evidence on improving USAID objectives across a range of technical areas including deforestation, food security, biodiversity conservation, democracy and governance, and climate change adaptation and mitigation. The program extended existing USAID global experience into new areas, such as marine and coastal tenure, wildlife management, private sector engagement and mangrove forests, and also deepened experience in customary land management and administration, participatory mapping, land policy, forest management, and indigenous rights. In the process, lessons were documented and opportunities for longer-term engagement by USAID and other partners were identified and supported.

Key priorities for future activities (and approaches) under global tenure programs include the following:

- Undertake an entrepreneurial approach both from the contractor and from USAID Washington to identify demand. TGCC generated tools, some of which found immediate use, such as in the case of a marine tenure primer, and others that were less used, as in the case of carbon rights tools. TGCC actively identified countries with needs through liaising with USAID implementing partners, and responded to USAID requests from countries that were not initially expected to be candidates for interventions.

- TGCC demonstrated the importance for global land and resource tenure programs to remain flexible and to respond to mission objectives, building common goals and interventions and relying on flexible management structure that allow for rapid response for assessments, alongside targeted field pilots. This requires both flexible funding and management.
- To build on TGCC's experiences, future programming should continue to support policy and subsequent legislative processes through technical support and assistance for broad stakeholder consultations. Because policy and legislative processes move at such an unpredictable rate, support can span multiple countries and actively seek to share cross country legislative lessons.
- Pilot activities offer excellent opportunities for lessons to be learned, but require time to design and implement. TGCC added three new country activities in the last 21 months of the program. TGCC was fortunate that the conditions allowed these activities to succeed, but it proved to be too rushed for adaptive management and full dissemination of program lessons.
- Continue to examine land and resource tenure both from a standalone intervention area and from an integrated perspective. While integration is important it is also crucial to strengthen the basic land and resource tenure capacities of government and local implementing partners, whether from land administration and processes, or in paralegal and mapping services. The climate change lens was a central component of TGCC, but the program also offered unique opportunities to integrate tenure into other sectors such as wildlife and food security.
- While TGCC advanced global best practices on participatory rights documentation, inclusive policy processes, private sector engagement, and multi-sector planning; many areas for further engagement remain, including:
 - Local land administration by customary authorities;
 - Government and civil society collaboration on land service delivery;
 - Mobile applications for land conflict resolution and paralegal services;
 - Rural / urban migration and the status of youth, and marginalized groups; and
 - Private sector engagement with rural land documentation and rights recognition processes, as part of investment consultation processes.

TGCC's approach sought to identify practical, incremental interventions that relevant stakeholders could undertake to advance land and resource tenure security, given each country's particular policy and implementation context. The program demystified land and resource tenure issues under a variety of biophysical and cultural contexts, with a range of stakeholders to help them identify pathways forward. The land and resource management impacts achieved and lessons learned with local communities, civil society organizations, private sector, and government are central to helping USAID foster stable, prosperous, self-reliant societies.



ANNEX I: DELIVERABLES & DEVELOPMENT EXPERIENCE CLEARINGHOUSE (DEC) LINKS

DELIVERABLE	DEC LINK
Global	
Inception Report and Year 1 Work Plan*	https://dec.usaid.gov/dec/content/Detail.aspx?ctlID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&rID=MzM3NzA3
Performance Monitoring Plan*	https://dec.usaid.gov/dec/content/Detail.aspx?ctlID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&rID=MzM3NzA2
Quarterly Report, April – June* 2013	https://dec.usaid.gov/dec/content/Detail.aspx?ctlID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&rID=MzQyNzUw
Quarterly Report, July – September 2013*	https://dec.usaid.gov/dec/content/Detail.aspx?ctlID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&rID=MzQyNzUy
Quarterly Report, October – December 2013*	https://dec.usaid.gov/dec/content/Detail.aspx?ctlID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&rID=Mzc3NjA1
Quarterly Report, January – March 2014*	https://dec.usaid.gov/dec/content/Detail.aspx?ctlID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&rID=Mzc3NjEy
Year 2 Work Plan*	https://dec.usaid.gov/dec/content/Detail.aspx?ctlID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&rID=Mzc3NjE1
Quarterly Report, April – June 2014*	https://dec.usaid.gov/dec/content/Detail.aspx?ctlID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&rID=Mzc3NjA5
Quarterly Report, July – September 2014*	https://dec.usaid.gov/dec/content/Detail.aspx?ctlID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&rID=Mzc3NjAz
Quarterly Report, October – December 2014*	https://dec.usaid.gov/dec/content/Detail.aspx?ctlID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&rID=Mzc3NjA0
Quarterly Report, January – March 2015*	https://dec.usaid.gov/dec/content/Detail.aspx?ctlID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&rID=Mzc3NjAy
Year 3 Work Plan*	https://dec.usaid.gov/dec/content/Detail.aspx?ctlID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&rID=Mzc3NjE0
Quarterly Report, April – June 2015*	https://dec.usaid.gov/dec/content/Detail.aspx?ctlID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&rID=Mzg4NDkw
Quarterly Report, July – September 2015*	https://dec.usaid.gov/dec/content/Detail.aspx?ctlID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&rID=Mzg5NTU4
Quarterly Report, October – December 2015*	https://dec.usaid.gov/dec/content/Detail.aspx?ctlID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&rID=Mzg5NjQy
Quarterly Report, January – March 2016*	https://dec.usaid.gov/dec/content/Detail.aspx?ctlID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&rID=Mzg5NTU3
Year 4 Work Plan*	https://dec.usaid.gov/dec/content/Detail.aspx?ctlID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&rID=MzkyNjlx
Quarterly Report, April – June 2016*	https://dec.usaid.gov/dec/content/Detail.aspx?ctlID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&rID=Mzg5NjQ0
Quarterly Report, July – September 2016*	https://dec.usaid.gov/dec/content/Detail.aspx?ctlID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&rID=Mzg5NTU5
Quarterly Report, October – December 2016*	https://dec.usaid.gov/dec/content/Detail.aspx?ctlID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&rID=Mzg5NjQz
Quarterly Report, January – March 2017*	https://dec.usaid.gov/dec/content/Detail.aspx?ctlID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&rID=MzkyODI4
Year 5 Work Plan*	https://dec.usaid.gov/dec/content/Detail.aspx?ctlID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&rID=MzkyNjky

DELIVERABLE	DEC LINK
Quarterly Report, April – June 2017*	https://dec.usaid.gov/dec/content/Detail.aspx?ctlD=ODVhZjk4NWQcM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&rID=Mzk0NDY3
Quarterly Report, July – September 2017*	https://dec.usaid.gov/dec/content/Detail_Presto.aspx?vID=47&ctlD=ODVhZjk4NWQcM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&rID=NTAyMzYz
Quarterly Report, October – December 2017*	https://dec.usaid.gov/dec/content/Detail.aspx?vID=47&ctlD=ODVhZjk4NWQcM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&rID=NTAyMzYl
Final Report*	Will be submitted to DEC following COR approval
Zambia	
Zambia Customary Land Documentation Tenure Assessment*	https://dec.usaid.gov/dec/content/Detail.aspx?ctlD=ODVhZjk4NWQcM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&rID=MzkyODgx
Village land use plans completed in at least five villages*	Chipata District village folios; not posted on DEC
Certificates of village land acquired in at least five villages*	Customary land certificates in Chipata; not posted on DEC
2016 Land Symposium Proceedings	https://dec.usaid.gov/dec/content/Detail.aspx?ctlD=ODVhZjk4NWQcM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&rID=MzkyODI1
2017 Land Symposium Proceedings	https://dec.usaid.gov/dec/content/Detail.aspx?ctlD=ODVhZjk4NWQcM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&rID=MzkyODI2
Accessing Customary Land Tenure Institutions for Land Administration in Sandwe Chiefdom: Good Governance Perspective	https://dec.usaid.gov/dec/content/Detail.aspx?vID=47&ctlD=ODVhZjk4NWQcM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&rID=NTAzMjU1
Agroforestry Training Manual: A Guide for Extension Staff and Lead Farmers	https://dec.usaid.gov/dec/content/Detail_Presto.aspx?vID=47&ctlD=ODVhZjk4NWQcM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&rID=NTAzMjUz
Community and Household Land Rights Documentation and Administration Toolkit	https://dec.usaid.gov/dec/content/Detail_Presto.aspx?vID=47&ctlD=ODVhZjk4NWQcM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&rID=NTAzMjY2
A Comparative Study of Women's Land Rights in Zambia: Access, Ownership, Control, and Decision-Making	https://dec.usaid.gov/dec/content/Detail_Presto.aspx?vID=47&ctlD=ODVhZjk4NWQcM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&rID=NTAzMjU3
Governance and Communications Support for District Land Alliances – Training Report	https://dec.usaid.gov/dec/content/Detail_Presto.aspx?vID=47&ctlD=ODVhZjk4NWQcM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&rID=NTAyMjg2
Land Tenure Dynamics in Peri-Urban Zambia: Policy Brief	https://dec.usaid.gov/dec/content/Detail_Presto.aspx?vID=47&ctlD=ODVhZjk4NWQcM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&rID=NTAyMjk3
The Legality of Customary Land Documents Within the Existing Formal Legal System in Zambia	https://dec.usaid.gov/dec/content/Detail.aspx?vID=47&ctlD=ODVhZjk4NWQcM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&rID=NTAzMjU0
Rural Land Use Planning Methodology	https://dec.usaid.gov/dec/content/Detail_Presto.aspx?vID=47&ctlD=ODVhZjk4NWQcM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&rID=NTAyMzc2
Statutory Recognition of Customary Land Rights in Zambia: Lessons from Southern Africa	https://dec.usaid.gov/dec/content/Detail_Presto.aspx?vID=47&ctlD=ODVhZjk4NWQcM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&rID=NTAzMjU4
Traditional Court Procedural Manual	https://dec.usaid.gov/dec/content/Detail_Presto.aspx?vID=47&ctlD=ODVhZjk4NWQcM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&rID=NTAyMzAw
Urban Influences, Customary Land Tenure Systems, and Rural Livelihoods in Zambia: A Case of Lufwanyama District in Copperbelt Province	https://dec.usaid.gov/dec/content/Detail_Presto.aspx?vID=47&ctlD=ODVhZjk4NWQcM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&rID=NTAzMjU2

DELIVERABLE	DEC LINK
Burma	
Land Stakeholder Analysis: Governance Structures and Actors in Burma*	https://dec.usaid.gov/dec/content/Detail.aspx?ctlID=ODVhZjk4NWQzM2YyMi00YjRmLTkxNjktZTcxMjM2NDNmY2Uy&rID=Mzk2NTQy
Draft legislation, regulations, and/or draft amendments for incorporation in existing laws and regulations*	National Land Use Policy; not posted on DEC
Public consultations and delivery of public awareness messages about proposed legal clarifications*	Consultations on National Land Use Policy; not posted on DEC
Assessment of the Gender Dimensions of Land Use and Tenure in Yway Gone Village Tract, Minhla Township; Assessment of the Gender Dimensions of Land Use and Tenure in Let Maung Kway Village Tract, Nyaung Shwe Township*	https://dec.usaid.gov/dec/content/Detail.aspx?ctlID=ODVhZjk4NWQzM2YyMi00YjRmLTkxNjktZTcxMjM2NDNmY2Uy&rID=MzkzMTMw https://dec.usaid.gov/dec/content/Detail.aspx?ctlID=ODVhZjk4NWQzM2YyMi00YjRmLTkxNjktZTcxMjM2NDNmY2Uy&rID=MzkzMTMx
Advancing Community Forestry in Let Maung Kway Village Tract, Shan State, Burma*	https://dec.usaid.gov/dec/content/Detail_Presto.aspx?vID=47&ctlID=ODVhZjk4NWQzM2YyMi00YjRmLTkxNjktZTcxMjM2NDNmY2Uy&rID=NTAxMzcz
Training on Gender Secure Land Rights; Securing Women's Land Rights; Women and Land Governance*	https://dec.usaid.gov/dec/content/Detail.aspx?vID=47&ctlID=ODVhZjk4NWQzM2YyMi00YjRmLTkxNjktZTcxMjM2NDNmY2Uy&rID=NTAxMzEx ; https://dec.usaid.gov/dec/content/Detail.aspx?vID=47&ctlID=ODVhZjk4NWQzM2YyMi00YjRmLTkxNjktZTcxMjM2NDNmY2Uy&rID=NTAxMzEz ; https://dec.usaid.gov/dec/content/Detail.aspx?vID=47&ctlID=ODVhZjk4NWQzM2YyMi00YjRmLTkxNjktZTcxMjM2NDNmY2Uy&rID=NTAxMzE0
Assessment of Land Governance in Land Tenure Project Pilot Sites	https://dec.usaid.gov/dec/content/Detail.aspx?ctlID=ODVhZjk4NWQzM2YyMi00YjRmLTkxNjktZTcxMjM2NDNmY2Uy&rID=MzkyNzY3
Brief: Community Land and Resource Tenure Recognition: Review of Country Experiences	https://dec.usaid.gov/dec/content/Detail.aspx?ctlID=ODVhZjk4NWQzM2YyMi00YjRmLTkxNjktZTcxMjM2NDNmY2Uy&rID=Mzg3MTMx
Burma Land Tenure Project: Final Report	
Community Land and Resource Tenure Recognition: Review of Country Experiences	https://dec.usaid.gov/dec/content/Detail.aspx?ctlID=ODVhZjk4NWQzM2YyMi00YjRmLTkxNjktZTcxMjM2NDNmY2Uy&rID=Mzg3MTMy
Community Resource Documentation Toolkit	https://dec.usaid.gov/dec/content/Detail_Presto.aspx?vID=47&ctlID=ODVhZjk4NWQzM2YyMi00YjRmLTkxNjktZTcxMjM2NDNmY2Uy&rID=NTAxMDA5
Customary Land Tenure in Burma	https://dec.usaid.gov/dec/content/Detail_Presto.aspx?vID=47&ctlID=ODVhZjk4NWQzM2YyMi00YjRmLTkxNjktZTcxMjM2NDNmY2Uy&rID=NTAxMDE2
Developing a Community of Practice to Address Women's Land Rights: Civil Society Discussion on Gender Equal Land Governance in Burma	https://dec.usaid.gov/dec/content/Detail_Presto.aspx?vID=47&ctlID=ODVhZjk4NWQzM2YyMi00YjRmLTkxNjktZTcxMjM2NDNmY2Uy&rID=NTAyMjQx
Donor Coordination Brief	https://dec.usaid.gov/dec/content/Detail_Presto.aspx?vID=47&ctlID=ODVhZjk4NWQzM2YyMi00YjRmLTkxNjktZTcxMjM2NDNmY2Uy&rID=NTAxMjQy
Forest Law (1992) Tenure Opportunities Analysis and Reference Guide	https://dec.usaid.gov/dec/content/Detail_Presto.aspx?vID=47&ctlID=ODVhZjk4NWQzM2YyMi00YjRmLTkxNjktZTcxMjM2NDNmY2Uy&rID=NTAxMjQ0
Freedom to Farm: Agricultural Land Use, Crop Selection, Fallowing, and Recommended Changes to the Farmland Law to Strengthen Tenure Security	https://dec.usaid.gov/dec/content/Detail.aspx?ctlID=ODVhZjk4NWQzM2YyMi00YjRmLTkxNjktZTcxMjM2NDNmY2Uy&rID=MzkyNzcz

DELIVERABLE	DEC LINK
Glossary of Land Terms	https://dec.usaid.gov/dec/content/Detail_Presto.aspx?vlID=47&ctlD=ODVhZjk4NWQrM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&rID=NTAxMjM5
Land Classification Delegated Authorities Tenure Brief	https://dec.usaid.gov/dec/content/Detail_Presto.aspx?vlID=47&ctlD=ODVhZjk4NWQrM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&rID=NTAyMjQw
Land Governance Issues Brief	https://dec.usaid.gov/dec/content/Detail_Presto.aspx?vlID=47&ctlD=ODVhZjk4NWQrM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&rID=NTAxNjE4
Land Use and Tenure Assessment of Let Maung Kway Village Tract, Nyaung Shwe Township	https://dec.usaid.gov/dec/content/Detail.aspx?ctlD=ODVhZjk4NWQrM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&rID=MzkyNzUz
Land Use and Tenure Assessment of Yway Gone Village Tract, Minhla Township	https://dec.usaid.gov/dec/content/Detail.aspx?ctlD=ODVhZjk4NWQrM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&rID=MzkyNzcw
Lessons from Local Partner Land Use, Tenure, and Gender Assessments	https://dec.usaid.gov/dec/content/Detail_Presto.aspx?vlID=47&ctlD=ODVhZjk4NWQrM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&rID=NTAxMzc0
Lessons Learned from Burma Land Tenure Project Community-Based Activities	https://dec.usaid.gov/dec/content/Detail_Presto.aspx?vlID=47&ctlD=ODVhZjk4NWQrM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&rID=NTAyMjQy
Marriage, Divorce, and Inheritance: A Review of the Personal and Family Laws Affecting Women's Land Rights in Burma	https://dec.usaid.gov/dec/content/Detail_Presto.aspx?vlID=47&ctlD=ODVhZjk4NWQrM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&rID=NTAxMzA5
The Parliament and Land Governance in Burma: Education Needs Gap Analysis	https://dec.usaid.gov/dec/content/Detail.aspx?ctlD=ODVhZjk4NWQrM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&rID=MzkyNzQ3
Shifting Cultivation Policy Brief	https://dec.usaid.gov/dec/content/Detail_Presto.aspx?vlID=47&ctlD=ODVhZjk4NWQrM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&rID=NTAxMzY3
Ghana	
Cocoa Rehabilitation and Establishment Advice Model	https://dec.usaid.gov/dec/content/Detail_Presto.aspx?ctlD=ODVhZjk4NWQrM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&rID=MjM3Nzc0
Fact Sheet: Land and Tree Tenure	https://dec.usaid.gov/dec/content/Detail_Presto.aspx?ctlD=ODVhZjk4NWQrM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&rID=MjM3Nzc2
A Financial Model for Cocoa Farm Rehabilitation and Income Diversification	https://dec.usaid.gov/dec/content/Detail_Presto.aspx?ctlD=ODVhZjk4NWQrM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&rID=MjM3Nzc3
Focus Group Discussions and Household Survey in Nyame Nnae Community, Ghana	https://dec.usaid.gov/dec/content/Detail_Presto.aspx?ctlD=ODVhZjk4NWQrM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&rID=MjM3Nzc4
Improving Tenure Security to Support Sustainable Cocoa - Final Report & Lessons Learned	https://dec.usaid.gov/dec/content/Detail_Presto.aspx?vlID=47&ctlD=ODVhZjk4NWQrM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&rID=NTAyMjk4
Improving Tenure Security to Support Sustainable Cocoa – Implementation Plan	https://dec.usaid.gov/dec/content/Detail.aspx?ctlD=ODVhZjk4NWQrM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&rID=MzkyNzUx
Land and Natural Resource Governance and Tenure for Enabling Sustainable Cocoa Cultivation in Ghana	https://dec.usaid.gov/dec/content/Detail.aspx?ctlD=ODVhZjk4NWQrM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&rID=Mzg3MjM3
Training of Trainers Manual on Land and Tree Tenure	https://dec.usaid.gov/dec/content/Detail_Presto.aspx?ctlD=ODVhZjk4NWQrM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&rID=MjM3Nzc4

DELIVERABLE	DEC LINK
Tree Tenure and Benefit Sharing in Cocoa Growing Areas of Ghana: Improving Tenure Security to Support Sustainable Cocoa Pilot	https://dec.usaid.gov/dec/content/Detail_Presto.aspx?vlID=47&ctlD=ODVhZjk4NWQzM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&rlID=NTAyMjk5
Paraguay	
Land Rights, Beef Commodity Chains, and Deforestation Dynamics in the Paraguayan Chaco	https://dec.usaid.gov/dec/content/Detail.aspx?ctlD=ODVhZjk4NWQzM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&rlID=MzkyODIz
Documenting Rights, Reducing Risks: Platform for Reviewing Indigenous Claims to Land and Forests. Examination of Lessons Learned from Paraguay	
Vietnam And Mangroves	
Governing Mangroves: Unique Challenges for Managing Indonesia's Coastal Forests report	https://dec.usaid.gov/dec/content/Detail.aspx?ctlD=ODVhZjk4NWQzM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&rlID=Mzk2NzQ4
Governing Mangroves: Unique Challenges for Managing Indonesia's Coastal Forests brief	https://dec.usaid.gov/dec/content/Detail.aspx?ctlD=ODVhZjk4NWQzM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&rlID=Mzk2NzQ5
Governing Mangroves: Unique Challenges for Managing Tanzania's Coastal Forests report	https://dec.usaid.gov/dec/content/Detail.aspx?ctlD=ODVhZjk4NWQzM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&rlID=Mzk2NzUw
Governing Mangroves: Unique Challenges for Managing Tanzania's Coastal Forests brief	https://dec.usaid.gov/dec/content/Detail.aspx?ctlD=ODVhZjk4NWQzM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&rlID=Mzk2NzUx
Guide No. 1: Participatory Coastal Resource Assessment: Developing Commune Coastal Profiles in Vietnam	https://dec.usaid.gov/dec/content/Detail_Presto.aspx?vlID=47&ctlD=ODVhZjk4NWQzM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&rlID=NTAyMzY3
Guide No. 2: Participatory Mapping: Creating Knowledge for Coastal Spatial Planning in Vietnam	https://dec.usaid.gov/dec/content/Detail_Presto.aspx?vlID=47&ctlD=ODVhZjk4NWQzM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&rlID=NTAyMzY5
Guide No. 3: Building Coastal Spatial Scenarios in Vietnam: Supporting Planning in Coastal Landscapes at the Local Level	https://dec.usaid.gov/dec/content/Detail_Presto.aspx?vlID=47&ctlD=ODVhZjk4NWQzM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&rlID=NTAyMzcx
Mangrove Collaborative Management in Vietnam and Asia	https://dec.usaid.gov/dec/content/Detail_Presto.aspx?vlID=47&ctlD=ODVhZjk4NWQzM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&rlID=NTAyMjg3
Mangrove Co-Management Study Tour Report	https://dec.usaid.gov/dec/content/Detail.aspx?ctlD=ODVhZjk4NWQzM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&rlID=MzkyNzcy
Mangrove Payment for Environmental Services in Vietnam: Opportunities & Challenges	https://dec.usaid.gov/dec/content/Detail.aspx?ctlD=ODVhZjk4NWQzM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&rlID=MzkyNzY5
Our Coast - Our Future Project: Examination of Lessons Learned from Vietnam	https://dec.usaid.gov/dec/content/Detail_Presto.aspx?vlID=47&ctlD=ODVhZjk4NWQzM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&rlID=NTAyMjY1
Participatory Coastal Spatial Planning in Tien Lang District	https://dec.usaid.gov/dec/content/Detail_Presto.aspx?vlID=47&ctlD=ODVhZjk4NWQzM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&rlID=NTAyMzAx

DELIVERABLE	DEC LINK
Positive Steps Towards Gender Equality in Participatory Coastal Spatial Planning: Case of Tien Lang District, Haiphong, Vietnam	https://dec.usaid.gov/dec/content/Detail_Presto.aspx?vlD=47&ctlD=ODVhZjk4NWQzM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&rID=NTAxMzU1
Red River Delta Coastal Spatial Planning and Mangrove Governance Assessment	https://dec.usaid.gov/dec/content/Detail.aspx?ctlD=ODVhZjk4NWQzM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&rID=MzkyNzY4
Tien Lang Mangrove Co-Management Approach Summary	https://dec.usaid.gov/dec/content/Detail_Presto.aspx?vlD=47&ctlD=ODVhZjk4NWQzM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&rID=NTAyMzAy
Vietnam Coastal Spatial Planning and Mangrove Governance Implementation Plan	https://dec.usaid.gov/dec/content/Detail.aspx?ctlD=ODVhZjk4NWQzM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&rID=Mzk2NTQz
Where Land Meets the Sea: A Global Review of the Governance and Tenure Dimensions of Coastal Mangrove Forests report	https://dec.usaid.gov/dec/content/Detail.aspx?ctlD=ODVhZjk4NWQzM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&rID=MzkyNjk1
Where Land Meets the Sea: A Global Review of the Governance and Tenure Dimensions of Coastal Mangrove Forests brief	https://dec.usaid.gov/dec/content/Detail.aspx?ctlD=ODVhZjk4NWQzM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&rID=MzkyNjk0
Why Gender Matters in Sustainable Coastal Resource Management Within Vietnam's Mangrove Forests	https://dec.usaid.gov/dec/content/Detail_Presto.aspx?vlD=47&ctlD=ODVhZjk4NWQzM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&rID=NTAxMzU0
Marine Tenure	
Case studies in selected countries on the devolution/evolution of resource rights to marine aquatic resources*	
Marine Tenure and Small-Scale Fisheries: Learning from the Bangladesh Experience and Recommendations for the Hilsa Fishery	https://dec.usaid.gov/dec/content/Detail_Presto.aspx?vlD=47&ctlD=ODVhZjk4NWQzM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&rID=NTAwNzE3
Marine Tenure and Small-Scale Fisheries: Learning from the Indonesia Experience	https://dec.usaid.gov/dec/content/Detail_Presto.aspx?vlD=47&ctlD=ODVhZjk4NWQzM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&rID=NTAwNzE5
Marine Tenure and Small-Scale Fisheries: Learning from the Philippines Experience	https://dec.usaid.gov/dec/content/Detail_Presto.aspx?vlD=47&ctlD=ODVhZjk4NWQzM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&rID=NTAwNzIx
Looking to the Sea to Support Development Objectives: A Primer for USAID Staff and Partners*	https://dec.usaid.gov/dec/content/Detail_Presto.aspx?vlD=47&ctlD=ODVhZjk4NWQzM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&rID=NTAyMjk2
Presentation of research findings at a minimum of two forums*	Presentations at Annual World Bank Land and Poverty Conference and at Indonesia Sustainable Ecosystems Advanced project workshop; not posted on DEC
Marine Tenure and Small-Scale Fisheries: A Priority for Development Programming	https://dec.usaid.gov/dec/content/Detail_Presto.aspx?ctlD=ODVhZjk4NWQzM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&rID=MjMwMDM5
Marine Tenure and Small-Scale Fisheries: A Sourcebook on Good Practices and Emerging Themes	https://dec.usaid.gov/dec/content/Detail_Presto.aspx?ctlD=ODVhZjk4NWQzM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&rID=MjMwMTA4

DELIVERABLE	DEC LINK
Taking Stock of the Voluntary Guidelines on Securing Small-Scale Fisheries: Development and Testing of a Country-Level Assessment Tool	https://dec.usaid.gov/dec/content/Detail_Presto.aspx?ctlD=ODVhZjk4NWQrM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&rID=MjMwMDQx
Forest Tenure	
REDD+ Rights and Benefits Assessment Tool*	https://dec.usaid.gov/dec/content/Detail.aspx?ctlD=ODVhZjk4NWQrM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&rID=MzkyNjk2
Empirical Linkages Between Devolved Tenure Systems and Forest Conditions: Literature Review*	https://dec.usaid.gov/dec/content/Detail.aspx?ctlD=ODVhZjk4NWQrM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&rID=Mzc3NjAw
Increasing Community Rights to Forests: A Solution to Forest Degradation?*	https://dec.usaid.gov/dec/content/Detail_Presto.aspx?vlID=47&ctlD=ODVhZjk4NWQrM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&rID=MjEiNzQz
Presentation of research findings at a minimum of two forums*	Presentations at Annual World Bank Land and Poverty Conference and at Global Landscapes Forum; not posted on DEC
Guatemala Resource Tenure and Sustainable Landscapes Assessment	https://dec.usaid.gov/dec/content/Detail.aspx?ctlD=ODVhZjk4NWQrM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&rID=Mzg3MTMz
Honduras Resource Tenure and Sustainable Landscapes Assessment	https://dec.usaid.gov/dec/content/Detail.aspx?ctlD=ODVhZjk4NWQrM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&rID=Mzc3NjE2
Panama Resource Tenure and Sustainable Landscapes Assessment	https://dec.usaid.gov/dec/content/Detail.aspx?ctlD=ODVhZjk4NWQrM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&rID=Mzg3MTMl
Nepal Land and Natural Resource Tenure Assessment for Proposed Emission Reductions Program in the Terai Arc Landscape	https://dec.usaid.gov/dec/content/Detail.aspx?ctlD=ODVhZjk4NWQrM2YyMi00YjRmLTkxNjktZTcxMjM2NDBmY2Uy&rID=Mzg3MzE0

ASTERISKS REPRESENT CONTRACT DELIVERABLES.



ANNEX II: TGCC CUMULATIVE PERFORMANCE INDICATORS

The table below shows the advancement on each indicator over each of the five years of the project as well as cumulative results over the life of project. Performance indicator tables are separated between Zambia, Burma, and Vietnam, TFA2020 activities in Ghana and Paraguay, in order to support country-level reporting by missions, and global. Country specific and quarterly tables are available on request.

TGCC CUMULATIVE PERFORMANCE INDICATOR TABLE

Performance Indicator	Country	Baseline	Y1	Y2	Y3	Y4	Y5	LOP
Land Indicators								
Number of days of USG-funded technical assistance on land tenure and property rights issues provided to counterparts or stakeholders (4.7.4-9)	Z, B, V, G, P	0	146	286	824	855	1,814	3,925
Number of TGCC supported events that are geared toward strengthening understanding and awareness of property rights and resource governance-related issues (Custom)	Z, B, V, P	0	14	19	446	1,987	1,735	4,201
The number of disputed land and property rights cases that have been resolved by local authorities, contractors, mediators or courts with USAID support (MCC L-4)	Z, B, V, G	0	0	6	209	380	256	851

Performance Indicator	Country	Baseline	Y1	Y2	Y3	Y4	Y5	LOP
The number of public officials, traditional authorities, project beneficiaries, and representatives of the private sector receiving formal on-the-job land training or technical assistance regarding registration, surveying, conflict resolution, land allocation, land use planning, land legislation, land management or new technologies (MCC-L3)	Z, B, V	0 (hours)	0	0	578	304	1,086	1,968
		0 (total)	0	5,074	8,438	170	278	13,960
		0 (women)	0	2,431	3,925	156	256	6,768
		0 (men)	0	2,643	4,754	400	933	8,730
The number of land administration and service entities, offices, or other related facilities that the project technically or physically establishes or upgrades with USAID support (disaggregate by established or upgraded) (MCC-L2)	Z, B	0	0	0	111	16	51	178
Number of household, commercial, and other legal entities (e.g. communities, NGOs, churches, hospitals) receiving formal recognition of ownership and/or use rights through certificates, titles, leases, or other recorded documentation by government institutions or traditional authorities at national or local levels with USAID support. Disaggregate by "Household" and "other" which will allow reporting on FACTS 4.7.4-5, which was in the original PMP (MCC L-6)	Z, B	0 (total)	0	0	216	2,999	8,820	12,035
		0 (household)	0	0	0	2,999	8,820	11,819
		0 (other)	0	216	0	0	216	

Performance Indicator	Country	Baseline	Y1	Y2	Y3	Y4	Y5	LOP
Number of parcels with relevant parcel information corrected or newly incorporated into an official land administrative system. TGCC will continue to report on number of hectares covered (MCC L-5)	Z, B	0 (hectares)	0	0	0	37,623	102,674	140,297
		0 (parcels)	0	0	0	6,470	11,401	17,871
Number of community land governance entities identified and created (Custom)	Z, B	0	0	137	0	8	50	195
The number of specific pieces of legislation or implementing regulations proposed, adopted, and/or implemented affecting property rights of the urban and rural poor as a result of USG assistance (disaggregated by stage 1 & 2 for output reporting and by stage 3, 4 & 5 for outcome reporting) (MCC-LI)	Z, B	0 (stage 1)	0	94	41	0	16	151
		0 (stage 2)	0	29	107	1	1	138
		0 (stage 3)	0	0	134	0	1	135
		0 (stage 4)	0	0	0	134	1	135
		0 (stage 5)	0	0	0	134	0	134
Number of people attending TGCC supported events that are geared toward strengthening understanding and awareness of property rights and resource governance-related issues	Z, B, V, G, P	0	136	5,074	9,185	24,027	24,185	62,607

Performance Indicator	Country	Baseline	Y1	Y2	Y3	Y4	Y5	LOP
Feed the Future Indicators								
Number of hectares under improved technologies or management practices as a result of USG assistance (4.5.2-2)	Z, G	0	0	641	875	875	51	2,442
Adaptive Capacity: Number of people implementing risk-reducing practices/actions to improve resilience to climate change as a result of USG assistance (4.5.2-34) - New as of April 2015	Z, B	0 (total)	0	2,562	3,498	0	0	6,060
		0 (women)	0	1,348	1,832	0	0	3,180
Number of farmers and others who have applied new technologies or management practices as a result of USG assistance (4.5.2-5)	Z, G	162	0	2,562	3,498	0	246	6,306
Number of unique visits by extension agents to villages and to individual farmers in a 12-month period (Custom)	Z	0	0	1,049	1,186	344	0	2,579
Number of individuals who have received USG supported short-term agricultural sector productivity or food security training (4.5.2-7)	Z, G	0 (total)	0	3,750	1,871	0	91	5,712
		0 (women)	0	1,840	974	0	12	2,826

Performance Indicator	Country	Baseline	Y1	Y2	Y3	Y4	Y5	LOP
Climate Change and Biodiversity Indicators								
Number of laws, policies, strategies, plans, agreements, or regulations addressing climate change (mitigation or adaptation) and/or biodiversity conservation officially proposed, adopted, or implemented as a result of USG assistance (4.8.2-28) (disaggregated by stage 1 & 2 for output reporting and by stage 3, 4 & 5 for outcome reporting)	Z	0 (stage 1)	0	94	40	0	0	134
		0 (stage 2)	0	28	106	0	1	135
		0 (stage 3)	0	0	134	0	1	135
		0 (stage 4)	0	0	0	134	1	135
		0 (stage 5)	0	0	0	134	1	135
Number of days of USG funded technical assistance in climate change provided to counterparts or stakeholders (4.8.2-27)	Z, B, V	0	0	98	38	60	88	284
Number of days of USG funded technical assistance in natural resources management and/or biodiversity provided to counterparts or stakeholders (4.8.1-28)	Z, B	0	33	2,153	4,975	2,490	3,875	13,526
Number of institutions with improved capacity to address climate change issues as a result of USG assistance (4.8.2-14) – New as of June 2014	Z	0	0	1	2	2	0	5

Performance Indicator	Country	Baseline	Y1	Y2	Y3	Y4	Y5	LOP
Greenhouse gas emissions, estimated in metric tons of CO ₂ equivalent, reduced, sequestered, and/or avoided through clean energy as a result of USG assistance (4.8-7) – New as of June 2014	Z	0	0	6,843	13,687	20,530	20,530	61,590
Adaptive Capacity: Number of Stakeholders with increased capacity to adapt to the impacts of climate change as a result of USG assistance (4.8.2-26) - New as of January 2015	Z,V	0 (total)	0	2,562	3,498	354	65	6,479
		0 (women)	0	1,348	1,832	179	27	3,386
Number of hectares of biological significance and/or natural resource under improved natural resource management as a result of USG assistance (4.8.1-26)	Z, B	0	0	641	875	13,395	173,784	188,694
Gender Indicators								
Proportion of female participants in USG-assisted programs designed to increase access to productive economic resources (assets, credit, income or employment) (GNDR-2)	Z, B, V, G	0%	0	49%	40%	47%	48%	45%
		Women	0	5,619	5,664	6,967	3,363	21,613
		Total	0	11,386	14,141	14,941	7,079	47,547
Number of laws, policies, or procedures drafted, proposed or adopted to promote gender equality at the regional, national or local level (GNDR-1)	Z, B, V	0	0	0	2	134	1	137

Performance Indicator	Country	Baseline	Y1	Y2	Y3	Y4	Y5	LOP
Custom Indicators								
Number of USAID partnerships with multilateral institutions and/or private sector actors to advance climate change mitigation and/or adaptation, and or property rights and natural resource management goals. (Custom)	Z, V, G	0	0	1	1	1	3	6
Number of presentations at forums, consultations, events to disseminate research and implementation findings (Custom)	Z, B, V, G, P	0	0	29	36	40	42	147
Number of publications developed (blogs, issue briefs, case studies, fact sheets, peer-reviewed journal publications) (Custom)	Z, B, V, G	0	1	17	18	18	53	107
Number of grants distributed (Custom)	Z, G	0	0	1	1	2	5	9
Value of grants distributed (Custom)	Z, G	\$0	\$	\$220,632	\$249,000	\$334,769	\$344,913	\$1,149,314



ANNEX III: FINANCIAL TABLE

This table shows costs received and processed through March 2018.

	Global Activities and Management	Zambia	Burma	Mangroves and Vietnam	TFA 2020	Marine Tenure
Direct Labor, including Salary and Fringe	\$ 938,873	\$ 751,802	\$ 1,550,242	\$ 229,777	\$ 128,907	\$ 63,544
Consultants	\$ 75,406	\$ 190,059	\$ 86,531	\$ 17,219	\$ 13,608	\$ 51,972
Travel, Transportation, and Per Diem	\$ 137,992	\$ 311,989	\$ 355,589	\$ 52,430	\$ 27,648	\$ 18,102
Equipment and Supplies	\$ 37,761	\$ 67,468	\$ 65,653	-	-	-
Subcontracts	\$ 342,370	\$ 903,029	\$ 371,864	\$ 625,210	\$ 630,740	\$ 365,486
Grants	-	\$ 1,213,712	\$ 38,240	-	\$ 30,506	-
Other Direct Costs	\$ 357,850	\$ 595,748	\$ 1,222,971	\$ 12,619	\$ 4,319	\$ 4,260
Overhead	\$ 291,014	\$ 232,989	\$ 450,385	\$ 83,858	\$ 61,730	\$ 28,824
G&A	\$ 233,413	\$ 262,020	\$ 471,777	\$ 48,625	\$ 27,767	\$ 20,357
Fixed Fee	\$ 159,233	\$ 294,289	\$ 299,861	\$ 69,535	\$ 60,143	\$ 35,916
Total Costs	\$ 2,573,912	\$ 4,823,105	\$ 4,913,113	\$ 1,139,273	\$ 985,367	\$ 588,461



USAID
FROM THE AMERICAN PEOPLE

U.S. Agency for International Development

1300 Pennsylvania Avenue, NW

Washington, D.C. 20523

Tel: (202) 712-0000

Fax: (202) 216-3524

www.usaid.gov