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TENURE AND GLOBAL CLIMATE CHANGE (TGCC)

INCEPTION REPORT AND FIRST ANNUAL WORK PLAN



AUGUST 2013

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Cover Photo: Cover Photo Credit: P. Hetz; Kasanga Ward, Uluguru Mountains, Tanzania.

*Caption - “**Agroforestry** and **Conservation Agriculture** are among the tools being promoted by climate change mitigation programmers in an effort to bring improved land use that increases crop yields, reduces greenhouse gas emissions, and increases carbon sequestration. Secure land tenure is believed to influence the uptake of these practices.”*

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DISCLAIMER

The author's views expressed in this publication do not necessarily reflect the views of the United States Agency for International Development or the United States Government.

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ACRONYMS AND ABBREVIATIONS

ARCC	African and Latin American Resilience to Climate Change Project
COP	Chief of Party
COR	Contracting Officer's Representative
DGM	Director of Grant Management
DQA	Data Quality Assessment
ERC	Evaluation, Research, COmmunication
ES	Environmental Service
FAO	Food and Agriculture Organization
FCMC	Forest, Carbon Markets, and Communities Project
FCPF	Forest Carbon Partnership Facility
FIP	Forest Investment Program
GCC	Global Climate Change
GMP	Grants Management Plan
GPO	Global Partnership for Oceans
GUC	Grants Under Contract
IQC	Indefinite Quantity Contract
LADSI	Land and Development Solutions International
LEAF	Lowering Emissions in Asia's Forests Program
LOE	Level of Effort
LTPR	Land Tenure and Property Rights
M&E	Monitoring and Evaluation
MIS	Management Information System
MOU	Memorandum of Understanding
MRTT	Marine Resource Tenure Task
MRT-WG	Marine Resource Tenure Working Group
MSU	Michigan State University

NGO	Non-Governmental Organization
NRM	Natural Resource Management
PES	Payment for Environmental Services
PMP	Performance Monitoring Plan
REDD+	Reduced Emissions from Deforestation and Forest Degradation
SOW	Statement of Work
STARR	Strengthening Tenure and Resource Rights
STTA	Short Term Technical Assistance
TGCC	Tenure and Global Climate Change
TO	Task Order
TOR	Terms of Reference
TT	Tetra Tech
UNFCCC	United Nations Framework Convention on Climate Change
USG	United States Government
VG	Voluntary Guidelines on the Governance of Tenure of Land, Fisheries, and Forests in the Context of National Food Security
WRI	World Resources Institute

PREFACE

The Tenure and Global Climate Change (TGCC) task order (TO) is an activity funded by the U.S. Agency for International Development (USAID) under the Strengthening Tenure and Resource Rights (STARR) Indefinite Quantity Contract (IQC). The aim of the task order is to identify and test models that strengthen the resource tenure governance and property rights as they relate to successful global climate change (GCC) mitigation and adaptation programming.

Climate change impacts and interventions in response to GCC could significantly affect resource tenure governance, the rights of communities and people, and their livelihoods. In turn, resource tenure and property rights issues may undermine successful implementation of GCC-related initiatives. Interventions that strengthen resource tenure and property rights governance can help reduce vulnerability and increase the resilience of people, places and livelihoods in the face of GCC impacts. They can also promote resource-use practices that achieve mitigation, adaptation, and development objectives.

The task order draws extensively from five programmatic emphases. These include: (a) the USAID Gender Equity and Female Empowerment and Evaluation policies; (b) the historical efforts of the Land Tenure and Property Rights Division to explore the role of property rights and Reduced Emissions from Deforestation and Forest Degradation (REDD+) development; (c) the devolution of forest governance, and carbon rights, benefit sharing and payment for environmental services (PES) incentive schemes; (d) the USAID Climate Change and Development Strategy; and, (e) the Voluntary Guidelines on the Responsible Governance of Tenure of Land, Fisheries, and Forests (VGs).

The task order consists of four tasks and contains a grants under contract (GUC) mechanism.

1. Pilot tenure interventions that strengthen land rights as an enabling condition for the promotion and adoption of climate smart land use practices.
2. Clarify the legal and regulatory rights to benefits derived from environmental service under REDD+ and other PES incentives.
3. Research studies on tenure, property rights and GCC mitigation and adaptation:
 - a. How does the devolution of ownership and governance of forests improve forest condition and help communities benefit from climate change mitigation programming?
 - b. How does devolution of marine resource tenure rights contribute to biodiversity conservation, sustainable fisheries management, and climate adaptation?
4. Strengthen women's property rights under REDD+.

Using a combination of literature reviews, participation in international communities of practice, workshops and conferences, field work and case studies, local partnerships, and intensive field project implementation, the task order is executed in concert with Tetra Tech's IQC partners. The duration of this task order is five years, commencing in March 2013, and its global focus is coordinated with and through USAID Missions and other international tenure and climate change bodies.

The task order is based in Rosslyn, Virginia, with five full-time staff. It is supervised by USAID's Land Tenure and Property Rights (LTPR) Division.

1.0 INTRODUCTION

This inception report informs the TGCC task order implemented by Tetra Tech in service to the STARR IQC and USAID's Land Tenure and Property Rights Division. It is submitted to USAID as a requirement of the TGCC contract provisions under the Deliverables section addressing **inception report**.

The report includes a work plan for each of the planned tasks for year 1 of the task order. It also includes the methodology for each of these tasks, a detailed deployment plan for staffing each task, and a detailed timeline for all activities and sub-activities for each task. Additionally, the work plan includes a set of cross-cutting themes and activities that affect and support the implementation of each task, as well as assignments of the core task order team.

The Inception Report and First Annual Work Plan reflects the collective efforts of the task order core team, teams for each task, and USAID resource specialists who participated in development of a life-of-project work plan and first annual work planning activity in May of 2013. The results of this work planning session are reflected herein.

While grants under contract are provided for in the task order, no grant awards are anticipated in the first year.

TASK ORDER CORE TEAM PERSONNEL

The core personnel of TGCC include:

- Chief of Party (COP);
- Resource Tenure Specialist;
- Resource Law Specialist;
- Program Manager/Grants Manager; and,
- Operations Manager.

The task order is further supported by a task order management support team within the Tetra Tech offices comprising a:

- Senior Technical Advisor/Manager;
- Project Manager; and,
- Contracts Manager.

TASK ORDER MANAGEMENT STRUCTURE, ROLES AND RESPONSIBILITIES

The TGCC task order management structure consists of the core team and Task Team Leaders. Each task is supervised by a dedicated core team member and each task is led by a TGCC task order/STARR IQC partner. The task lead organization is responsible for the general conduct of the task. Each organization has been selected for their expertise and intellectual leadership on their respective task. Moreover, each

organization has appointed a single point-of-contact to represent them on the task order, and this person supervises implementation of their organization’s role on that task.

A TGCC core team member provides overall supervision, oversight and quality control to the task implementation, and is responsible for task relations internally, as well as with client(s).

The task order’s COP retains overall responsibility for the supervision and fiduciary and quality control of the task order and relations with USAID in all aspects of task order’s implementation.

The configuration of the task order management structure can be captured in the following illustrative graphic.

FIGURE 1 – TGCC TASK ORDER MANAGEMENT STRUCTURE

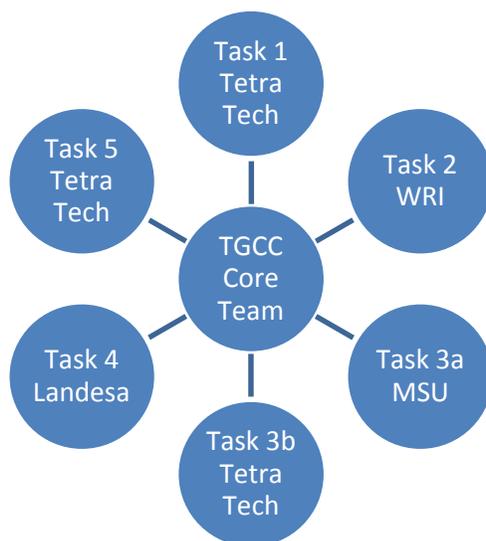


FIGURE 2 – TGCC CORE TEAM ASSIGNMENTS

Task	Title	Core Team Leader	Task Leader
1	Strengthen Land Rights to Promote Adoption of Climate-Smart Land Use	TBD	Tetra Tech
2	Legal and Regulatory Rights to Benefits from REDD+ and PES	Resource Law Specialist	WRI
3a	Devolved Ownership and Governance Rights and Forest Condition	TT Climate Specialist	MSU
3b	Devolved Marine Resource Tenure Rights and Biodiversity Conservation and Adaptation	TT Marine Resources Specialist	Tetra Tech
4	Strengthening Women’s Property Rights and REDD+	Resource Tenure Specialist	Landesa
5	Grants Under Contract	Program Manager	Tetra Tech

Each of the task teams engages short-term technical assistance (STTA) and STARR IQC partners in the execution of the task. These are specified in detail in work plans for each task in Year 1.

GENDER

In addition to the requirements of the Agency for gender specified in the Gender Equality and Female Empowerment and Evaluation policies, the task order makes provision for addressing gender at four different levels of task order implementation:

- **Gender analysis** – A gender analysis is a prerequisite for the implementation of each task, most particularly Tasks 1 and 4. Both these tasks have a field project implementation element, and a gender analysis is required to direct further project planning, baseline and monitoring, staff capacity building, funding, and implementation.
- **Gender analysis as a part of task research and case studies** – while the other tasks don't specifically require a gender analysis, each task team will ensure that gender is reviewed in the design of analytical criteria, literature reviews, and methodologies for case studies; and the conduct of subsequent activities and sub-activities.
- **Gender analysis as a part of grants** – the grants management plan makes provisions to examine and address gender as part of grants design, screening and award criteria.
- **Gender reporting** – the task order's Project Monitoring Plan/Performance Management Plan makes provision to capture gender disaggregated data, as well as more nuanced information collection as regards gender in all tasks.

MANAGEMENT INFORMATION SYSTEM & KNOWLEDGE MANAGEMENT

TGCC – MIS- Central to management of a diverse set of tasks, teams, and partners is an effective management information system (MIS). TGCC's MIS will use a SharePoint platform. A core SharePoint site will mirror the role and responsibilities of the TGCC core team, and each of the tasks will be served by its own individual SharePoint sub-site. Individual task platforms will be managed by the task team leader and supervised by a core team member. Thus the MIS will mirror the task order's organizational management structure.

The core SharePoint site will host four major folders: Deliverables, Operations, Technical Documents, and Approvals. Participation in each folder will be set in concert with USAID. All additional standard provisions in the SharePoint site software will be functional in support of task management.

Each task's SharePoint sub-site will host further folders as established by the task team lead. These folders will be the common platform on which task management takes place. Additional SharePoint functions will serve individual task sub-sites. This site provides task partners with ready access to the same data needed for task management irrespective of their time zone or location. The system is not reliant on email distribution lists and is more helpful in managing common tools, data bases, and task inputs and outputs.

TGCC and the LTPR Portal – TGCC will take full advantage of USAID's Land Tenure and Property Rights portal. There are four aspects of this portal that we will use and/or explore:

- Use as a repository for all USAID approved deliverables;
- In concert with the contractor for USAID's Evaluation, Research, Communication (ERC) task order, contribute to the design and regular updates to the individual STARR IQC task order web page on the portal as a regular source of information to the general public (<http://usaidlandtenure.net/projects/tenure-and-global-climate-change>);

- Explore the opportunities to develop and contribute to appropriate Communities of Practice that can be managed through the Portal and are relevant to themes that are determined with the LTPR Division and ERC contractor; and,
- Determine the efficacy of the Portal to support/manage a host of social networking, educational and training activities and media relevant to each task.

TRAINING AND CAPACITY BUILDING – SUSTAINABILITY ANALYSIS

The task order’s training and capacity building emphasis will be reflected at four programming levels:

1. A knowledge management (KM) series will be conducted among the core team and task team leads at regular intervals during implementation of the task order. These meetings will be conducted in concert with similar USAID task orders that are being implemented with a climate change focus and are Washington D.C.- based. Meetings can include the Forest, Carbon Markets, and Communities Project, and the African and Latin American Resilience to Climate Change Project – both task orders under the Prosperity, Livelihoods, and Conserving Ecosystems IQC. To the degree practicable and desirable, this KM series will be coordinated with the ERC contractor. These periodic meetings (six-month intervals) will serve three functions:
 - a. To develop and maintain a common nomenclature for tenure and climate change programming, reporting, and product development consistent with the terminology and concepts of USAID Climate Change Development Strategy;
 - b. To capture lessons learned from each of the tasks at regular intervals and to ensure that cross-fertilization occurs between tasks on common tenure and GCC themes, as well as cross-cutting themes (e.g. public information and awareness, host-country Mission relations, MIS and gender);
 - c. To provide a regular venue for USAID division, bureau, and operating unit partners to participate in the reflection on emerging lessons from task implementation.
2. A formal training and capacity building program that specifically supports implementation of Task 1 and Task 4 – as both have strong field implementation and training components prescribed in their scopes of work;
3. A formal training and capacity building element linked to the selection and award of grants/grantees.
4. As potential contributors to formal training sessions/on-line course delivery/webinars offered through the ERC contractors.

Therefore, Tetra Tech’s sustainability analysis remains focused on the partners and dimensions of the task order that will have the strongest likelihood of taking task products and processes and use them in future programming applications.

COMMUNICATIONS – PUBLIC INFORMATION AND AWARENESS

The TO is best served by a communications plan that is supportive of the different target groups addressed under both the core task team and individual tasks. This work plan makes provision for a task order communications plan that reflects the priorities of the USAID LTPR Division’s communication goals and is tailored to individual tasks within TGCC. The TGCC communication plan will be developed during the second quarter of this first annual work plan. The task order communications plan will thus:

- Confirm the primary target audiences in association with individual task communication efforts

- Address the multitude of messages and media associated with each task and its respective activities;
- Determine the role of the task teams and grant recipients in the implementation of the Communications Plan;
- Develop a USAID-endorsed communications program for the task order and each task; and,
- Confirm the association and links with the existing USAID LTPR portal and the role of the new LTPR Division ERC contractor in assisting with the replication, access, and distribution of TGCC communications and products.

As indicated above, communications will remain a functional, cross-cutting theme in the periodic knowledge management sessions conducted for this task order.

GRANTS UNDER CONTRACT

Grants under contract (GUC) are addressed under a Grants Management Plan provided under separate cover. The use of grants will be driven by two strategic approaches: (1) to provide primary support to the capacity of NGOs to support the implementation of each task; and (2) to support NGOs with a vital engagement in the promotion of the VGs.

Grant design and distribution will be governed by the task order's availability of funds.

Quarterly reports will include updates on the status, administration and performance of grants under contract.

MONITORING AND EVALUATION

The task order's performance monitoring plan (PMP) is submitted under separate cover. It provides the task order guidance and addresses the task order's Results Framework, individual task monitoring and evaluation plans, and individual task performance monitoring indicators. Additionally, the PMP makes provision for M&E management, Data Quality Assessment, and gender nuanced monitoring and reporting.

Quarterly PMP reporting will address standard USAID indicators and the Results Framework that form our PMP, as well as reporting on custom indicators relevant to each of the tasks.

THIRD PARTY EVALUATIONS

The Task Order includes instructions in its execution of **Tasks 1 and 4** to include an independent evaluation of the impacts of the assistance delivered under these two tasks. We provide the following guidance to assure that the best coordination and collaboration between these tasks and the third-party evaluators are ensured.

The starting point for any impact evaluation design will be to determine the purpose, scope and scale of the ex-post impact evaluation. Thus a review of the intent/objective of the task under evaluation, the prevailing circumstances and context for the task, the links between rapid tenure and gender assessments on each task, and the sets of task interventions must be clear between implementing partners and third-party evaluators. (By example, the range and scale of task implementation interventions/packages will influence sample size selection.) Thus the ERC contractor identified for Task 1 must be engaged at the outset of the task, and prior to the implementation of activities in the field. This coordination will help inform the scope, scale, sequencing, and costs associated with baseline and impact evaluation for both parties in Task 1. A third-party evaluator will be assigned by the COR to Task 4 for the same reason.

Of equal importance is the purpose of the baseline that informs an eventual ex-post impact evaluation. It is our intention to use baseline survey development and implementation to: 1) inform project implementation;

2) aid in the development of project monitoring and evaluation indicators; and, 3) be the basis for the ex post impact evaluation. Thus TGCC will be involved in the development of the baseline instruments, development of the pre-testing methodology, sample size, and frameworks. This collaboration will inform a host of ex-post evaluation preparation that includes selection and orientation of field work, field supervisors, enumerators, data entry and data cleaning, as well as the timing of the baseline exercise. Supervision of this exercise will be critical, as it will impact community, local government, and sub-contractor relations related to both tasks.

Our third aspect of intended overlap with third party evaluators is the opportunity to conduct a data history, source, and quality review – almost a DQA. This process assures each party that they’re working off a similar historical, geo-spatial and socio-economic data set, and that this set of information is informing the impact evaluation design, sample size, and sampling framework, as necessary. The review of this data presents an excellent task team learning opportunity, as additionally, these data inform the selection of better defined task objectives, interventions, and task monitoring indicators.

The subsequent baseline survey design and implementation will be better informed as a result of this guidance. This process also provides for TGCC to contribute to the design of instruments for household and village level results that capture the outcome variables of interest, the intermediate variables that capture progress towards outcomes, and to determine control/confounding variables. The results of this level of engagement will also determine the scale and scope of geo-referenced information, as well as inform the enumerator training and the SOW for the baseline data collection by a third party.

Finally, early collaboration on third party evaluation design should be accompanied by an appropriate public information campaign. The campaign(s) should directly relate to the task implementation, and the purpose of “additional” baseline information collection, and the eventual conduct of an ex-post impact evaluation.

TASK ORDER PLANNING AND REPORTING

TGCC task order planning occurs at annual intervals. The annual period of performance for this task order is April – March, and each annual work plan will cover four quarters.

Quarterly reporting is required by contract, and will be submitted within 15 days of the end of each quarter, in English. The format for quarterly reports is clearly specified in the contract. In addition, each quarterly report will include success stories, an updated Project Brief, and examples of task order media developed and used in service to the task order’s implementation in the United States and in foreign country contexts.

Additionally, each quarterly report will include updates on the task order’s PMP, results framework, and custom indicators; as well as quarterly updates on the status, administration and performance of grants.

The task order contractor is also responsible for maintain an extensive list of task order and task-specific staff/implementing partners. This will be updated and submitted to USAID on a quarterly basis.

CORE TASK ORDER ACTIVITIES

We have planned for four types of core task order team activities:

1. Knowledge Management Weeks on a semiannual basis for TGCC task team members – These will be linked with annual work planning each year, with a second occurrence that will be hosted by the core team. These will be coordinated with the ERC contractor as necessary.
2. Task Order Training – we envision that members of the TGCC team will provide regular inputs to training activities hosted by the USAID LTPR Division or other USAID bureaus/sectors or their contractors. A small percentage of the core team’s LOE has been allocated to this.

3. Participation in Communities of Practice – We will participate in seminars, workshops, and major international tenure and climate change events. With the approval of the work plan, task order products and deliverables, and budget, we also envision a small percentage of the budget and LOE of the core order team devoted to participation in these events.
4. Contributions to other STARR IQC Task Orders and USAID GCC Programming – We envision a small percentage of time will be spent in technical service to other STARR IQC task orders at the request of the COR. This supports the cross-fertilization sought in the LTPR Division strategy and coordination of STARR IQC task orders and other IQC task orders addressing natural resources management, and GCC programming.

2.0 TASK 1 – STRENGTHEN LAND RIGHTS TO SUPPORT ADOPTION OF CLIMATE-SMART LAND USE

2.1 OBJECTIVE/SCOPE

This task is intended to test the hypothesis that secure village and individual land rights result in the increased adoption of “climate smart” on-farm practices that contribute to climate change programming goals.

2.2 METHODOLOGY AND STAFFING

The task was to be implemented in Tanzania in concert with a project implemented by CARE and Food and Agriculture Organization (FAO) for the last three years, where insecurity of tenure is said to be a contributing factor to slow and/or low rates of climate smart practices on village lands and household farms. TGCC was to provide technical assistance and services with regards to land use planning and individual family land certification.

An initial scoping and teaming visit was conducted by the task order’s COP and Resource Tenure Specialist in preparation for this inception report/work plan. CARE and FAO funding however, expire in September 2014.

Given prevailing circumstances, costs of implementation, and the preparedness of implementing personnel in Tanzania, the option to implement Task 1 with this CARE/FAO Project and partners is not considered viable. Alternative country and projects sites that serve USAID CDCS’ are being researched in conjunction with the task order’s COR.

A separate work plan will be developed for this task upon successful selection of a candidate project with which to test this development hypothesis.

The ERC contractor, Cloudburst, has been appointed as the third party evaluator for this task.

3.0 TASK 2 - CLARIFY LEGAL AND REGULATORY RIGHTS NEEDED FOR LOCAL COMMUNITIES TO DERIVE BENEFITS FROM DIFFERENT APPROACHES FOR ACHIEVING REDD+

3.1 OBJECTIVE/SCOPE

This task will be implemented in two phases. The expected duration of the task (in its two phases) is 3 years/36 months. The task is led by WRI, and supported by Landesa and LADSI. The task presents the opportunity to support development and eventual implementation of the World Bank's Forest Carbon Partnership Facility (FCPF).

The overall objective of this task is to bring greater clarity for the legal and regulatory rights that need to be in place to allow stakeholders (particularly individuals and communities) to benefits derived from environmental services under REDD+ and other Payment for Environmental Service (PES) schemes.

The Task will be undertaken by:

- a. Demonstrating how existing tenure regimes, the law, and benefit sharing schemes and guidance¹ allow us to identify benefits and beneficiaries related to specific approaches for achieving REDD+ with local communities;
- b. Undertaking rapid assessments in three countries as part of this effort to demonstrate how these variables can be engaged to support REDD+ benefit sharing priorities and emerging efforts;
- c. Providing recommendations to address gaps identified through the assessments, taking into consideration the need for more specificity in the VGs.

These activities will be completed as Phase 1 and will last approximately 9-12 months.

¹ This includes, but will not be limited to, the two documents created for USAID on carbon rights and institutional assessments for benefit sharing: USAID Land Tenure Forest Carbon Rights Guidebook and the USAID Land Tenure Institutional Assessment Tool for Benefit Sharing under REDD+.

Phase II of this task will support the development of a process to address policy, legal and regulatory gaps in the context of one target country selected as a result of Phase 1.

Context

REDD+ programming at the international level is still being designed. However, there are strong indications that at least part of the design will include a financing approach that include payments for environmental services (see Box 1), where developing countries must be able to demonstrate CO₂ emission reductions from alternative land use² at the national or other jurisdictional levels. International negotiations have been slow to get started and there is still a lack of clarity about how financing would ultimately move from the international to the national and smaller units of geographic/social/administrative organization. Options include a financial institution or fund manager like the Amazon Fund, direct disbursements to government agencies (e.g., budgetary support), or direct payments to non-governmental actors for project-specific efforts. It may be that countries will use/ allow all three approaches. Since there are a number of possibilities for how this first fund transfer could occur, there are questions about how local communities are able to benefit. Much will depend on how the countries design the initial gateway, or potentially gateways, for international finance support.

DEFINING PAYMENT FOR ECOSYSTEM SERVICES

There are many approaches for achieving emission reductions or improving environmental services, however one specific policy tool that has had many positive benefits (as well as complications) is the Payment for Ecosystem Service approach. In 2005, Sven Wunder, of CIFOR provided a very clear list of criteria for what a PES program includes. The characteristics are a voluntary transaction where:

- a. a voluntary transaction where
- b. a well-defined environmental service (ES) (or a land-use likely to secure that service)
- c. is being 'bought' by a (minimum one) ES buyer
- d. from a (minimum one) ES provider
- e. if and only if the ES provider secures ES provision conditionally.

The "results-based" international finance approach from REDD+ may therefore be a "subset" of PES in that the ES has been specified as a CO₂ emission reduction or a related proxy metric.

REDD+ readiness efforts and REDD+ strategy³ documents at national level struggle with the multiple dimensions of legal pluralism that are associated with environmental services efforts, as well as the payments associated with benefit sharing. Country REDD+ strategies provide a good foundation to examine the multitude of issues arising relative to these issues, benefit sharing, and individual roles and responsibilities relative to these PES strategies.

There may be a number of approaches for achieving REDD+ objectives at the national level. Some examples are command and control measures: e.g. changes to Environmental Impact Assessment laws; changes in land use zoning policies or laws, narrow PES programs for emission reductions; broad PES programs for water quality, access and reliability programs; and changes in the structures for subsidies or different types of agricultural finance, to name just a few. The impacts and benefits of any of these approaches for local communities will be highly context specific, based on existing individual and community statutory rights,

² The specific activities in REDD+ do not at this time include emissions from agriculture, livestock, etc., only in so far as those activities have an impact on tree cover change.

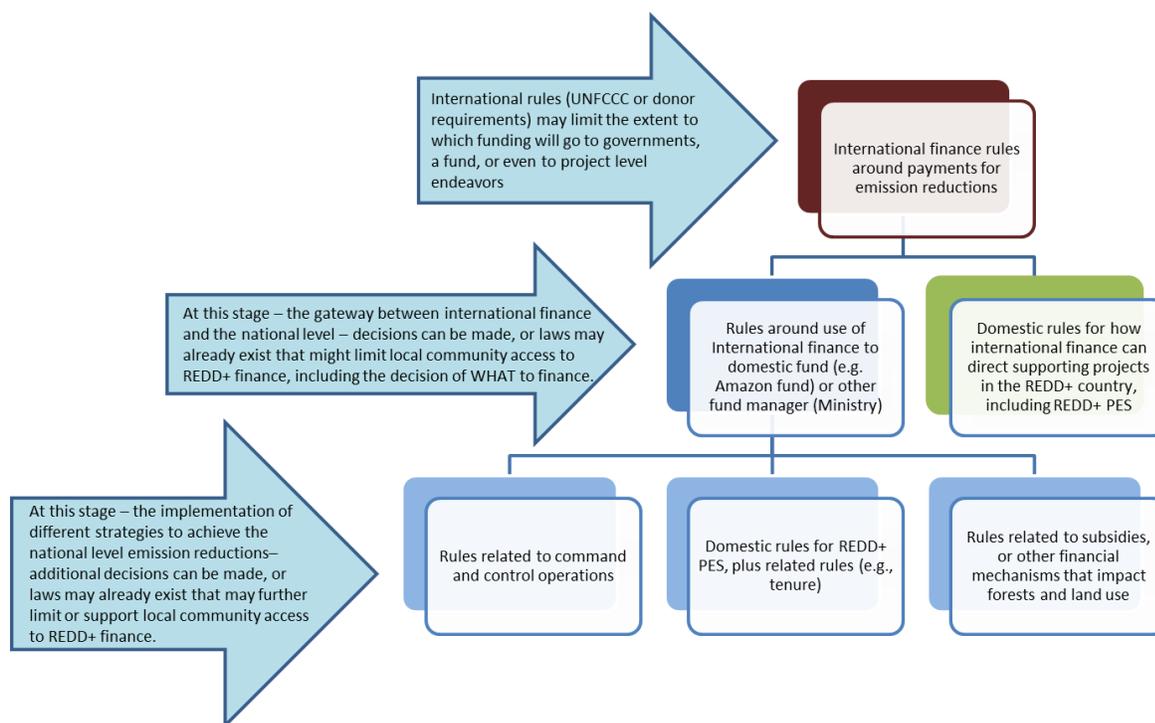
³ A national REDD strategy is a term to describe a document that many countries are developing that will include a number of different approaches for reducing emissions from deforestation and forest degradation. Having this one document has been helpful for countries communications with international and domestic actors about the actions they are taking or wish to take. However, in some cases, like Brazil, they have a number of different approaches that already developed and underway, but that have not yet been compiled into one REDD+ strategy document.

customary rights, and their actual practice. Additionally, as local communities are often not at all homogeneous groups, the impacts may be very different depending on the political economy and gender in the community.

Figure 1 (below) demonstrates the different levels at which rules at the international and national level may have an impact on local communities’ potential to receive financial or other benefits from international REDD+ finance sources – public or private.

While many of the decisions and rules remain unclear at the international level, multilateral institutions and bilateral agreements are piloting at least one approach. Programs such as the FCPF Carbon Fund and bilateral agreements between Norway and Brazil are examples of a REDD+ PES model where international finance will flow to a domestic institution after emission reductions are demonstrated at the national or sub-national (e.g., Brazilian Amazon) level. Whether or not funds are provided prior to demonstrable Emission Reductions (ER), this means that the key point for assessing the impact of REDD+ on local communities and whether and how they might benefit requires looking at the approaches included in REDD+ strategy that the domestic government will be implementing to generate emission reductions. Where do the approaches affect local communities? And to what extent are they protected from or could be party to the programs being implemented? Are there specific groups whose rights may be undermined or are less likely to receive benefits?

FIGURE 3 – DIFFERENT SETS OF RULES THAT MAY HAVE AN IMPACT ON WHETHER LOCAL COMMUNITIES ARE ABLE TO PARTICIPATE AND BENEFIT FROM, OR BE IMPACTED BY REDD+



Scope

This task will focus on distinct REDD+ programs that shortlisted countries are hoping to implement to achieve REDD+ payments and benefits. This focus will allow the task team to use two previously developed USAID tools (see Footnote 1). These tools will help us define nonconformities in the REDD+ programs,

and where there may still be issues that need to be resolved. In addition to these two tools, additional information will be required to undertake the country REDD+ benefits assessments.

Refining the USAID rights and benefit sharing tools with additional information sources will contribute to a rapid assessment methodology. This methodology will be tested in three countries. Where tenure figures as an important issue, the task team will identify how policy, legal and regulatory options could help countries be more aligned with the VGs.

Completion of the task will depend on at least these variables⁴:

The number of countries to be assessed. The work plan provides for three countries to participate in the initial piloting of the legal and institutional assessments conducted by the task team. Their selection will depend on criteria defined in the activities that follow.

The type and number of approaches to achieve REDD+. Recognizing that there are many different approaches to achieve REDD+, the first phase of the task will focus on selecting REDD+ approaches using these criteria:

- d. the implications for the legal and policy frameworks managing tenure and benefit sharing approaches are quite different;
- e. local communities can be, or will be, clearly involved as beneficiaries;
- f. there are discrete and concrete REDD+ programs (e.g., the Indonesia Land Reform process which is in their REDD+ strategy would not be a candidate). This may include the selection of REDD+ approaches that result in very different types of benefits for local communities, or are focused on actors where different aspects of property rights (e.g., access vs. withdrawal rights) may be especially tenuous or complicated. In some countries it may make sense to look at more than one strategy in order to assess the difference in how governance and property rights and benefit sharing questions might be addressed depending on the type of strategy.

The depth of the assessments and options provided. The three country assessments will include an analysis of potential challenges and range of options in relation to the tenure and benefit sharing linked to selected REDD+ strategy (or strategies). We expect that the results of the three assessments will be immediately useful for domestic GCC actors, and have thus provided for an in-briefing and out-briefing with USAID and country partners. However, once a country is selected for Phase 2, there may be additional assessments for the range of REDD+ approaches proposed, as well as much more engagement with civil society, media, host country governments, USAID Mission and other bilateral and multi-lateral actors, in relation to policy, programming and legal options.

Level of multi-stakeholder engagement. Input from local civil society, government actors and other stakeholders, with specific consideration of gender, will occur through-out this task as a way to ensure the rigor of the assessments, appropriateness of the options, buy-in and to promote discussion and capacity around tenure and benefit questions. Phase 1 will not include extensive capacity building, testing of the options and/or grant making that could support different stakeholders, in-country. This will be part of Phase 2.

Opportunity to support the FCPF and the Multi-lateral Banks Climate Investment Fund windows for *forest investment fund* and *pilot program for climate resilience*.

⁴ This is not a full list of the criteria that will be used to select the countries, but rather to illustrate the range of the assessments and engagement around the assessment that may occur.

Potential Countries of Interest

The following table includes our current knowledge about countries that a) have USAID sustainable landscape funding and low-emission development programming; b) have plans to put forward for Carbon Fund (FCPF) finance; c) Have REDD+ approaches captured most likely in a REDD+ Strategy policy document, or are under development.

USAID	FCPF	REDD+ Strategy Country Status
Peru, Colombia, Ecuador, Mexico, Guatemala, Indonesia, Vietnam, Cambodia, Philippines, Nepal India, Malawi, Zambia	Costa Rica, Vietnam, Nepal. These are to be confirmed and others added over the next three months	Ecuador (potentially), Mexico (yes), Guatemala (not clear), Indonesia (yes), Vietnam (early draft in decree), Cambodia (road map from the R-PP), Philippines (draft), Nepal (not clear), India (not clear), Malawi (not clear), Zambia (Expected in Spring 2013)

Forest Investment Program finance (FIP) provides additional opportunities. While countries will not be paid based directly on their emission reductions from the FIP, they are often undertaking activities that are part of a country's REDD+ strategy or will lead to development of a REDD+ strategy in the future. Mexico is a good example of this. Mexico will have pilots of two, if not three, of their REDD+ strategies implemented as a result of FIP finance. Other FIP focal countries include Brazil, Burkina Faso, Democratic Republic of Congo, Ghana, Indonesia, Lao, and Peru.

3.2 ACTIVITIES

Only the first three activities will take place in the first year (prior to the end of March 2014).

Complete achievements of Activities 2 and 3 will be dependent on the nature of the three country assessments, stakeholder engagement, USAID coordination, and analysis of results.

Phase 1

- *Activity 1: Select Countries, Identify Relevant REDD+ Approaches, and Develop the Assessment Methodology*
- *Activity 2: Train Assessment Teams and Apply Methodology in 3 countries*
- *Activity 3: Share Findings and Refine Options*

Phase 2

- *Activity 4: Refine and Adapt the Methodology for future use*
- *Activity 5: Address recommendations from the Assessment Methodology in one country with technical assistance, grants and focused advocacy*

Activity 4 and 5 and Phase 2 will not start before April 2014. Their implementation will be driven by the results of Phase 1. Thus, they are not described in this document in terms of activities, milestones, or outcomes. Further detail will be provided in the next annual work plan covering April 2014 – March 2015. Phase 2 will support implementation of assessment findings, recommendations, and action for a specific country stemming from the assessments conducted during Phase 1.

We expect Phase 2 to commence in the second quarter of Year 2 of the Task Order.

Activity 1: Select Countries, Identify Relevant REDD+ Approaches, and Develop the Assessment Methodology

Activity 1 comprises the following steps from July – September 2013.

An assessment of Mission and country interest⁵ in the legal assessment of the REDD+ program. As noted in the above, the selection of the REDD+ program for the assessment will in many ways be as important as the selection of the country (see Box 2). Different REDD+ programs may have quite different benefits and risks for local communities, and potentially even different benefits and risks for different local community groups (e.g., women, local elite, land owners and concession owners, etc). Countries have numerous program ideas that they have included in their REDD+ strategy. This aspect of Phase 1 also will require careful coordination between USAID, other donors and potential host-country REDD+ programs and interest. As noted, USAID would like to partner with World Bank/FCFP in this effort.

An assessment methodology tailored for each REDD+ country and program selected. In consultation with USAID, the countries and REDD+ programs for further analysis will be selected. WRI will create a “bridge document”/assessment methodology that will serve as the connection between the current USAID tools (these are presently quite broad, especially in relation to rights) and how they will be applied by the assessment teams in the context of specific REDD+ countries and programs. The methodologies will be reviewed by USAID, the TGCC core team, and FCMC experts using a series of DC-based workshops at the TGCC offices in September.

The collection of initial information for the country-specific assessments. As noted above, in order to select countries that will maximize both the learning and applicability criteria noted, WRI will compile desktop information about each country. This information will save assessment teams time in the field, and help them focus the gathering and assessment of information that cannot be captured in a desk top review. This will provide a useful repository for information on relevant laws and practice for focal countries and can be posted to the USAID LTPR portal.

Scopes of Work (SOWs) for assessment teams to guide Activity 2. The Task Team Leader will develop SOWs for the assessment teams aided by the TGCC Resource Law Specialist. Assessment teams could require 20 days of time and may require several in-country legal assistants. In addition the SOWs will spell out the specifics of the assessments, including types of data to be collected and analyzed, types of interviews required, as well as any public outreach activities required to ensure assessments are focused and robust. All assessments will be coordinated with host country Missions with the assistance of the TGCC COR.

⁵ When seeking to assess “country interest” both government and non-governmental actors will need to be approached. Non-governmental actors may include domestic civil society (NGOs, IPs, associations) and potentially corporate actors.

Sub-Activity	Expected Outputs	Timeline									
		Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	
a) Select Countries and REDD+ Approach	Matrix to help decision-making with potential country information, including: <ul style="list-style-type: none"> - Their approaches to achieving REDD+ - Potential tenure/ benefit challenges, including relating to gender - Overarching governance situation - Country interest level due to FCPF participation or other opportunities - USAID interests 	X	X								
	Communication with USAID re: country selection	X	X								
	Discuss objectives of the assessment methodology with potential assessment UASID Missions and other stakeholders to judge interest and build relationships.	X	X	X	X						
	Selection of countries and strategies that will be assessed with USAID and Task 2 partners		X								
b) Develop Assessment Methodology and Guidance for Assessors	Review tools and information from previous USAID work and any new tools or literature relevant to the selected approaches for achieving REDD+ on tenure and benefit sharing questions	X	X								
	Develop guidance for assessors on the stakeholder, benefit, and legal assessment, based on country and REDD+ strategy selection		X	X							
	Review of guidance by experts			X	X						
c) Collect Initial Information Regarding Selected Countries	Collect published information about legal, policy and institutional frameworks in selected countries	X	X								
	Map different potential tenure and benefit arrangements/ impacts depending on REDD+ strategy		X	X							
	Identify gaps that need to be assessed based on literature review findings			X							

d) Develop TOR/SOW for Activity 2	Draft TOR for each country based on previous activities				X						
	Review and approval of TOR by TGCC core team experts				X						

Activity 2: Train Assessment Teams and Apply Assessment Methodology in 3 countries

Activity 2 will start in October- November 2013. The main outcomes of this activity will be a) orientation and training of assessment team leads; b) initial in-country assessments for the countries selected, and c) an initial analysis of options to address issues identified in the assessments; d) how the options – where they are linked to tenure governance – would help the country take steps towards meeting the VGs; and, e) additional investment and/or programming requirements. The timing of the assessments will vary depending, the formation of the assessment teams, World Bank and USAID/LTPR cooperation objectives, USAID Mission support and interest, and government receptivity.

Steps and associated milestones are detailed below and the timeline summarized:

Assessment team selection and training. This activity will use the SOW from Activity One to identify assessment team members. As Task Team Leader, WRI will work with the TGCC core team to ensure that appropriate STTA is contracted in-country. Each country team will have one US-based lead and one or two in-country experts to conduct these assessments. Once the assessment teams have been identified, WRI and the TGCC Resource Law Specialist will convene a training session for the three assessment team leaders to ensure consistency and coherence in the assessment methodology. The assessment team leaders will be WRI or LADSI staff and each will be responsible for communicating and managing the in-country preparation for the assessment teams.

Country Assessments. Country assessment teams will have four major responsibilities: (1) to review legal documents prior to and during the assessment; (2) to review legal and regulatory challenges within REDD+ and tenure policy and legal frameworks as well as programming; (3) to identify stakeholders and potential partners supporting this task’s agenda; and, (4) to identify potential grant recipients to advance the findings/results of the task. In addition, each assessment team leader will be responsible for a Mission in-briefing and out-briefing, organized as part of assessment team preparations. These Mission overtures will be coordinated through the TGCC COP and COR. Each assessment is expected to last for three working weeks.

Review and Analysis of Assessments The review and analysis of each country assessments will constitute a report. The Task Team Leader will develop an issues paper summarizing the findings, gaps, and recommendations, focusing on *both* assessment methodology and findings. Over time, the assessment methodology is expected to become another tool in the LTPR portfolio linked to climate change programming and REDD+. Both the final country assessment reports and the issues paper will be vetted by the COR. He will instruct the team as to next steps for information sharing. This includes formal feedback to the host country government, USAID missions, civil society groups, and donors, as well as the USAID LTPR portal.

Sub-Activity	Expected Outputs	Timeline									
		Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	
a) Assessor selection and training	Identify legal experts for assessment with relevant country experience				X						
	Convene assessors to review methodology and expected outputs from the assessments				X	X					
b) Assessments	Country 1					X	X	X			
	Country 2							X	X	X	

	Country 3							X	X	X
c) Assessments Review and Analysis of Assessments	Review of Assessments						X	X	X	X
	Analysis of Assessments								X	X
	Initial Identification of Options								X	X

Activity 3: Share Country Assessment Findings and Refine Options for Potential Country Reforms

Activity 3 is premised on the instructions from the task order COR on the products and methodology of Activity 2. Some budget provision has been made for country presentations to “country stakeholder groups” in order to inform the national dialog on REDD+, benefit sharing, and the dimensions of the challenges faced by prevailing tenure regimes associated with benefit sharing schemes.

Sub-Activity	Expected Outputs	Timeline									
		Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	
a) Sharing with country stakeholders	Share initial finding with country stakeholders								X	X	X

3.3 STAFFING AND PARTNERSHIPS

Florence Daviet⁶ will serve as the Task Team Leader and Technical Lead for all activities (35 days LOE). Ms. Daviet will be guiding the overall project. She will work with Florence Landsberg and Lauren Williams on the deliverables for all Phase 1 activities. The Resource Law Specialist, Robert Oberndorf, will supervise the task on behalf of the TGCC core team. In addition, Ms. Daviet will manage relationships with Tetra Tech, USAID, and World Bank/FCPF.

Florence Landsberg⁷ will support Florence Daviet during Activity 1 and 2 (40 days LOE). She will help with Activity 1 -- sub activities a – c, and Activity 2 – sub activities a and c. Specifically she will help with the country research, to do the initial assessments of how the approaches to achieving REDD+ are likely to impact or benefit different ecosystem services that may be important for local communities, and ensure that the assessment methodology design will address these types of benefits or impacts.

Lauren Williams⁸ will support Florence Daviet with Activity 1 (15 days LOE). She will help to collect country information related to land use and tenure governance to facilitate the selection of countries, ensuring the specific country challenges and governance considerations are incorporated into the assessment methodology, and to provide a baseline of information for the assessors so that the assessments go beyond any existing assessments already completed.

Stephanie Ratté⁹ will help with the information and financial management of the project (21 days LOE). She will participate in the information management system established by TGCC and will ensure that all

⁶ Ms. Daviet is the manager of the Governance of Forests Initiative, a multi-year, multi-country initiative working on governance of forest assessments and reforms with domestic civil society organizations in Brazil, Indonesia, and Cameroon. She also has been following the REDD+ negotiations since 2006 and the development of REDD+ programs in Brazil, Cameroon, Indonesia, and Mexico since 2008.

⁷ Ms. Landsberg is an expert in assessing the impacts of different activities on the benefits derived from forests, including the identification of non-monetary benefits. She was the lead author on a WRI working paper entitled *Ecosystem Services Review for Impact Assessment* as well as a WRI report *Mapping a Better Future: Spatial Analysis and Pro-Poor Strategies in Uganda*.

⁸ Lauren Williams is an expert in tenure indicators and co-author of Governance of Forest Initiative Framework Assessment and lead author of the accompanying guidance document, as well as co-author of the institutional assessment tool made for USAID. She is also the lead author of the [Getting Ready](#) series which reviews all of the country proposals to the FCPF for REDD+ readiness finance.

⁹ Stephanie Ratté is the project coordinator for the Governance of Forests Initiative, and will provide similar support for Florence Daviet in the management of this Task.

information collected by the task team during the task is organized in a manner that will facilitate the use by the assessment teams. She will devote 6 days of LOE to this task.

Peter Veit, an expert in tenure issues, will oversee development of the tenure aspects of the methodology in Activity 1 and participate in the discussions in Activity 1. He will review the assessments in Activity 2. Mr. Veit may also lead a country assessment in Activity 2.

Robert Winterbottom, an expert on ecosystem services and payment of ecosystem service programs will help to oversee the aspects of the assessment methodology focused on potential non-financial benefits and impacts resulting from different REDD+ programs on those benefits to local communities. For Activity 1 and 2, he is expected to provide about 3 days LOE. Mr. Winterbottom may also lead one of the assessment teams on Activity 2. LOE for assessors at this point is estimated at about 20 days, but will be defined more clearly during the SOWs during Activity 1.

Mr. Robert Oberndorf, TGCC Resource Law Specialist, will provide technical support for the development of the assessment methodology and the SOWs in Activity 1. He will also help WRI during the identification of the in-country assessment staff, and review the assessments in Activity 2, supervise the Case Study products, and supervise the task. (15 days LOE). In addition, depending on the countries selected, Mr. Oberndorf will lead or participate in one of the assessment teams (20 days LOE).

John Bruce, LADSI, will serve as an advisor and reviewer of the assessment methodology in Activity 1 and the assessments in Activity 2. He will contribute 3 days for Activity 1 to review the first deliverables and participate in the workshop that WRI will convene in September/October to review the assessment SOW and guidance for each country assessment. LADSI will budget 6 days to help with the review of the country assessments and review of the options that are developed in Activity 2. They will also include another 2 days to participate in meetings to train the assessment team leaders and to review any overarching pieces WRI develops about our findings. In addition, LADSI may lead one of the assessment teams in Activity 2 (20 days LOE).

Amanda Richardson of Landesa will also serve as an advisor and reviewer of the assessment methodology in Activity 1 and the assessments in Activity 2 to ensure linkages with Task 4 are maintained and gender issues have been addressed adequately. She will contribute about 3-4 days of her time for Activity 1 to review the first deliverables and participate in the workshop that WRI will convene in September to review the TOR and guidance for each country, and 3- 5 days per country (where the number of countries is to be decided) to help with the review of the assessments, planning of the stakeholder workshop (if included in the budget), and review of the options that are developed to ensure we have captured the gender perspective. She will also include another 2-3 days to participate in meeting to train the assessors (to make sure they are considering gender) and to review any overarching piece WRI develops about our findings.

The TGCC core team will hire experts to undertake the legal reviews described in the assessment methodology. These experts will be identified with support from WRI and others. We expect teams of 2-3 people, one US based team member and 1-2 with national expertise.

3.4 MONITORING AND EVALUATION

Intermediate Results	Activities	Output Indicators	Outcome/ Impact Indicators
IR 2.1: Methods and tools to assess the legal and institutional context defining rights to manage and benefit	<ul style="list-style-type: none"> Initial legal and stakeholder analysis; Draft legislation, regulations, and/or 	4.7.4-8 Person hours of training completed by government officials, traditional authority, or individuals related to land tenure and property rights supported by USG assistance	Number of constraints/issues successfully identified and dealt with that contribute to better

<p>from carbon sequestration and other Payment for Environmental Service (PES) schemes tested.</p> <p>IR 2.2: Laws, regulations, and institutions to recognize and protect the rights of local communities, investors, and other stakeholders who participate in the management of and receive benefits from REDD+ and similar initiatives aligned.</p>	<p>draft amendments for incorporation in existing laws and regulations;</p> <ul style="list-style-type: none"> • Public consultations and delivery of public awareness messages about proposed legal clarifications; • Recommendations for amending existing USAID LTPR benefit-sharing, carbon rights, and other tools. 	<p>4.7.4-9 Number of days of USG funded technical assistance on land tenure and property rights issues provided to counterparts or stakeholders</p> <p>4.8.2-27 Number of days of USG funded technical assistance in climate change provided to counterparts or stakeholders</p> <p>4.8.2-28 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.</p> <p>GNDR-1 Number of laws, policies, or procedures drafted, proposed or adopted to promote gender equality at the regional, national or local level</p> <p>Progress toward Year 1 Milestones (see Table 2)</p> <p>Number of civil society actors that have reviewed their country's assessment methodology</p>	<p>defined benefit sharing for individuals and communities.</p> <p>Local capacity built to advance the legal and regulatory changes needed to advance REDD+ and PES benefit sharing with individuals and communities.</p> <p>USAID partnerships with multi-lateral institutions to advance REDD+ benefit sharing and PES schemes.</p>
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4.0 TASK 3 – RESEARCH AND SCOPING STUDIES ON TENURE, PROPERTY RIGHTS AND GCC MITIGATION AND ADAPTATION

4.1 OBJECTIVE/SCOPE

There are two aspects to this task. Both focus on the development of a better evidence base between devolved resource governance and the achievement of climate change adaptation and mitigation objectives. The tasks focus on these questions related to (1) forest and (2) coastal marine management.

5.0 TASK 3A – DEVOLVED OWNERSHIP AND GOVERNANCE RIGHTS AND FOREST CONDITION

5.1 OBJECTIVE/SCOPE

This task will explore the empirical evidence between devolved land tenure and the achievement of biophysical forest management objectives. It will explore the common assumption that devolution of rights leads to positive ecological outcomes, through a global literature review and one to three quantitative in-country case studies. The work will seek to isolate the impact of tenure from the variety of other factors influencing sound forests governance. It will also focus on biophysical indicators of positive ecological outcomes, as opposed to management or socio-economic proxy indicators. Wherever possible the gender dimensions of tenure and ecological condition of forests will be examined. Technical leadership will be provided by Michigan State University (MSU). The MSU team will be led by Dr. Jianguo Qi, with technical support from Emilio Moran, Runsheng Yin, and Gerhardus Schultink. Dr. Qi will work in concert with Matt Sommerville, the task order's climate change specialist and Chief of Party candidate starting in August 2013.

This task will be conducted in two phases. Phase 1 - Year one of the Task 3a work plan will: 1) outline how current evidence supports or refutes the assumption noted above, through a literature review and development of an accompanying annotated paper that summarizes the results of this literature review and issues arising. The literature review results and annotated paper will be discussed among a peer group of USAID and international forest and climate change experts (consultative forum); 2) refine the research question attached to this task in that venue; and; 3) develop a research methodology to examine the hypothesis of Task 3a. The duration and scope of the entire task will be clarified by November 2013 in consultation with USAID, based on the outcomes of the literature review and the consultative forum participants.

Phase 2 will examine the results of Phase 1, confirm a research methodology, and conduct the research methodology in at least one USAID focal country.

Key questions that will be addressed in consultation with USAID and the consultative forum participants during the first six months of this work plan are:

1. Which specific research questions can contribute to the ongoing debate regarding the impact of community forest management on forests, forest quality and REDD+ programming?
2. What is the host of variables that influence the governance of forests, and where does tenure rank as a factor in forest condition?
3. Where are sites with community control over forest management in which changes in forest conditions can be measured with the greatest chance of success in testing the task hypothesis?

4. Which factors most influence testing this research question in the field?
5. What data sets provide the best opportunity to measure forest condition, tenure, and governance parameters over time? Why?

The answers to these questions will define the full scope and duration of this task for the remaining period of contract implementation.

5.2 ACTIVITIES

Each of the below activities represents a major output leading to the launching of field research toward the end of the first year work plan.

Activity 1: Literature Review and Annotated Paper

The literature review and white paper will be used as inputs to a consultative forum in October that will help USAID and TGCC partners narrow, refine, and decide upon a strong research question with a direct link to policy and practice. The overarching question is: “What is the relationship between devolved ownership and governance rights of forests on forest condition?” As noted above, this question stems from the hypothesis that devolution of tenure and rights leads to sustainable management of natural resources. Background research in the development of the request for task order proposals suggests that most of the evidence of the relationship between devolved tenure and sustainable management is based on proxy indicators of management, as opposed to empirical evidence on the state of the resource. USAID thus expects this research tasks to explore this relationship between devolved tenure and the state of forests resources in relation to:

- a. The baseline condition of the resource; and/or
- b. A scenario of what would have happened with respect to the quality of the resource in the absence of tenure devolution

The question and research task should link back to forest carbon policy and GCC mitigation programming and how these findings relate to forest carbon mitigation goals.

The literature review will assess the extent to which this question has been addressed across a broad body of social, ecological, policy literature, and better understand the variety of methods that have been used to address this question, in order to inform the research methodology in Activity 3. A central goal of the literature review is to provide recommendations on how to narrow and frame the task’s hypothesis. Tenure devolution, forest condition, and their relationship to meeting climate change mitigation goals should be made explicit in the framing of the question. A particular struggle has been 1) how to define “forest condition”; 2) how this consideration of “forest condition” is related to meeting forest carbon objectives (not only biophysical sequestration of carbon, but how “forest condition” fits into forest carbon policy frameworks); and, 3) how to define/break apart “devolution of tenure” in a way that relationships with forest carbon mitigation can be isolated.

As part of this process, a literature review outline will identify the types of literature topics that will be included in the review and also describe examples of studies/related topics that will not be included in the review. The outline will be produced by the end of July 2013 to allow MSU, USAID, and TGCC partners to engage in a dialogue and come to agreement on structure and questions.

The white paper will take the taxonomy that is presented in the literature review and explore a key question/relationship that emerges from the literature review. The white paper will be limited to 6-10 pages including citations, and supporting materials. It will present an analytical question related to tenure and forest

condition, and use an analysis of literature and policy to address the question. The development of the annotated paper should be an iterative process and initial ideas for the paper should be vetted with the core TGCC team and USAID before substantial effort is put into developing the paper. The annotated paper will complement the existing USAID LTPR collection of “issues briefs,” particularly those developed for a climate change audience. The paper will be aimed at development professionals with either a land tenure or forest carbon background who need more information on the relationships between the two topics (consultative forum).

This activity will be led by Dr. Qi and supported by Dr. Yin, Moran, and Schultink. A monthly phone call led by Dr. Sommerville will be held within the task team to share technical information, coordinate task activities, and offer USAID the chance to provide input to the task, as available. These calls will also be used to provide/discuss feedback on the project deliverables. In terms of feedback on project deliverables, we will encourage USAID to participate in the phone calls to ensure that feedback is transmitted directly and the opportunity for discussion exists.

Dr. Sommerville will also coordinate with Task 4 to ensure that gender issues arising in both tasks are potentially complementary.

Mr. Tim Pearson (10 days LOE) of Winrock International will provide internal reviews of the outlines and drafts and serve on the consultative forum.

Sub-Activity	Expected Outputs	Timeline										
		Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	
Literature Review	Draft Outline for USAID and Partner Review (1 week review) (MSU)		X									
	Draft Literature Review for Forum (1 week review time) (MSU)				X							
	Literature Review Finalized (MSU)					X						
	Literature Review Finalized with USAID edits (MSU)									X		
White Paper/Issues Brief	Draft Outline of White Paper (1 week review) (MSU)			X								
	Draft Paper for USAID Review (1 week review) (MSU)				X							
	Paper Revised for Finalization (MSU)					X						
	Paper Finalized with USAID edits (MSU)									X		

Activity 2: Consultative Forum

TGCC will hold a two-day consultative forum in October/November 2013 in Washington DC with scientists and research institutions that are addressing forest carbon mitigation and tenure issues using empirical data. TGCC expects to have 20 – 25 participants including TGCC staff and USAID attendees. The goals of the forum are to 1) vet the literature review, white paper, and research focus with a broad collection of experts; 2) discuss the research focus with this expert group to further refine the question and understand whether the work duplicates ongoing work of other organizations; 3) identify priority case study locations; 4) build an informal community of practice around tenure and forest carbon issues; and, 5) identify other key research

questions that may be the focus of subsequent work around tenure and forest carbon mitigation. This forum will be a catalytic event that will provide USAID and the TGCC team with the assurance that the proposed work fits within a broader community of actors working on tenure and climate change issues. The community of practice will form the basis of subsequent distribution of research under TGCC and provide opportunities for collaboration. For example, we expect that other researchers may be interested in pursuing the same case study approach proposed by MSU to create a broader body of understanding on the research topic.

The discussions during the consultative forum will form a bridge between the literature review and research methodology and create opportunities for the team to clarify:

- Definitional issues;
- Where work will be priorities (and how many countries);
- Realistic timeframes for carrying out the work; and
- Who will be involved, both within MSU and the broader TGCC team.

The forum will be held at the offices of Tetra Tech in Rosslyn. TGCC core staff will be responsible for organizing the forum and agenda in close consultation with MSU researchers. Dr. Sommerville will be the technical point of contact in the organization of the forum. A draft agenda, participants list and invitations will be agreed with USAID. Travel and per diem may be provided for forum participants, but no honorariums or fees will be provided for participants outside of TGCC partners.

Sub-Activity	Expected Outputs	Timeline										
		Jun	July	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	
Preparations for forum	Draft Participant List developed to be vetted with USAID and Partners (Tt)		X									
	Develop and vet draft agenda (MSU and Tt)		X	X								
	Develop intro and initial contact with participants (Tt)			X								
	Logistics (Tt)		X	X	X	X						
Forum	Proposed October 22-23					X						
Post-Forum Consolidation of Information	Meeting with USAID to finalize/clarify questions above (MSU and TGCC)					X						
	Forum Report (Tt)							X				
	Forum 2 page overview (Tt)							X				

Activity 3: Development of a Research Methodology

Based on the directions proposed in the literature review and outcomes of the forum, Dr. Qi will lead the development of the research methodology for undertaking the case studies during the latter part of the first year of implementation or early in year two. The methodology, personnel, and associated research budget will be developed by MSU, with input from the TGCC core team and USAID during this period. This time will also be used to discuss logistics questions, particularly if the research occurs in USAID assisted-countries or in relation to projects managed by Tetra Tech or other STARR IQC partners, e.g. Winrock.

Sub-Activity	Expected Outputs	Timeline									
		Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	
Development of research methodology	USAID, MSU, TGCC core team agree on scope, depth and location(s) of the study					X					
	MSU develops draft methodology for review (MSU)							X			
	Budget, timeframe, personnel and methodology approved								X		

5.3 STAFFING AND PARTNERSHIPS

Dr. Qi of MSU will be responsible for the delivery of the literature review, white paper, and research methodology, and for revising each based on feedback from the TGCC core team, USAID, and project partners. MSU may require additional technical support on gender, land tenure, or other technical questions from the TGCC core team, and will liaise with Dr. Sommerville to access and coordinate this support. Tim Pearson of Winrock and the TGCC core team will review methodologies and deliverables as requested. Dr. Sommerville and the TGCC core team will be responsible for logistics and finalization of the agenda for the forum, based on technical input, agenda and participants developed jointly by Drs. Qi, Moran, Yin, and Schultink.

Eventual country selection to test the resulting methodology/model will be undertaken based on initial recommendations from the literature review, discussions with USAID, and through discussions with forum participants in October/November.

Based on the outcomes of the forum we expect to develop institutional partners and individuals who will be the core of an informal community of practice that we anticipate engaging with over the life of the contract, as we identify new research questions and seek forums for sharing lessons learned. USAID will assist in the definition of this community of practice. This informal community of practice will be managed by the TGCC core team, and appropriate elements contribute to the USAID LTPR Portal.

5.4 MONITORING AND EVALUATION

This task is primarily focused on generating answers to research questions, though its team members will be responsible for sharing the outputs of the work more broadly in USAID, donor, host country, and academic circles as defined in concert with USAID.

Intermediate Results	Activities	Output Indicators	Outcome/ Impact Indicators
<p>IR 3.1: Relationship between devolved ownership and governance rights of forests on forest condition evaluated.</p> <p>IR 3.1.1 Availability of improved evidence-base on the relationship between devolved ownership and governance rights of forests on forest condition increased.</p>	<ul style="list-style-type: none"> • Literature review on the relevance of tenure as a predictor of forest condition; • Comparative study in up to three (3) countries using a combination of qualitative and quantitative methods to test the correlation between devolved forest governance and forest conditions; • Presentation of research findings at a minimum of two forums as directed by USAID. 	<p>4.7.4-9 Number of days of USG funded technical assistance on land tenure and property rights issues provided to counterparts or stakeholders</p> <p>4.8.2-27 Number of days of USG funded technical assistance in climate change provided to counterparts or stakeholders</p> <p>GNDR-1 Number of laws, policies, or procedures drafted, proposed or adopted to promote gender equality at the regional, national or local level</p> <p>Progress toward Year 1 Milestones (see Table 2)</p>	<p>Number of mechanisms to disseminate research findings (issues briefs, publications, presentations) developed/implemented.</p> <p>Value and frequency of research methodology as picked-up by national and international stakeholders and replicated.</p>

6.0 TASK 3B – DEVOLVED MARINE RESOURCE TENURE RIGHTS, BIODIVERSITY CONSERVATION AND ADAPTATION

6.1 OBJECTIVE/SCOPE

The Marine Resource Tenure Task (MRTT) will support desktop research to compare and contrast individual, group, and communal marine resource tenure systems and the benefits and challenges they pose to conserving marine biodiversity, managing coastal fisheries sustainably, and reducing vulnerability of individuals and communities to the impacts of climate change. The results of this research will provide programming guidance to USAID mission staff and to international and regional organizations, such as donors and nongovernmental organizations involved with the development and implementation of systems to establish and strengthen marine resource tenure. Additionally, the devolution of rights to communities over marine resources can serve as a potential way to adapt marine management systems to rapidly changing conditions. Because resilience is a key objective of climate change adaptation, this can include a focus on sustainable marine management to achieve food security.

How does devolution of marine resource tenure rights contribute to biodiversity conservation, sustainable fisheries management, and climate adaptation?

Case studies on marine resource tenure systems will focus on near-shore fisheries and coral reef ecosystems, including mangrove habitats. The analytical framework developed to prepare the case studies will focus on themes noted above rather than countries. The results of this research will be used to develop a primer to provide programming guidance to USAID mission staff and international and regional organizations on opportunities and best practices to establish and strengthen marine resource tenure systems. We will establish a Marine Resource Tenure Working Group (MRT-WG), composed of USAID staff from key divisions, to serve as a sounding board for the development of two key outputs from this desk-top research: 1) a collection of case studies on the subject and 2) a primer on the subject to guide future marine tenure programming based on these case studies. In addition, we will work with the MRT-WG to develop a strategy to establish a community of practice to perpetuate the focus on marine resource tenure.

The duration of this phase of Task 4 will extend from June 2013 through March 2014. A second phase of the MRTT is proposed to validate the outputs of this desk-based research in specific Missions and geographies. Thus, the products of Phase I will guide a potential set of field-testing of the methodology defined in this phase. This second phase of the task provides an excellent opportunity to use TGCC's GUC to further test

the methodology for analyzing governance of marine tenure in specific coastal zone settings. Testing of the governance of marine tenure methodologies also presents an excellent opportunity to advance the VGs in specific country/coastal contexts. With sufficient resources and potential buy-ins, Phase 2 of this task can also advance the development of a community of practice on marine resource tenure and reach out to a broader range of international stakeholders. The outcomes anticipated for a second phase of the task would be a much more robust set of field-tested methodologies informing international best practices in the governance and tenure of coastal marine resources AND provide important insights into the climate change adaptation strategies that are particularly relevant to coastal communities worldwide. The duration of this second phase could be expected to last between 18 months and two years.

6.2 ACTIVITIES

The first annual work plan constitutes Phase 1 and includes three activities:

Activity 1: Prepare Case Studies on Marine Resource Tenure

Activity 2: Develop Primer on Marine Resource Tenure

Activity 3: Contribute to the Development of a Community of Practice on Marine Resource Tenure

Activity 1: Prepare Case Studies on Marine Resource Tenure

This activity will be conducted in three sub activities: (1) conduct a literature review and prepare an overview of marine resource tenure systems; (2) develop an analytical framework to explore key governance and tenure themes in coastal marine resource management systems; and, (3) prepare thematic case studies and provide recommendations for coastal marine conservation, management and adaptation programming.

The TGCC task team will prepare an overview of marine resource tenure systems based on a review of existing literature and case studies. The overview will describe the typology of marine resource tenure systems and key interventions. We propose to adapt the typology described by FAO (2009) to include: individual, group-based, and communal tenure rights (see Table 1). We will select two to three key interventions under each typology based on the literature and develop mini-case studies that summarize each intervention premised on a descriptive framework of key attributes (see Table 2). We will refine the typology and descriptive framework as the work proceeds based additional literature inputs.

TABLE 1 – PRELIMINARY TYPOLOGY AND INTERVENTIONS OF MARINE RESOURCE TENURE SYSTEMS

(ADAPTED FROM FAO 2009)

Individual-based	↔ Individual-/Group-based ↔	↔ Communal
<ul style="list-style-type: none"> • Individual quotas • Individual effort quotas • Individual fishing quotas • Individual transferrable quotas 	<ul style="list-style-type: none"> • Limited access privilege programs • Designated access privilege programs • Catch shares • Stock use rights in fishing • Harvester cooperatives 	<ul style="list-style-type: none"> • Customary marine tenure • Territorial use right fisheries • Customary fishing rights areas • Community development quotas • Community-based resource management

TABLE 2 – PRELIMINARY DESCRIPTIVE FRAMEWORK FOR MINI-CASE STUDIES OF INDIVIDUAL, GROUP, OR COMMUNAL MARINE RESOURCE TENURE SYSTEMS

What are the authority, rights, and responsibilities of the individual, group, or community?
• Who grants rights over marine resources?
• How are rights over marine resources granted?
• What are the types of rights provided for?
- <i>Withdrawal rights</i> allow users to obtain resources at a rate specified by external authorities
- <i>Management rights</i> allow the user group to define extraction rates and other management features, implying more rights than withdrawal rights
- <i>Exclusion rights</i> , added to management rights, allow the user group to define who has access to resources
- <i>Alienation rights</i> involve the right to sell or lease the other three rights to the resource.
• Who has enforcement authority?
• How can those rights be rescinded or taken away?
• What are the rights of exclusion?
• What are the decision-making processes relating to allocation and use of marine resources?
- What are the right to information, consultation, and appeal?
• What are the conflict resolution mechanisms available in the marine resource arena (judicial, administrative, community user groups)
• How does the presence of indigenous groups and indigenous rights affect the governance of tenure?
• What are the roles of men, women, and children?
What types of fisheries and habitat management measures are used?
• Are spatial management measures used (e.g. no take MPAs, critical habitat protection)?
• Are temporal management measures used (e.g. seasonal closures)?
• Are certain types of gear restricted (e.g fine mesh nets)?
• Is the level of effort restricted (e.g. number of fishers)?
• Is amount catch restricted (e.g. kilograms of fish)?
• Are there restrictions on the type of species exploited (e.g. threatened and endangered, keystone)?
What enabling conditions (national/local government policies, laws, and institutions) are in place for marine resource tenure?
• What are the supporting policies, laws, and regulations that relate to marine resources?
• How are the stakeholders defined? Government, community, user groups, individuals, women (in traditional, artisanal and industrial systems?)
• How are marine resources defined legally? (e.g. marine waters, habitats, fisheries)
• What are the institutional arrangements for co-management of marine resource management and use?

This first effort under this activity will result in a comprehensive bibliographic database on marine resource tenure that will be used and updated for work conducted under subsequent activities. The literature review will result in a set of search terms that will be used to compile relevant bibliography on marine resource tenure systems. Search terms will be used to explore online databases such as: Science Direct, Digital Resources on the Commons, Center for Forestry Research, and the USAID LTPR Portal. Each article or report will be entered into an EndNote© library with PDF attached.

Key outputs of this effort will be (1) a glossary of key terms and interventions and (2) a typology of marine resource tenure systems and mini-case studies of selected interventions for each type of marine resource tenure system. The results of this effort will be up-loaded to the USAID LTPR portal. In addition, the output of this sub activity will be used to provide an overview of marine resource tenure systems in the Primer designed primarily for USAID programming staff (see Activity 2).

The overview of marine resource tenure systems will provide the groundwork for the second activity of this phase - to develop an analytical framework that explores key themes in coastal marine resource tenure systems. Four key themes will be explored in the case studies:

1. Marine Resource Tenure and Individual, Group, and Communal Rights and their Governance
2. Marine Resource Tenure and Biodiversity Conservation
3. Marine Resource Tenure and Sustainable Fisheries Management (to include consideration of illegal, unregulated and unreported fishing [IUU])
4. Marine Resource Tenure and Climate Change Adaptation

Under the first theme we will explore the governance perspective of marine resource tenure systems by comparing and contrasting tenure typologies of individual, group, and communal systems. This theme will focus on social and economic drivers of incentives and behavior within these systems. The second and third themes will explore the benefits and challenges of marine tenure systems on biodiversity conservation and sustainable fisheries management. We will search for evidence in the literature of positive or negative impacts of marine tenure systems related to these themes. The fourth theme will explore the attributes of marine resource tenure systems in relation to climate change adaptation and attempt to capture evolving studies and practices governance of tenure and its response to climate change adaptation challenges. We will cast a broad net over this topic to explore the literature related not only to climate adaptation, but also response to natural hazard events, such as tsunamis and climate variability, including El Nino Southern Oscillation events, and to explore the attributes of marine resource tenure systems in providing for flexibility and adaptive management. For all four themes, we will provide a summary of the role of science and technology in addressing related issues.

The analytical framework is envisioned as a set of questions to address the contribution of marine resource tenure systems for each theme. The task team will first conduct a careful review of existing tools, frameworks, guidelines, and seminal case studies to develop questions to focus the selection and development of the case studies. Where applicable, the analytical framework will integrate additional themes based on the VGs, the analytical framework used by the USAID Property Rights and Resource Governance Project to develop case studies of the devolution of forest rights and sustainable forest management in 16 developing countries, and other tools and guidance from the LTPR Division and our task order partners.

The analytical framework will serve as the outline for the thematic case studies that draw from various types of marine resource tenure systems and interventions. The task team will conduct additional literature search and review as needed to develop responses to questions under each theme. The team will prepare thematic case studies and provide recommendations for programming at the thematic and intervention levels where feasible. The recommendations will highlight best practices as well as cautionary notes when considering the promotion of different marine resource tenure systems.

Sub-Activity	Expected Outputs	Timeline										
		Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	
Develop overview of marine resource tenure systems	Literature compilation and review	X	X	X	X	X	X	X	X	X		
	Typology and list interventions	X	X	X								
	Glossary of terms	X	X	X								
	Mini-case studies		X	X	X	X						
	Updated EndNote Library	X	X	X	X	X	X	X	X			
	Draft analytical framework	X	X	X	X							

Sub-Activity	Expected Outputs	Timeline										
		Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	
Develop analytical framework	Internal Tt review				X							
	USAID Working Group review				X							
	Final analytical framework				X	X						
Prepare thematic case studies and recommendations report	Draft report					X	X	X	X			
	Internal Tt review									X		
	USAID review									X		
	Final report											X

Activity 2: Develop a Primer on Marine Resource Tenure

The task team will develop a primer on marine resource tenure based on the insights and best practices gleaned from the work completed in Activity 1. The objective of the primer is to increase understanding among USAID Mission programming staff on marine resource tenure issues and best practices, and to provide a programming framework and checklist to help identify opportunities and challenges in programming marine resource conservation and management activities. The primer will provide a user-friendly synthesis of the information, analyses, and lessons learned from Activity 1. A preliminary outline of the primer is provided in Table 3. This outline will be refined over the course of the work and informed by Activity 1 as well as webinars with USAID Mission staff further described in Activity 3.

TABLE 3 – PRELIMINARY DRAFT OUTLINE OF THE PRIMER ON MARINE RESOURCE TENURE SYSTEMS

Introduction: provide a description of the target audience, purpose of the primer, and process used to develop the primer
Types Marine Resource Tenure Systems: provide an overview of the types of marine resource tenure systems. Matrices will be used to compare and contrast the various systems. Mini-case studies will be provided to illustrate specific attributes of the different types of systems and interventions. Reference to an appendix that has a glossary of terms and concepts will be made to aid the reader.
Marine Resource Tenure Systems and Biodiversity Conservation: provide a summary of the thematic case study. Matrices will be used to summarize the benefits and challenges of marine resource tenure systems and biodiversity conservation.
Marine Resource Tenure Systems and Sustainable Fisheries Management: provide a summary of the thematic case study. Matrices will be used to summarize the benefits and challenges of marine resource tenure systems and sustainable fisheries management.
Marine Resource Tenure Systems and Climate Change Adaptation: provide a summary of the thematic case study. Matrices will be used to summarize the benefits and challenges of marine resource tenure systems and climate change adaptation.
Decision-support for Planning and Programming: designed to assist USAID mission staff make informed decisions about planning and programming in regards to marine resource tenure systems. Decision-support tools may include a checklist, assessment matrix, new technology, or decision flow diagram that reflects the state of knowledge on marine resource tenure systems and contribution to biodiversity conservation, sustainable fisheries management, and climate adaptation.
Glossary of Terms and Concepts: serve as a user-friendly guide to terms and concepts described in the literature and used in the marine resource tenure practice.

Sub-Activity	Expected Outputs	Timeline										
		Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	
Develop primer	Draft annotated outline					X						
	Internal Tt review						X					
	USAID review						X					
	Final outline							X				
	Draft primer							X	X	X		
	Internal Tt review									X		
	USAID review											X
Final primer											X	

Activity 3: Initiate the Development of a Community of Practice on Marine Resource Tenure

The task team intends to convene a Marine Resource Tenure Working Group (MRT-WG) composed of USAID staff from Bureau for Economic Growth, Education, and Environment technical sectors and divisions, as well as regional bureau staff. The USAID Senior Coastal Resources and Policy Specialist, Barbara Best, will chair this Working Group. The MRT-WG will oversee the development of case studies and the primer, and eventual outreach to USAID Missions for engagement and feedback. The Task Team Leader, Dr. Courtney, with the assistance of Dr. Gina Green, will serve as secretariat to the Working Group. They will schedule regular update calls, prepare materials, and conduct at least two webinars with interested USAID missions identified by the Working Group to brief them on the MRTT activities, to identify relevant opportunities and challenges in their current portfolio, and to solicit input on case studies and primer. Webinars will be developed and offered in close coordination with the ERC contractor – Cloudburst.

In addition, the Task Team Leader will convene a virtual roundtable that includes at least three experts in marine resource tenure systems to provide insights on the themes explored under this task. The experts' roundtable will be limited to the MRT-WG and TGCC team identified herein. The Task Team Leader will develop focus questions and work with the experts to guide their presentations and discussion on topics of relevance to the work conducted under this task. Additionally, the Task Team Leader will prepare a Task Fact Sheet as an outreach tool to communicate the task objectives and outputs for interested parties.

USAID's involvement with the Global Partnership for the Oceans (GPO) presents a strong opportunity to catalyze key milestones of the Task. As a member of the GPO, USAID is well-positioned to leverage meetings and inform events of this growing alliance of more than 100 governments, international organizations, civil society groups, and private sector interests committed to addressing the threats to the health, productivity and resilience of the world's oceans. The first Task Fact Sheet should focus on this engagement opportunity.

In addition, USAID MRT-WG can also serve as a link to special working groups already established under the FAO. It can contribute to emerging clarity, policy, and best practices being captured as case studies, and methodologies for assessing the impacts of tenure and governance on coastal marine resources and people contribute specifically to the VGs. This dialogue, conducted through Dr. Best and the TGCC COR, can contribute to the analytical framework for case study preparation.

The MRT-WG will assist in the development and establishment of a community of practice on marine resource tenure. The community of practice will be designed to further perpetuate the products, testing, and findings of USAID-sponsored marine tenure programming worldwide. It will also explore alliances with the public and private sector on this matter internationally. The community of practice strategy will define the universe of stakeholders and identify opportunities and mechanisms for engaging these stakeholders.

The activities of Phase 1 and their outputs are considered necessary steps to initiate the development of a community of practice on marine resource tenure. The community of practice strategy would be

implemented as part of Phase 2 of the MRTT depending on the availability of funding as described in Section 2.1 Objectives/Scope of this work plan.

Sub-Activity	Expected Outputs	Timeline										
		Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	
Solicit input from key stakeholders	MRT Working Group			X	X	X	X	X	X	X	X	X
	Draft Task Fact Sheet	X										
	Internal Tt review	X										
	USAID review		X									
	Final Task Fact Sheet		X									
	Virtual Expert Roundtable						X					
	Webinars for USAID mission staff						X				X	
Develop a strategy for establishing a community of practice on marine resource tenure systems	Strategy outline						X					
	Draft Strategy							X	X			
	Internal Tt Review									X		
	USAID review									X		
	Final Strategy										X	X

6.3 STAFFING AND PARTNERSHIPS

This task will be implemented from June 2013 through March 2014. The task is not expected to have a field component. The roles and responsibilities of staff and partners attached to this task are described below.

Dr. Kitty Courtney will serve as Task Leader and Technical Lead for all activities (115 days LOE, including 23 days from the previous contract). She will prepare the overview of marine resource tenure systems, develop the analytical framework for case study preparation, and prepare the case studies and primer. She will be responsible for managing the task and incorporating comments on draft outputs from internal TGCC team reviews and USAID Working Group. She will work with the USAID point of contact, Dr. Barbara Best, at regular intervals to ensure the Working Group for this Task is most profitably engaged.

Dr. Courtney will be supported by two research assistants, Mr. Kevin Kelly (15 days LOE) and Ms. Robyn Evans (15 days LOE). They will assist with the compilation and analysis of relevant literature based on a set of search terms, update the EndNote library, and assist with the preparation of the mini-case studies described in Activity 1.

Mr. Robert Oberndorf, TGCC Resource Law Specialist, will provide technical support for case study preparation related to the policy, legislative and regulatory conditions for marine resource tenure systems, specifically the national and local government legal and institutional frameworks (10 days LOE). He will refine the framework for enabling conditions provided in Table 2 and contribute to up to nine mini-case studies described in Activity 1.

Dr. Gina Green will provide additional technical rigor to this task based on her extensive marine conservation and management experience in LAC. She will participate as a MTR-WG member and review products/outputs provided in this work plan. She will also provide secretariat functions to the MRT-WG. Up to 10 working days are expected for Dr. Green on this task in the first phase.

Dr. Nayna Jhaveri, the TGCC Resource Tenure Specialist, will provide two important roles to this task: She will review materials with a view towards gender integration and ensure that links are established between this task order and other tasks addressing gender. She will occupy 10 days LOE for this first phase of the Task.

TGCC will also hire a small cadre of independent, consulting experts (10 days LOE), to participate at key points/milestones in the development of the task, and to participate on the Expert Panel. Among these in Dr. Joshua Cinner, a world expert in the study of marine resource tenure systems, who has published numerous papers on the topic. Dr. Cinner will provide technical review of the typology, analytical framework, and propose specific case studies to examine in Activity 1. He will be joined by two other marine tenure and governance system experts identified by the Working Group; and these experts will participate in a virtual Marine Resource Tenure experts’ roundtable planned for as part of this Task.

6.4 MONITORING AND EVALUATION

Monitoring and reporting will be conducted throughout the duration of the task. Relevant indicators have been included in the PMP which represent this component of the task order. Pre- and post-surveys will be conducted to evaluate the impact of the primer on increasing the understanding of USAID mission staff on marine resource tenure and the relationship to biodiversity conservation, sustainable fisheries management, and climate adaptation.

Intermediate Results	Activities	Output Indicators	Outcome/ Impact Indicators
<p>IR 3.2: Relationship between devolution of marine resource tenure rights and biodiversity conservation and adaptation evaluated.</p> <p>IR 3.2.1: Key stakeholders (USAID and other stakeholders) understanding of the state of knowledge of marine resource tenure and contribution to biodiversity conservation, sustainable fisheries management, and climate adaptation increased.</p>	<ul style="list-style-type: none"> Case studies in selected countries on the devolution/evolution of resource rights to marine aquatic resources; Based on case study findings, develop a method for assessing governance of marine tenure; Presentation of research findings at a minimum of two forums as directed by USAID. 	<p>4.8.1-28 Number of days of USG funded technical assistance in natural resources management and/or biodiversity provided to counterparts or stakeholders</p> <p>Number of publications developed (issue briefs, case studies, Fact sheets, peer-reviewed journal publications)</p> <p>GNDR-1 Number of laws, policies, or procedures drafted, proposed or adopted to promote gender equality at the regional, national or local level</p> <p>Progress toward Year 1 Milestones (see Table 2)</p>	<p>Number of missions engaged in response to the assessment methodology, the Primer, and expressing interest in testing the assessment methodology.</p> <p>Number of grants issued to NGOs in participating missions to test the methodology.</p>

7.0 TASK 4 – STRENGTHENING WOMEN’S PROPERTY RIGHTS AND REDD+

7.1 OBJECTIVE/SCOPE

Although women play a key role in the world economy and in securing family livelihoods, particularly within the household, their rights to property and resources are often weaker and less secure than those of men. Within the forest sector in particular, women’s substantial role in forest use and management has been largely invisible. Therefore, women are often not recognized as important forest rights holders under both informal and formal governance arrangements (despite their knowledge of and significant contributions to improvements in forest condition and cover). Since women often have insecure, overlapping, or secondary tenure rights, REDD+ projects that fail to consider and strengthen women’s forest tenure rights will not only aggravate inequitable resource governance and benefit sharing, but also lead to reduced efficacy in improving forest conditions.

The primary goal of this task is to establish a “gendered” forest tenure conceptual framework in relation to REDD+ to reveal how issues of participation, rights, and benefit-sharing are related to tenure and the bundle of forest rights and responsibilities in community systems. The task will then go on to design an intervention to strengthen women’s voices and tenure rights in one REDD+ community forestry project. This effort is designed to push the current focus of gender and REDD+ practice to consider women’s tenure rights equally. It includes social safeguards, forest management, benefit sharing, and deforestation. Ultimately, this task will explore the question of what tenure systems and property rights are necessary for women to benefit from REDD+ and to ensure that benefits, both to conservation of the forest, forest condition, and to the poverty alleviation of the women, are maximized. Task 4 will be closely coordinated with Task 2, as there are obvious links and synergies between the two tasks.

The emerging REDD+ programming system presents an opportunity to reform forest governance from the national to local level in participating countries by strengthening women’s tenure rights as they relate to REDD+ interventions. The increased engagement of women in REDD+ planning, design, and implementation can lead to equitable benefit sharing and to improved livelihoods and more effective resource management. Additionally, the increase in women’s knowledge, attitudes, practices, control, and voice can pay dividends in livelihoods areas other than REDD+.

The task team intends to draw from existing REDD+ pilots that address women’s inclusiveness. Ultimately, the interventions and protocols designed by the team for this task will be used to inform REDD+-focused projects world-wide within USAID as priority, but by other development and climate programming investments worldwide.

This task is designed to take 48 months, and will be broken into two phases. Phase 1 will be implemented between July 2013 and March 2014. Phase 2 will commence during the second contract year for the task order (about May 2014) for a 24-36 month period. This task’s first annual work plan emphasizes activities and a timeline for Phase 1.

The task is led by TGCC partner Landesa with contributing inputs from Winrock (based on their LEAF project sites in Southeast Asia and their leadership on gender-focused forest management and climate change programming), another TGCC partner organization. dTS will also contribute to the development of task order methodology. During Phase 1, Landesa will provide the majority of the LOE. Specific country and project implementation choices, partnerships and costs will be a result of this task's activities. The two phases are:

Phase 1 – Perform Background Research and Conduct a Gender Analysis of One Community with an Incipient or Existing REDD+ Community Forestry Project (July 2013 to March 2014)

The primary goal of Phase 1 will be to frame the goals, the design parameters and to select an appropriate REDD+ project for the interventions that will be implemented during Phase 2. Since this task will also undergo a third-party impact evaluation, provision is made in our Phase 1 Work Plan to design a project scoping, gender analysis, and impact evaluation methodology in harmony with each other. This will require early appointment of a third-party evaluator to this task.

Phase 2 – Create/Adapt Women's REDD+ Enrichment, Training, and Participation Approach and Deliver Training (April/May 2014-onward)

This phase, implemented over a two plus year period, will augment and accelerate an existing REDD+ project's efforts regarding gender, tenure and concrete benefit sharing as indicated in an appropriate task scope of work.

7.2 PHASE 1: ACTIVITIES, METHODOLOGY AND PROPOSED STAFFING

Activity 1.1: Conduct literature review on REDD+ practices, community forestry, and gender-related NRM, with review of gender analyses of appropriate REDD+ projects.

The literature review will focus on bodies of work that look at the intersection of tenure, gender, and REDD+ dimensions.

During the first three months of the project, the Task Team Leader (Landesa) will conduct a literature review focused on (1) the current status of debate on forest tenure and REDD+ globally; (2) REDD+-focused community forestry projects that have addressed gender issues in some way; and, (3) community forestry projects and other NRM projects that show novel or exemplary approaches to gender integration. This literature review will result in key recommendations for country and project selection, the design of the scoping for project engagement, gender analysis, and impact design methodology in Phase 1.

This review of literature will culminate in an issue brief of not more than 10 pages. This will inform a draft methodology for a gender analysis and impact evaluation design. These products will inform a workshop that will be held in Washington DC to present key findings and conclusions from literature review (Activity 1.2).

The Task Team Leader will take the lead in managing this activity and will direct the research and drafting (10 days), with support from a land tenure specialist (5 days) who will gather literature, summarize key documents/findings, and prepare an annotated bibliography. Other members of the core Landesa team will participate in the review and draw conclusions related to their particular specializations (policy, law, regulatory schemes, women's access to and control of property, security of women's property rights, impact assessment, and REDD+ generally) (3 days).

Outputs:

- literature review and analysis
- white paper/issue brief summarizing findings and conclusions

Activity 1.2: Task Force Guidance and Client/Country/Project Selection

Sub-Activity 1.2.1: Formation of selection of a Task Working Group

In parallel with the literature review, we propose organization of a Task Working Group, composed of at least one representative from USAID GenDev, at least one representative from the USAID GCC, biodiversity, and forestry teams, the Task Order COR, and a Tetra Tech core team member. TGCC will serve as secretariat to this working group.

The Working Group will have two major functions: to serve as a steering committee to the task team that guides and informs Phase 1 activities, and to serve as a review panel for outputs of these activities and selection of a project(s)/country (or countries) for the gendered analysis of women's engagement and benefit sharing in REDD+. Monthly conference calls will keep the Task Force members informed, help determine progress, and inform the direction of task.

The Task Leader will manage this activity, including reaching out to potential Task Force members, providing them with information, and coordinating calls (3 days).

Output – Task Force with the Task Team Leader acting as secretariat.

Sub-Activity 1.2.2: Develop an analytical framework for country selection.

The Task Team Leader will lead a process that outlines a set of criteria to be considered in country/project selection for gender analysis. The Task Force will assist with the ranking of the relative merits of each possible country and projects.

The analytical process will focus first on the universe of REDD+ community forestry projects and the specific features that might make some more amenable to a nuanced gender approach than others. The task team will design an “enabling framework”, taking into account USAID focus countries, country mission interest, initial information arising from the literature review, and other factors as necessary (including country's constitutional, legal, and regulatory framework for women's property rights; state local and other level institutional capacities for hosting the interventions; other donor support and interest; strength of existing rural women's networks; community-based organizations; and or/ non-governmental organizations with a demonstrated gender integrated approach to the subject).

The criteria for project selection will be developed first by Landesa. The Task Force members will ratify the process in a workshop setting. The result of this session will be a criteria matrix, ranking system, and ranked list of countries (and their projects). The results will inform an overture by USAID and the TGCC Task COR to a shortlist of countries and projects for engagement.

With the selection of a likely candidate, a project scoping exercise will be employed. The Task Leader and the Resource Tenure Specialist will conduct a (seven day) trip to the top project on the shortlist. The trip will begin to develop critical relationships with host project implementers and donors/partners to provide a more nuanced understanding of the opportunities and impediments to engagement with this project for Task 4 implementation, and will involve extensive meetings with the staff of the chosen project(s) and, if appropriate, meet with project beneficiaries to determine the benefit of Task 4's implementation in that project. It is vital to have this review, explore all levels of task team engagement in someone else's project without a clear understanding of the potential scope, scale, and impacts of parallel implementation, as well as impact evaluation. Task inputs must be a non-threatening, effective supplement to existing project activities. The product of this/these trip(s) will inform the development of this relationship to help guide a prudent use of Task 4 resources prior to implementation. A short report will be the output.

The Task Team Leader will manage this activity, draft the criteria matrix and weighting system (4 days) with input from the Landesa core team (3 days), and will lead the scoping trip (7 days), with support from a land tenure specialist (2 days) and a project administrator (2 days). She will also be assisted on the project scoping exercise by the Resource Tenure Specialist. Winrock's experience with climate change projects and gender

concerns, a Winrock gender specialist will have input in the drafting and recommendation session associated with the analytical framework (2 days).

Outputs:

Senior technical support around impact support

- Criteria matrix/ranking system
- Ranked list of countries/projects
- Shortlist of candidate clients, countries and projects for consideration.
- Scoping report for priority project and with recommendations for moving forward

Sub-Activity 1.2.3: Workshop

This workshop with Task Force participants and TGCC partners, will summarize and present the results of prior activities. It will provide the opportunity to review task products, discuss outputs, and adjust the country selection criteria.

This activity will provide an important opportunity to engage with task's third-party evaluators. Since evaluation methodology is central to the effective testing of this task's hypothesis, the evaluators should participate in a review of the outputs of prior activities and how they inform eventual country/project selection. This will help them prepare the definition of the meta-data set that will eventually contribute to a useful quantitative and qualitative impact design methodology, baseline format and collection strategy, impact evaluation timing. With this information in hand, the task team will be better prepared to gather information that can be used by the third-party evaluators and will make their participation more efficient at later stages.

The workshop will help to ensure good communication among all members of the team and with USAID in particular about innovative and promising findings and about potential hurdles within the project selected. The workshop will also permit attendees to identify any gaps in the inquiries to date and to provide directions to task implementers.

The Task Team Leader will plan and lead the workshop (4 days including travel), with assistance from the Resource Tenure Specialist. A Gender Specialist from Winrock (1 day) will also attend, to provide a link to the LEAF projects.

Output:

- Report summarizing workshop outputs, findings and recommendations to direct the gender analysis in selected country/project(s)

Activity 1.3: Draft and negotiate cooperation agreement with selected project

With the selection of a target country, and with COR concurrence, the task team will develop a protocol to guide the management, operational and organizational structure of the task activity with the host project/donor. The SOW will serve as the basis for an engagement with the project. The protocol will outline the scope and scale of the analysis, team composition, provide for in-briefings and out-briefings to client and project teams, and provide a schedule for engagement at project and country level. This protocol will inform the drafting of an MOU with the target project.

The Task Team Leader will take the lead to coordinate with USAID on this effort (4 days), and with additional inputs from the Landesa core team (3 days). In concert with the Resource Tenure Specialist of the core team, The Task Team Leader will work with USAID and Working Group to ensure effective communication support for the host Mission and host project.

Outputs:

- Protocol for engagement with priority project.
- MOU with priority project

Activity 1.4: Design Gender Analysis Methodology and Agreement with Third-Party Evaluator

For the selected country and project, we will design the gender analysis necessary to design Phase 2 interventions and to be consistent with: (a) USAID's 2010 Guide to Gender Integration and Analysis; (b) its 2012 Gender Equality and Female Empowerment Policy; (c) USAID Climate Change and Development Strategy and USG REDD+ Strategy (and GCC funding guidance); and, (d) the related Automated Directives System chapters and guidance. This analysis will be guided by previous work done by the project, and will draw on any existing baselines and analyses. Every effort will be made to avoid duplicative collection of data that is otherwise available, although it is anticipated that the gender analysis will require a certain level of sophistication and depth in order to acquire the information needed to properly craft Phase 2 interventions.

The Task Team Leader (14 days) will head this exercise with support from the Resource Tenure Specialist and from the Landesa core team (2.5 days). The senior Landesa land tenure and gender expert (Elisa Scalise) will assist with the design of the gender analysis (3 days).

The gender analysis tool(s) will be developed with input from a USAID-approved third-party evaluator so that we harmonize the scope, scale, and approach for subsequent impact evaluations, as outlined in Activity 1.6, and also ensure that information that is gathered is not duplicative of information that may need to be gathered by the evaluator.

The Task Team Leader will guide the development of the analysis methodology, including research on various analysis tools, coordination of inputs from the task team, and coordination with the third-party evaluator. The gender analysis methodology, nuanced by prior activities and investigations performed by the host project, will serve as the input to the impact design, baseline data collection, sampling framework, enumerator selection and training, and geospatial components of an eventual gender analysis. The harmony of this approach is essential, as it will guide the respective roles and communication strategy for evaluation as a major component of the task. The impact evaluation design will include attention to the process for designing and the timing of the impact evaluation, so as to minimize disruption to host project communities. The scope and scale of the analysis will be tailored to the needs of the particular project, taking into account any previous analyses or baselines

The Task Team Leader will also coordinate with the third-party evaluator (4 days). Landesa's research team will advise on task impact design methodology (2 days).

Outputs:

- Gender Analysis Methodology and third-party evaluator agreement on implementation of the gender analysis and methodology agreed.
- Contributions to the Statement of Work for the third party evaluator;
- SOW for the gender analysis

Activity 1.5: Task Communications and Development of a Task Communications Plan

The Task Team Leader will use basic communications tools to ensure the common sharing of information between Task Force and task team members. In addition to regular conference calls and communication with the team and Task Force, the Task Team Leader will also manage a Task SharePoint sub-site that will serve as the common platform for task team sharing and learning. Days for training and management of the SharePoint site have been included in the Task LOE for Landesa.

More importantly, the Task Team Leader will engage with her task team and Task Force to determine the need for a Task communication strategy at three levels 1) for USAID/Washington; 2) for host country partners; and, 3) for eventual project beneficiaries. The task's communication strategy will then be reflected in subsequent work plans.

In the first year, the Task Team Leader will develop the preliminary plan (4 days), with support from the communications specialists on the Landesa core team (days).

Outputs:

- Phase 1 communications plan with list of key audiences and criteria for key events related to first year activities.

Activity 1.6: Conduct gender analysis

The Task 4 gender analysis will be implemented according to the SOW and protocols developed earlier with the Task Force, client/country/project, and third-party evaluation implementer.

The gender analysis will be conducted over a period of two weeks, by a team of two people from Landesa and the TGCC Resource Tenure Specialist, plus local support. The task team expects to sub-contract a local organization, or employ STTA, to serve the team while in country, including interpretation and logistics, and to serve as a point of contact prior to and after the analysis is complete in-country, including identification of potential implementing partners and grant recipients appropriate to Phase 2.

The gender analysis will drive the design of the task engagement in Phase 2, and is critical to the development of activities that are sensitive to the nuanced realities of both the project beneficiaries and implementing partners.

The results of the gender analysis, draft SOW for Phase 2 and Project MOU will be the subject of a Task Force meeting in DC.

The Task Team Leader will take the lead on implementing the methodology agreed to in the previous sub-activity (20 days), in cooperation with a Landesa Research Specialist (10 days). Additional preparation assistance and support will be provided the Landesa core team (7.5 days).

Outputs:

- Preliminary gender analysis;
- Detailed SOW for implementation of Phase 2
- Adjustments to the Project's MOU, operations and cost sharing
- Use of grants
- Documentation of a workshop in Washington, DC with key actors from the Task Force to present findings of gender analysis to USAID and other key partners. The objectives of this workshop will be to improve and approve the SOW and MOU guiding implementation of Phase 2.

Sub-Activity	Expected Outputs	Timeline										
		Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	
1.1 Conduct literature review on REDD+ practices, community forestry, and gender-related NRM, with review of gender analyses of 19 REDD+ projects	Key parameters for the review		X									
	Bibliography and archive of key materials			X								
	Analysis of literature			X								
	White paper/issue brief				X							
	Key conclusions and recommendations for Activity design				X							
1.2 Task Force formation and country selection	Formation of selection Task Force			X								
	Framework for country selection			X								
	Criteria for project selection			X								
	Documentation of discussions with TGCC, USAID, and other resource persons about ratings and selection of countries/projects				X							
	Conference call to achieve agreement on country selection criteria/project				X							
	Ranked list of countries				X							
	Ranked list of projects, identifying evaluation criteria and characteristics of existing projects				X							
	Rapid assessment framework						X					
	Report on rapid assessment trip						X					
	Documentation of one-day workshop						X					
	1.4 Design Gender Analysis Methodology and Agreement with Third-Party Evaluator	Draft and negotiate cooperation agreement with selected project										
Documentation of assistance with selection of evaluator					X							
Documentation of on-going discussions with the evaluator						X		X		X		
Plan for evaluator engagement in impact evaluation design combined with in-depth design of a gender analysis and the tools/methodology that guide it.						X						

	Review of existing qualitative methodologies and identification of local organizations					X					
	Documentation of discussions with third-party M&E						X				
	Draft of questions and methodological approach						X				
	Workshop with COR, Natalie, and TGCC team to present methodological approaches						X				
	Memo of agreed-upon methodological approach						X				
	Fieldwork plan and TOR for local NRM/gender expert to provide logistic and substantive support.							X			
1.5 Development of Communications Strategy. Note this includes outputs for Years 2 on.	Finalized agreement on Nayna's ongoing involvement.			X							
	Finalized strategy for sharing information among team members			X							
	Finalized strategy for sharing information with TGCC			X							
	List of key audiences				X						
	Criteria for key events				X						
	List of key events/opportunities to influence key audiences. Years three and four.								X		
	Blog strategy for the REDD+ project								X		
	Analysis of key factors for messaging										
	Issue brief for LTPR division portal										
	Published blogs										
	Lessons learned document developed from case example incorporating findings of outcomes										
	Training modules developed for each type of audience										
	Short film										
Summary of event delivery and key impacts											

	Lessons learned memorialized for later adaptation and use										
	Notes on conversations with other Task Leaders about participation and support	X									
	Written agreement with other Task Leaders about inputs		X	X							
	Participation in bimonthly GCC meetings and present updates	X	X	X	X	X	X	X	X	X	X
	Participation in other activities as agreed	X	X	X	X	X	X	X	X	X	X
	Lessons learned document about value of support.										
1.6 Conduct Gender Analysis	Documentation and analysis of initial fieldwork findings							X			
	Proceedings from 1-day results mini-workshop with project counterparts, local community members, and other partners								X		
	Gender analysis and conclusions detailing factors affecting women's participation to USAID								X		
	Workshop to present factors and discuss approach with COR, Natalie, TGCC, and others from USAID								X		

7.3 PHASE 2: CREATE/ADAPT WOMEN'S REDD+ ENRICHMENT, TRAINING, AND PARTICIPATION APPROACH AND DELIVER TRAINING

Phase 2 will continue the communications work of Phase 1, to be detailed in the year two work plan.

Deliverables for Phase 2 are:

- A finalized approach and schedule for gender-focused REDD+ participation and strengthening of women's skills to participate and benefit from secure rights in forest governance, management and benefit sharing;
- Quarterly reports on progress of the interventions; and,
- A final report.

The results from all of Phase 1 will inform the way that Phase 2 is performed. For example, if the analysis identifies specific customary hurdles to effectively communicating with women, the Phase 2 design activities

will need to be configured to permit special design emphasis to meet the challenges born of the findings. Similarly, if progressive and promising approaches to empowering women to participate in the design and implementation of local projects are found within contexts far removed from REDD+, forestry, or even property rights generally, more Phase 2 time must be directed to the adaptation of these approaches.

7.4 MONITORING AND EVALUATION

Intermediate Results	Activities	Output Indicators	Outcome/ Impact Indicators
<p>IR 4.1: Approaches to increase women’s full participation in planning, decision-making, and management as community stakeholders designed and implemented.</p> <p>IR 4.2: Impact of greater participation by women on community decisions related to group and household rights, including management, use, and entitlement to benefits evaluated.</p>	<ul style="list-style-type: none"> • Gender analysis detailing factors affecting women’s participation in REDD+ and forest management in a specific project and community; • Report detailing the results of activities designed to broaden participation; • Development and implementation of training modules for all women in targeted communities. 	<p>4.7.4-8 Person hours of training completed by government officials, traditional authority, or individuals related to land tenure and property rights supported by USG assistance</p> <p>4.7.4-9 Number of days of USG funded technical assistance on land tenure and property rights issues provided to counterparts or stakeholders</p> <p>GNDR-2 Proportion of female participants in USG-assisted programs designed to increase access to productive economic resources (assets, credit, income or employment)training/programming</p> <p>GNDR-1 Number of laws, policies, or procedures drafted, proposed or adopted to promote gender equality at the regional, national or local level</p> <p>Progress toward Year 1 Milestones (see Table 2)</p>	<p>GNDR-3 Proportion of females who report increased self-efficacy at the conclusion of USG supported training/programming</p>

8.0 TASK 5 – GRANTS UNDER CONTRACT

8.1 OBJECTIVE/SCOPE

The TGCC contract calls for the use of Grants Under Contract (GUC) to support national and local organizations engaged in strengthening land tenure and property rights in the context of global climate change. The TGCC grants program will look to build the capacity of local organizations to provide legal aid, training, advocacy, and public information and awareness related to resource tenure issues and GCC. Grants will be focused on the achievement of objectives under Tasks 1 through 4, and may also be used to support NGOs that are helping to promote implementation of the VGs. Over the life of the contract, TGCC can award up to \$1.4 million in grants.

Detailed information about how the GUC will be administered is covered in the Grants Management Plan (GMP), provided under separate cover. The program will be implemented in accordance with the contract's terms and conditions, as well USAID's and Tetra Tech's grants regulations, procedures, and policies.

Design and award of grants will vary throughout the life of the project, based on the availability of funds and the ability to identify worthwhile opportunities in which to engage local and national organizations.

8.2 ACTIVITIES

No grant awards are anticipated in the first year of TGCC, due to limited availability of funding. However, task teams shall look to identify possible grant opportunities that could be funded in year two or later years of the project as they begin implementation of their respective tasks.

8.3 STAFFING AND PARTNERSHIPS

The TGCC grants program will be overseen by the task order's Program Manager. The Program Manager will work in concert with the project's core and task teams to identify grant opportunities and potential grantees; evaluate and select applicants; provide any needed environmental assessment and review; and negotiate and administer grants, including monitoring performance of grants once awarded. These activities will also be coordinated with Tetra Tech's home office Director of Grant Management (DGM), who will provide further guidance on grants' compliance issues.

8.4 MONITORING AND EVALUATION

Results achieved under grants will be monitored by task and by indicator, and contribute to the reporting for each individual task. In addition, results achieved under grants not associated with a specific task will also be monitored and reported to USAID by the TGCC core team.

TGCC quarterly reports will also provide updates on the status, administration, and performance of GUC.

Intermediate Results	Activities	Output Indicators	Outcome/ Impact Indicators
<p>IR 5.1: Local capacity of organizations to provide legal aid, training, advocacy, and information dissemination particularly as they relate to tenure issues and global climate change.</p>	<p>Through the use of Grants under Contract (GUC), support national and sub-national NGOs working on or involved in addressing resource tenure and property rights issues, particularly as they related to climate change.</p>	<p>Number of grants distributed Value of grants distributed</p>	<p>Results achieved under grants will be monitored by task and by indicator.</p>

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