



USAID
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IMPROVING LAND ACCESS FOR WOMEN (ILAW)

YEAR I WORK PLAN:

October 1, 2021-September 30, 2022



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ACRONYMS AND ABBREVIATIONS

AFOR	<i>Agence foncière rurale</i> (Rural Property Agency)
AFJCI	<i>Association des femmes juristes de la Côte d'Ivoire</i> (Association of Women Legal Practitioners in Cote d'Ivoire)
ARK	<i>Animation Rurale de Korhogo</i> (Rural Organization in Korhogo)
AWP	Annual Work Plan
CAHD	<i>Conseil d'Assistance Humanitaire et de Développement</i> (Humanitarian Assistance and Development Council)
CAMEL	Complexity Aware Monitoring, Evaluation, and Learning
CDI	Côte d'Ivoire
COP	Chief of Party
CVGFR	<i>Comité villageois de gestion foncière rurale</i> (Village Committee for Rural Property Management)
DNH	Do No Harm
GBV	Gender-Based Violence
GALS	Gender Action Learning System
GoCI	Government of Côte d'Ivoire
GUC	Grants under Contract
IDIQ	Indefinite Delivery Indefinite Quantity Contract
ILAW	Improving Land Access for Women
INDIGO	<i>Initiative de Dialogue et de Recherche-Action pour la Paix</i> (Initiative for Dialogue and Research Action for Peace)
IPV	Intimate Partner Violence
IR	Intermediate Result
IT	Information Technology
KAP	Knowledge, Attitudes, and Practices
M&E	Monitoring and Evaluation
MEL	Monitoring, Evaluation, and Learning
MFFE	<i>Ministère de la Femme, de la Famille et de l'Enfant</i> (Ministry of Women, Family and Children)
MuniWASH	USAID/West Africa Municipal Water, Sanitation, and Hygiene Activity
NGO	Nongovernmental Organization
PAD	<i>Prêt à diffuser</i> (Ready to air)
PEA	Political Economy Analysis
PLA	Participatory Learning and Action

PMT	Project Management Team
SBCP	Social Behavior Change Plan
SLLA	Senior Legal Land Advisor
SME	Small and Medium Enterprise
SNET	Social Norms Exploration Toolkit
STARR II	Strengthening Tenure and Resource Rights II
TWP	Thinking and Working Politically
USAID	United States Agency for International Development
USG	United States Government
W-GDP	Women's Global Development and Prosperity Initiative

I.0 INTRODUCTION

I.1 BACKGROUND

The goal of the Improving Land Access for Women (ILAW) Activity is to increase social cohesion, reduce land conflicts, and empower women to contribute to their communities economically by strengthening their legal access to land in the Northern and Western regions of Côte d'Ivoire (CDI).

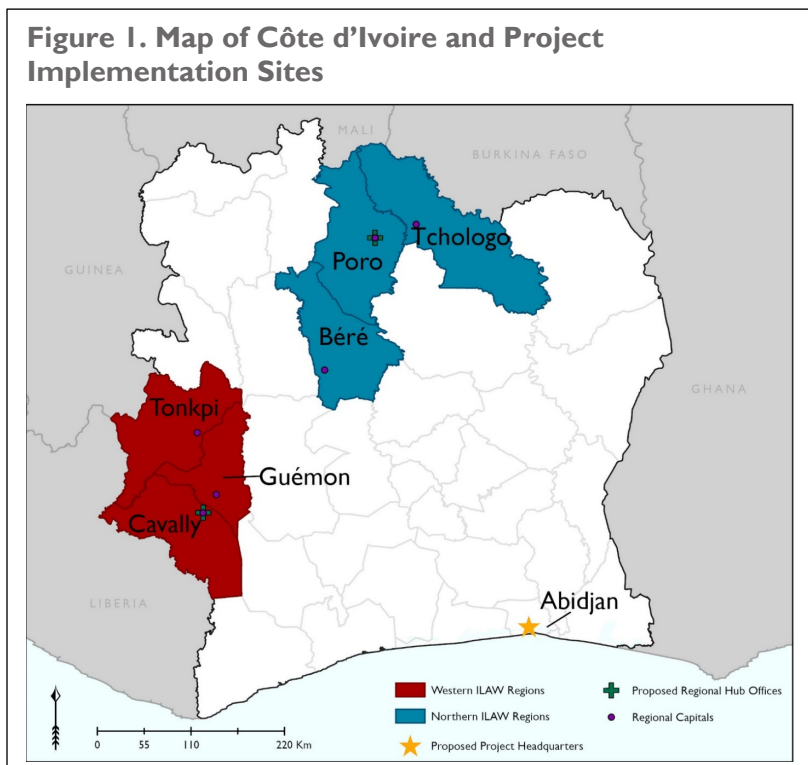
ILAW will achieve this goal through two performance objectives: **Objective 1** - Empower communities in Northern and Western CDI through awareness raising, advocacy, and communication campaigns on land and women's rights in Western and Northern CDI; and **Objective 2** - Strengthen women's access to legal and conflict mediation services in rural and urban areas to ensure their access to land in Northern and Western CDI.

The theory of change structuring the work plan activities described below is: **IF** rural and urban women and men increase their understanding and acceptance of national land and inheritance laws; **AND** if women can assert and

formalize their land and inheritance rights individually and collectively in a way that is relevant to community interests; **THEN** women's social and economic position will be improved, land-related conflict will be reduced, and community resilience will be increased.

The ILAW Activity runs from 2021 to 2024 as a Task Order under the Strengthening Tenure and Resource Rights (STARR) II Indefinite Delivery Indefinite Quantity (IDIQ) contract. The ILAW Activity is implemented in two zones of the country: the northern zone encompassing the regions of Poro, Béré, and Tchologo; and the western zone encompassing the regions of Cavally, Guémon, and Tonkpi (Figure I). In the northern zone, ILAW will implement activities in partnership with anticipated subcontractor *Animation Rurale de Korhogo* (ARK), a nongovernmental organization (NGO) specializing in rural development based in Korhogo. In the western zone, ILAW will implement activities in partnership with anticipated grantee *Conseil d'Assistance Humanitaire et de Développement* (CAHD), an NGO composed of former Norwegian Refugee Council staff specializing in human rights and legal support services.

In addition, ILAW will work with two other local partners. First, anticipated subcontractor *Initiative de Dialogue et Recherche Action pour la Paix* (INDIGO), an NGO specializing in social dialogue and peacebuilding, will produce audio-visual materials and provide expertise on dialogue for social change. Second, anticipated grantee *Association des femmes juristes de la Côte d'Ivoire* (AFJCI) will implement assistance for legal services and property rights formalization to Activity beneficiaries, and conduct outreach activities through its legal clinics in Man, Guiglo, and Korhogo.



ILAW’s first Annual Work Plan (AWP) identifies the key strategic approaches, interim results, and timeline for activities. The work plan also identifies how ILAW’s activities contribute to the defunct Women’s Global Development and Prosperity Initiative (W-GDP)—the US government’s (USG) former \$122M effort to advance global women’s economic empowerment. The first AWP also covers the startup phase.

Table 1. ILAW Rural and Urban Approaches

	Rural Settings	Urban Settings
Land Tenure Issues	Customary tenure norms, institutions, and rules remain strong but evolve rapidly despite 1998 Rural Land Law. Rural land law recognizes customary tenure arrangements, but women have unequal rights, thus are disadvantaged in access to formal property. Women encounter procedural difficulties and barriers to access agricultural land.	Laws, regulations, and procedures for urban land are complex and costly. Customary ownership is dominant in peri-urban areas, which can contribute to unequal rights for women in urban areas. Incomplete regulations and complex procedures for formalizing customary ownership contribute to conflict and rent-seeking. Inheritance conflicts and issues related to land speculation are particularly acute.
Approach	Empower women by strengthening their rights to access land foreseen in national land and family law, mitigate land conflicts, and raise awareness about women’s ownership rights.	
Strategies	Inform women about current land rights law and reduce barriers and costs to securing tenure while strengthening social cohesion and reducing conflicts. Adapt project management to political realities learned from political economic assessments and Complexity-Aware Monitoring, Evaluation, and Learning (CAMEL) in urban and rural settings.	
Activities	Establish legal education and communication and social dialogue; set up <i>Centres d’écoute</i> and conflict mediation services contributing to women’s land rights in rural localities.	Establish legal education and communication in urban areas and support urban legal clinics while mediating conflicts in multiple towns with focus on peri-urban areas.
Field Activity Locations	Northern (Béré, Poro, Tchologo); Western (Cavally, Guémon, Tonkpi); five villages/region; 30 total	Legal clinic locations (Western: Man and Guiglo), (Northern: Korhogo)
Partners	Subcontractors: ARK (Northern partner), INDIGO (video production) Grantees: CAHD for mediation and community education and sensitization in the West, AFJCI for urban communication and outreach and rural/urban for legal assistance. AFJCI will also run the legal clinics.	
Outcomes	Improved public awareness and use of land and family laws; changing social norms around gender to better align with those laws; and reducing barriers to formal land access through legal assistance, mediation, and subsidization of property documentation.	

I.2 ORGANIZATION OF WORK PLAN

The work plan is divided into five sections, including this introductory section:

- Summary of key startup activities and tasks during the first several months;
- Detailed description of specific activities under each objective’s intermediate results (IRs) including associated assumptions, risks, lead coordinators and partners, deliverables, and timeline;
- Table of deliverables to submit for USAID approval; and
- Activity implementation timeline.

2.0 STARTUP ACTIVITIES

Startup for ILAW began in August 2021. As such, many startup activities will be complete before the performance period of the Year 1 AWP. However, the section below summarizes completed and remaining tasks. The bulk of startup is expected to be completed by the end of October 2021.

2.1 ACTIVITY 1. KICKOFF MEETINGS WITH USAID, KEY GOVERNMENT STAKEHOLDERS, AND PARTNERS (AUGUST-OCTOBER)

The Chief of Party (COP), Deputy Chief of Party/Senior Legal Land Advisor (SLLA), and Gender Specialist will participate in virtual and in-person kickoff meetings with USAID and other key USG stakeholders as requested by the Mission. The meetings will cover expectations, the startup process, revisions to the AWP, and coordination with the Government of Côte d'Ivoire (GoCI) and other USAID projects. USAID will issue a press release announcing the Activity. The COP, in consultation with the Gender Specialist, will send letters to request initial meetings with government counterparts including the Ministry of Women, Family and Children (MFFE); Rural Property Agency (AFOR); the Ministry of Interior, Ministry of Justice and *Observatoire national de l'équité et du genre* (National Observatory for Equity and Gender). The COP will also meet with other USAID implementing partners, especially the Political Transition Initiative, Resilience for Peace (R4P), and Accountability for Development (A4D) activities; as well as the Millennium Challenge Corporation; World Bank Land Policy Improvement and Implementation Project; and the World Bank Gender Innovation Lab. These meetings will help identify synergies and opportunities for coordination. For example, the World Bank's land certification project in Côte d'Ivoire includes an impact study focusing on women land access. ILAW staff will follow up with DC-based and local experts on the study's preliminary findings and implications for ILAW.

2.2 ACTIVITY 2. SET UP ABIDJAN OFFICE INCLUDING RECRUITMENT OF NATIONAL STAFF (AUGUST-OCTOBER)

The COP, working on a part-time basis during the month of August, identified an office and signed a lease. By the beginning of this AWP, the office will be functional with utilities, guards, and an internet connection. With the help of the USAID/West Africa Municipal Water, Sanitation, and Hygiene (MuniWASH) Activity staff, also implemented by Tetra Tech, the COP is being added as an official manager of Tetra Tech's local legal structure, but in the interim the current manager is signing key contracts. The COP completed first-round interviews for local staff, except the driver, and recruitment is expected to be complete by October 1, with start dates depending on each staff's current employment situation. ILAW also began the process of opening a bank account. USAID facilitated the transfer of information technology (IT) and office equipment to ILAW from a project currently in closeout. Outstanding tasks to complete in October include completing procurement of remaining office equipment, procuring Activity vehicles, and working with USAID to introduce the request for value-added tax exemption status with the government.

2.3 ACTIVITY 3. FINALIZE AWP; ACTIVITY MONITORING, EVALUATION, AND LEARNING PLAN; CAMEL; AND BRANDING AND MARKING PLAN (AUGUST-OCTOBER)

The ILAW team will finalize the AWP and CAMEL based on USAID feedback and contributions from the home office Monitoring, Evaluation, and Learning (MEL) Advisor. The team has completed the Branding and Marking Plan and received USAID approval. The ILAW team will produce a simplified version of the AWP in French to share with Activity technical partners and government stakeholders.

The ILAW team will then organize technical meetings with Activity partners and government stakeholders to further discuss ILAW's activity framework. While it will not be possible to change Year I activities at that stage, this will help get feedback on specific implementation details as well as buy-in.

2.4 ACTIVITY 4. FINALIZE SUBCONTRACTS (OCTOBER)

The ILAW team will complete contract negotiations with subcontractors ARK and INDIGO, including organizing in-depth reviews of technical activities and expectations.

2.5 ACTIVITY 5. TRAIN STAFF AND FINALIZE OFFICE PROCEDURES (OCTOBER)

The home office Project Manager (and possibly the Deputy Project Manager) will travel to Abidjan in October to finalize ILAW's administrative procedures and train operational staff on administrative, financial, branding, and MEL requirements. The COP will complete the employee manual and all forms and procedures. The Activity will hire an IT consultant to assist the remote Tetra Tech IT department ensure all computers and accessories comply with Tetra Tech and USAID security requirements.

2.6 ACTIVITY 6. ESTABLISH REGIONAL OFFICES (NOVEMBER-DECEMBER)

The ILAW team will supervise establishment of regional hub offices in our partners' existing offices in Duékoué and Korhogo, including procurement, review, and approval of staff hires, and facilitation of protocol arrangements with local authorities (*préfets, sous-préfets*, regional directors). Because the Duékoué office will be run by expected grantee CAHD, and the grant process will take longer than the subcontracting process, there could be a delay in establishing the western hub. However, the goal will be to have fully functional field presence by the time the political economy analysis (PEA) begins in November 2021.

2.7 ACTIVITY 7. PREPARE GRANT FUND ADDENDUM (SEPTEMBER) AND TENDER FIRST GRANTS (NOVEMBER-JANUARY)

The ILAW team will prepare the grants under contract (GUC) addendum to Tetra Tech's approved STARR II IDIQ Grants Management Plan for USAID approval. Concurrently the ILAW team will prepare the terms of reference for anticipated grantee CAHD and will request a technical proposal using a sole-source procedure based on the grantee's unique qualifications. In addition, ILAW will prepare a second terms of reference for anticipated grantee AFJCI. The objective is to complete the CAHD grant by November 2021 in time for the PEA and the AFJCI grant by January 2022.

2.8 ACTIVITY 8. ACTIVITY LAUNCH WORKSHOPS (DECEMBER AND JANUARY)

The ILAW team will determine with USAID the best approach for the formal Activity launch event. While USAID will release a press release soon after startup, and the ILAW team will meet with key national government stakeholders in October, ILAW will organize Activity launch workshops in Korhogo, Man, and Abidjan after completion of the PEA and baseline knowledge, attitudes, and practices (KAP) survey. This will allow the launch workshops to also serve as technical workshops during which feedback on these key products can be obtained. The regional workshops will be organized in December 2021 as part of the PEA field research validation and the national workshop is tentatively scheduled for mid to late January 2022.

3.0 IMPLEMENTATION ACTIVITIES

3.1 OBJECTIVE 1: EMPOWER COMMUNITIES IN NORTHERN AND WESTERN CDI THROUGH AWARENESS RAISING, ADVOCACY, AND COMMUNICATION CAMPAIGNS ON LAND AND WOMEN’S RIGHTS IN WESTERN AND NORTHERN CDI

Table 2. Summary of Key Objective 1 Interventions

Key Interventions	Time Period	Outputs	Deliverables
Launch GUC tendering process for CAHD	Oct	<ul style="list-style-type: none"> • Terms of reference • Grant manual addendum • Technical proposal • Negotiation memo (sole source) 	
Conduct localized PEA assessments (IR 1.1)	Oct-Dec	<ul style="list-style-type: none"> • Literature review • PEA study methodology and implementation plan • Presentations on preliminary findings in December 	Final PEA report (Due to USAID February 28, 2022)
Produce 3-5 video clips from PEA field work (IR 1.1)	Nov-Feb	<ul style="list-style-type: none"> • Video clips for public communications and outreach 	First batch of public communications/outreach videos (Due to USAID March 1, 2022)
Undertake two social dialogue campaigns in intervention villages (IR 1.2)	Dec-Mar; Jun-Sep	<ul style="list-style-type: none"> • Report on Phase I of social dialogue 	
Identify and train focal points and organize regional platform meetings (IR 1.2)	Jan-Mar; Sep (second platform meeting)	<ul style="list-style-type: none"> • Focal point and Social Dialogue Strategy • List of focal points • Training curricula and training report for focal points • Workshop reports from regional platforms and traditional authorities 	
Produce informational and behavior change videos (IR 1.3)	Jan-Sep	<ul style="list-style-type: none"> • Social dialogues at ILAW’s community sites • Narratives around women’s land rights issues • Awareness raising among ILAW staff and partners 	<p>Informational film on the Inheritance Law (Due to USAID March 1, 2022)</p> <p>Additional short films to promote positive narratives (Due to USAID September 15, 2022)</p>
Produce other communication products (radio programs and posters/placards) (IR 1.3)	Jun-Sep	<ul style="list-style-type: none"> • Pre-recorded radio program segments, (<i>Prêt-à-Diffuser</i> [PAD]) 	Posters and placards (Due to USAID September 15, 2022)
Launch grant application process for partner organization to conduct legal education in urban areas and provide legal assistance (IR 1.3)	Dec-Jan	<ul style="list-style-type: none"> • Terms of reference • Negotiation memo • Technical proposal 	

Key Interventions	Time Period	Outputs	Deliverables
Complete baseline KAP survey	Nov-Dec	<ul style="list-style-type: none"> Statistics on attitudes and practices are available to inform PEA 	KAP survey questionnaire (Due to USAID November 17, 2022) Final KAP survey report (Due to USAID February 28, 2022)
Prepare Social Behavior Change Plan (SBCP) for behavioral change communication activities	Feb-May	<ul style="list-style-type: none"> SBCP developed among ILAW staff and partners 	SBCP (Due to USAID June 15, 2022)

3.1.1 INTERMEDIATE RESULT 1.1: CONDUCT LOCALIZED POLITICAL ECONOMY ANALYSIS (PEA) ASSESSMENTS TO UNDERSTAND THE POLITICAL ECONOMY OF LAND ISSUES, PARTICULARLY AS RELEVANT FOR WOMEN’S ECONOMIC EMPOWERMENT IN NORTHERN AND WESTERN COMMUNITIES

Description. The purpose of this set of activities is to understand the political economy dynamics around land ownership and use in rural and urban areas, especially related to women, to inform programmatic interventions and a do no harm (DNH) approach. Including an analysis of women’s land rights in peri-urban areas will be particularly important, because when speculation rises women’s property or occupation rights can be ignored or undermined. A secondary objective of the PEA is to contribute to team building and government buy-in for ILAW activities. The PEA will be a crucial activity that will set the stage for all ILAW activities. As such, sufficient time and resources will be devoted to producing a solid report that follows USAID’s best practices and integrates the perspectives and issues faced by rural beneficiary communities. The PEA methodology will integrate community exercises using participatory learning and action (PLA) tools as well as the Social Norms Exploration Toolkit (SNET).¹ While these exploratory exercises will continue as part of the first phase of social dialogue (see IR 1.2), including exercises in the PEA that focus explicitly on the community level and identifying social norms is vital, as such norms constitute fundamental “rules of the game” that shape household and community power dynamics. The PEA focus on integrating social norms into analysis aligns with the USAID 2020 Gender Equality and Women’s Empowerment Policy, which requires identifying normative factors, including gender norms and power relations that affect gender equality and women’s empowerment.

Activity 1: Determine and recruit PEA teams (October). The Western and Northern zones will have separate teams composed of senior specialists (COP, SLLA, and Gender Specialist), and the technical leads from partners. The team will engage several senior Ivoirian consultants and request participation from government partners such as the MFFE. Each team will be composed of four to five specialists, including a team leader and government representative. While the studies will be led by ILAW specialists, consultants and government representatives will participate as equal members of the research team and will be invited to contribute to the PEA report. For the participatory field research component in three or four villages, several ARK, CAHD, and INDIGO field staff will join to help facilitate discussions. This approach will ensure government buy-in for the study’s results as well as help serve as a team-building exercise for the ILAW team and its partners.

¹ PLA covers various focus group and interview methods used as part of rapid rural appraisals and participatory rural appraisals. The SNET was developed in 2020 by the Institute for Reproductive Health at Georgetown University under USAID funding, see https://irh.org/wp-content/uploads/2020/04/Social_Norms_Exploration_Tool_SNET-1.pdf

Box I. Indicative PEA Framework

Purpose: Understand the political economy dynamics around land ownership and use in rural and urban areas, especially related to women, to inform programmatic interventions and a DNH approach.

Analysis questions

Foundational factors

- How do tensions and contradictions between the statutory and customary systems and institutions affect women's access to formal land tenure with respect to the 1998 Rural Land Law and political/institutional factors behind its difficult implementation? How do the urban and peri-urban land situations differ?
- How does women's land tenure relate to differences across different agro-ecological zones of the country?
- How do different internal and external migration histories affect women's tenure situation?

Rules of the game

- What social norms and internal household power relations (including descriptive/injunctive) create barriers for women's access to formal property, especially in urban and peri-urban areas?
- What options for women exist to gain formal property under current laws? (Cover rural land law, urban land law, civil code, quasi-legal documentation including contracts and farm certificates.)
- What options under customary laws and practices exist? (Describe different configurations depending on cultural region and social status.) How do the options vary between urban to rural areas?
- How do power dynamics and social norms at the level of the couple, extended family, clan, and region affect women's potential access to formal tenure? In urban real-estate markets?
- What incentives and disincentives do women have to access formal state-recognized land rights?
- What are the barriers and hurdles to collective action and advocacy by women's associations and agricultural cooperatives? Does this differ in urban and peri-urban areas?

The here and now

- How are recent internal migrations affecting land tenure dynamics for women?
- How are dynamics in cash crop economies (notably cashews in the North and cocoa in the West) affecting incentives and options for women? Do these differ in urban and peri-urban areas?
- How is the explosion of small-scale gold mining affecting availability of land, labor, and prospects for women land users?
- How are dynamics around classified forests, including recent expulsion efforts and the new "agro-forest" category, affecting the tenure situation?
- How is the new Marriage Law perceived and understood? Are there different views in urban and rural areas?
- How are national political dynamics (legislative elections, post-electoral violence from 2020 elections) changing the enabling environment for women seeking formal rights?
- How is the risk of violent extremism in the border regions affecting women's land tenure?

Dynamics

- What are the drivers for any increase or decrease in women's demand for formal property rights?
- Under what conditions, and for what reasons, would a male household member and/or traditional power structure embrace increasing women's access to formal property?
- How are rules and norms evolving in the face of new economic and social realities? What is driving these changes? Do women hold different views in rural, urban, and peri-urban localities?

Implications

- Will societal power relations between women and men affect women's demand for formal access to land in both urban and rural areas? Will peri-urban places be especially problematic?
- What institutions and stakeholders are champions and spoilers of increased women's rights?
- What kinds of backlash would women or the ILAW Activity face if demand for formal property rights increases? What are the implications for gender-based violence (GBV) and intimate partner violence (IPV)?
- What are the types of messages that are likely to resonate with communities in the North and West in favor of extending women's property rights? In urban and peri-urban areas?
- What types of measures are needed to implement a DNH approach? Different in rural and urban?

Activity 2: Finalize PEA study terms of reference including research questions and methodology (October). The PEA will be designed following best practices on Thinking and Working Politically (TWP), a key element of the USAID-recommended PEA methodology, summarized in the 2018 practitioner’s guide.² Box 1 above presents preliminary research questions that will be fine-tuned and focused based on internal consultations. The study’s full terms of reference will be drafted in October and finalized by the full PEA team in a November workshop. The workshop will include training on TWP methodologies and the SNET (already available in French), and a participatory review of the study’s terms of reference. The training will include field agents for hub partners as an opportunity to build their capacity and introduce tools and principles of facilitation.

Activity 3: Conduct literature review and national stakeholder interviews (October). The Gender Specialist will prepare a literature review consisting of an annotated bibliography of literature on urban and rural land issues and a selection of key articles compiled in a reader in French and English and share it with ILAW staff and partners during preparation for the PEA and the periodic pause and reflect events. National stakeholder interviews will be conducted in October and early November.

Activity 4: Conduct regional stakeholder interviews (November-December). The research teams will deploy to the Northern and Western hub zones and conduct courtesy protocol visits. The team will then start field research with stakeholder interviews in regional towns (Duékoué, Man, Guiglo, Korhogo, Ferkessedougou, and Mankono) in each hub zone, following the research checklist and expanding upon the indicative PEA framework presented above.

Activity 5: Conduct participatory field research in four villages (November-December) and selected urban localities. After regional interviews, the team will conduct in-depth participatory research in at least two villages per zone. Teams will spend at least two full weeks in each zone. The team will choose rural communities carefully with ILAW partners to reflect the dynamics in each zone. The in-depth participatory research will include time-tested tools and methodologies from PLA that are ideally suited to rural contexts and illiterate populations. For example, tools such as participatory Venn diagrams are excellent at identifying stakeholders and power relationships, while transect walks through plantations and participatory mapping can identify existing tenure practices and relationships. Exercises will draw from the Social Norms Exploration Toolkit (SNET),³ adapted from its origins in public health to land tenure. For example, teams can use exercises such as the “Five Whys,” problem tree analysis, and vignettes/role-playing to identify social expectations and beliefs around women’s land tenure, influential people (reference groups/opinion leaders), and sanctions for not complying with injunctive social norms and how they are evolving. In this way, the PEA methodology will include participatory tools that touch upon key social dynamics as they relate to the core political economy questions including social norms and conflict resolution mechanisms. INDIGO’s audio-visual researchers will begin filming focus group discussions to gather material for videos and test key sensitization messages (see IR 1.2 and 1.3). These focus groups will include different sub-groups such as widows, unmarried young women, and women in polygamous marriages to build nuance into the analysis. It is possible that the field research may need to be staggered in case of delays in onboarding CAHD as a grantee. In that case ILAW will start with the Northern PEA and continue with the Western PEA in January 2022.

Activity 6: Analyze data and present preliminary findings in regional workshops (December). Before returning to Abidjan, the teams will spend three days in regional centers to analyze study results and prepare detailed notes and presentations of preliminary findings. Immediately

² Menocal et al. “Thinking and Working Politically through Applied Political Economy Analysis: A Guide for Practitioners.” USAID Center of Excellence on Democracy, Human Rights and Governance. April 2018. <https://www.usaid.gov/sites/default/files/documents/1866/PEA2018.pdf>

³ Social Norms Exploration Toolkit, Institute for Reproductive Health, Georgetown University, <https://irh.org/social-norms-exploration/>

following the internal meetings, the team will organize regional workshops to present preliminary findings, incorporate additional feedback, and formally launch the ILAW Activity. Workshop attendees will include regional government and customary authorities and stakeholders. By combining the ceremonial launch with substantive discussions, ILAW will save resources and maximize opportunities for input from key stakeholders. INDIGO will film the workshops to gather material for videos (see IR 1.2 and 1.3). Depending on the timing of onboarding CAHD, as well as availability of authorities during end-of-year holidays, ILAW may need to postpone one or both workshops to January. However, every effort will be made to complete the first workshop in the North by year's end.

Activity 7: Draft report and present findings at a national workshop (January-February). A “writer’s workshop” will bring together the full study team to ensure cross-learning between the North and Western teams. The team leaders will draft the combined study report with contributions from team members. A national workshop organized in collaboration with the civil society platform ALERTE-Foncier⁴ will present preliminary results and introduce the ILAW Activity to civil society stakeholders. On the second day of the workshop, a half-day launch ceremony will include panel discussions highlighting key issues and conclusions from the PEA and KAP survey, as well as afford an opportunity to formally launch the ILAW Activity in the presence of dignitaries. The exact timing of this workshop may depend on the availability of dignitaries so ILAW will need to exercise some flexibility, including possibly separating the launch ceremony from the PEA study feedback workshop.

Activity 8: Finalize and distribute PEA report (February-March). Following the completion of these workshops, the final PEA report will be submitted for formal USAID review and approval in February. Once approved, the report will be shared widely with government and project partners.

Assumptions and Risks. The above timeline assumes a smooth startup process and no delays in the recruitment of national staff and deployment of key personnel. In addition, conducting a high-profile field study requires government buy-in, and the above thus assumes USAID support to inform the government about the ILAW Activity quickly and to obtain buy-in for participation in the study. There is also a risk that COVID-19 case increases could delay the deployment of teams or hamper travel. ILAW’s planned activities in the regions risk being delayed if slowed down by startup hurdles and government protocol nationally and regionally. As such ILAW aims to complete most fieldwork before the end-of-year holidays but some activities, such as the Western PEA and the national launch ceremony, may be delayed by several weeks. Because of the importance of these foundational activities, ILAW will not rush when it is deemed better to accept a delay. The team will liaise with and keep USAID fully informed of all potential changes to the timeline.

Leads/Level of Effort. The COP will coordinate this key activity, but designate team leaders for each of the two study teams. The team leaders will be the lead authors of the report. ARK and INDIGO will participate as part of the core team along with their field technical and logistical teams. As noted, ILAW will also engage senior-level specialist consultants.

Outputs/Deliverables

- Literature review,
- PEA study methodology and implementation plan (terms of reference),
- Presentations on preliminary findings, and
- Final PEA report in French with English executive summary (USAID Deliverable).

⁴ ALERTE-Foncier description: <http://www.alertefoncier.org/>

3.1.2 INTERMEDIATE RESULT 1.2: CATALYZE COLLECTIVE ACTION BY PROMOTING WOMEN'S LAND RIGHTS THROUGH DIALOGUE AND UNDERSTANDING OF THE NEW WOMEN'S INHERITANCE LAW

Description. To catalyze action at the regional and local levels, the ILAW team will first identify and facilitate selection of community men and women focal points who will serve as women's land rights champions and help elevate the voice of rural women in regional and national policy dialogue. The approach will adapt the successful Gender Action Learning System (GALS) that identifies and trains these champions to contribute to a multi-stage and sustainable process of empowerment. ILAW will set up a process to select 60 focal points chosen from community nominations of the Northern and Western regions, observations during initial social dialogue carried out by ARK and INDIGO, and recommendations from partners. The Gender Specialist will participate actively in the selection process.

This approach also aligns with the 2020 USAID Gender Equality and Women's Empowerment Policy, notably in strengthening political and civil participation of focal points through coaching on effective public speaking and advocacy techniques, which will give them confidence and skills needed for success. The Activity will promote broad-based dialogue given the importance of situating women's land rights in the broader community context's social norms, economic imperatives, and cultural realities. Unlike IR 1.3 and 1.4 activities, IR 1.2 activities will focus on well-facilitated community discussions to promote listening and safe spaces for honest discussion. While this approach is not strictly speaking behavioral change communication, it aligns with common features of successful interventions aimed at changing social norms, including rooting the issues within the community's values, working at the community level and not just the individual level, engaging a wide range of people (ecological model), and creating safe spaces for critical community reflection.⁵

Successful behavioral change communication campaigns under IR 1.3 and 1.4 dialogue and development are premised upon an understanding of women's rights concerning land and inheritance. The PEA (IR 1.1) and CAMEL will inform learning about local realities confronted by women. The Activity will focus its village-based interventions on 30 rural communities in the North and West, which breaks down to about five communities per administrative region. The team will carefully select the villages based on how they represent regional dynamics (such as villages with migrants and without migrants) but also for promising conditions for success (such as existing women's associations, existing Village Land Tenure Committees [CVGFR], and a history of engagement on land tenure). This will set the stage for scaling up by grantees or subsequent projects.

Activity 1: Prepare Social Dialogue/Focal Point Strategy (February). The ILAW team will work with its partners to develop a detailed technical and operational strategy document. The purpose is to identify the exact number of focal points (see Activity 4), target villages, key risks and mitigation measures, specific training events, number and themes of films to be produced, and methodology for implementing the first wave of social dialogue exercises. In addition, the strategy will adapt GALS to the Ivorian context, which includes a model of community champions that facilitate a multi-stage process of change and advocacy. As such, the strategy will outline the phases and methodology to be used. The document will include discussion guides and key information to be presented on the Activity and Inheritance Law, prepared by the Gender Specialist and SLLA. The strategy will be a more detailed version of this AWP to allow partners and ILAW to harmonize all implementation details. The team will convene a workshop to complete this strategy after the national workshop finalizing the PEA.

⁵ A Landscape Review: Addressing Social Norms in Six USAID Sectors. Institute for Reproductive Health, Georgetown University, 2019. https://irh.org/wp-content/uploads/2019/06/Landscape-Review_2019.pdf

Activity 2: Implement first phase of the social dialogue exercises (November-March). The purpose of the first social dialogue exercises will be to allow ILAW partners to get to know their beneficiary communities through sparking initial discussion on key Activity themes. Through a methodology utilized extensively by INDIGO in CDI, the subcontractor will engage two field audio-visual researchers who will cover the North and the West. These audio-visual researchers will film key parts of the PEA village-based assessments (including feedback workshops). They will participate in the first round of introductory social dialogue. These exercises consist of presenting the Activity to the 30 beneficiary communities as well as conducting one or two focus group sessions or participatory exercises per village or group of villages. During the initial presentations, local authorities (*sous-préfets*) may be present to build legitimacy and may present some key information on the Inheritance Law and Land Law with the Activity specialists. The subsequent dialogue will touch upon the law but will be more open ended and drawn from exercises from the SNET. For example, a focus group with an agricultural association of women could focus on rules and concerns around the land in lowland areas (*bas-fonds*) and include several one-on-one discussions with women landowners on social and economic barriers. A transect walk with young unmarried women followed by a focus group conducting the “Five Whys” exercise about their expectations and hopes around inheriting land could be revelatory. A discussion with the chiefs on conflict resolution mechanisms could also unveil key dynamics. The focal point and Social Dialogue Strategy will define the activity and thematic framework.

The filming of the initial sessions will allow INDIGO to obtain adequate material to produce the first set of social dialogue videos. The exercises will include focus groups to test key messages related to women and land, including arguments for women’s access to formal property. This will allow a co-creation process with communities of key sensitization messages for IR 1.3 and 1.4. Finally, the exercises will help field partners identify potential focal points for serving as women’s land champions as well as potential grant recipients (agricultural organizations, small and medium enterprises [SMEs]). When the informational video on the Inheritance Law is ready (see IR 1.3), the team will organize several community screenings to get initial feedback and reactions. Field partners will send weekly reports including key information and anecdotes, and each partner will prepare a final report from Phase I, which will include recommendations on key sensitization messages, focal points, and DNH. This report will further inform the SBCP (see IR 1.3).

Activity 3: Produce the first batch of social dialogue videos (capsules) (November-March).

The hub partners and INDIGO will organize a workshop to review the initial footage filmed during the PEA and to agree upon the number of short films to produce and their respective themes. They will produce two sets of short films. The first set will consist of five short films (three to five minutes each) without narration that contains a variety of perspectives and opinions on key topics. Subjects will be identified based on the initial social dialogue and could include household decision making, migrant versus local dynamics around women’s access to land, differences in what is allowed depending on crops or location of land, and conflict or violence directed toward women. The purpose of the first batch of films is twofold: to serve as tools to spark further social dialogue and to convey rural perspectives for the benefit of national or elite stakeholders. ILAW will use

Box 3. Promoting Social Dialogue via Video

Social dialogue thematic videos have no narration and include a variety of sometimes competing perspectives from community members. Rather than informing or persuading, they spark reflection and discussion that foster paradigm shifts and open-mindedness on issues like current inheritance practices in communities, administrative barriers to women becoming landowners, tenure dynamics in agriculture (cash crops versus food crops, lowland *bas-fonds* versus forest plantations, migrant versus local), diversity of existing tenure arrangements (formal and informal contracts, *petits papiers*, plantation maps), and conflict resolution mechanisms.

Illustrative video narratives will include a woman landowner succeeding in obtaining a land certificate, a farmer who convinced her husband to register their marriage so their children would be guaranteed equal rights, or a woman who used her land certificate to get a loan for fertilizers.

the first batch of short films during the second phase of social dialogue (see below) and during regional and national workshops. The films and raw audiovisual material will also be useful in Year 2 as a part of radio programming as the audio can be broadcast as part of roundtables pre-recorded as *prêt-à-diffuser* (PAD).

Activity 4: Identify and begin focal points training (March). ILAW and partner organizations will identify two focal points in each intervention village, generally one woman and one man. The focal points will be pre-selected women leaders, landowners, and/or male advocates. They will be identified through a combination of open calls for candidates, recommendations by partner organizations and community leaders, and identification during initial social dialogue and participatory exercises (see Box 2). Criteria will include communication and facilitation aptitudes (good listening skills, dynamism), understanding and passion about gender, and respect by other community members. The Gender Specialist will draw upon best practices and experiences from other programs such as the GALS implementation in Uganda. The focal points will play a role in facilitating social dialogue exercises, representing women's voices during regional and national forums, and implementing the mediation and legal support activities under Objective 2. The Gender Specialist will organize a series of workshops along with local partners to train and motivate them, the first of which will be organized on or around March 8 to mark International Women's Day. The first training will focus on gender analysis and gender advocacy, as well as practical exercises on public speaking to build confidence to participate and speak up. This will respond to a big challenge of elite women or men speaking for rural women's interests during workshops. The intention is to give these women the tools and confidence to participate directly.

Activity 5: Organize regional forums on women's land rights (March, September). ILAW will organize the first meetings of the regional platforms on women's land rights in March to coincide with the launch of the community focal point program. The regional workshops will bring together key stakeholders and advocates once every six months with discussion and communication activities, including outside experts, witness statements from communities, trainings, etc. The intent is to encourage the emergence of regional platforms or networks of organizations supporting women's land rights. The Gender Specialist will incorporate best practices from methodologies like GALS, which transitions from individual to the community and regional levels. The first meeting will be an introductory meeting for the community focal points and other stakeholders, and ILAW will present the informational video on the Inheritance Law along with one or two capsules. INDIGO will organize and film breakout sessions. ILAW's Communications/MEL Specialist will organize media coverage for these platforms.

Activity 6: Organize special forum with traditional authorities (May). On the heels of the first platform meeting, the team will organize a special forum with traditional leaders and chiefs in a dedicated discussion space. One session could include a presentation by one or more focal points. Again, we will use the video capsules to spark dialogue and identify key issues, resistance, or champions among the traditional authorities. The purpose is to pave the way to target the perceptions and norms of customary decision makers specifically and to ensure that they feel adequately engaged by the Activity.

Activity 7: Implement the second phase of social dialogue (June-September). The ILAW team will update the strategy document following the initial forums to plan a second phase of social dialogue, which will employ the first batch of videos as key communication tools. The strategy will include ways to engage all stakeholders including youth and influential community members who live in Abidjan (*les cadres*) in person and via social media. The second phase of social dialogue will continue into Year 2 when the focus will eventually shift toward the more strategic behavioral change communication envisaged under IR 1.3 and 1.4. Expected grantee AFJCI will conduct social dialogue and informational

events in urban areas of Man, Guiglo, and Korhogo. Various communications channels will be utilized including film screenings, radio programs and community theater.

Assumptions and Risks. The above timeline assumes that the partners can obtain buy-in from communities quickly enough to start these social dialogue sessions and produce the first batch of films. The filming of sessions can create sensitivities and risks for women including Gender-Based Violence (GBV) and Intimate Partner Violence (IPV). While INDIGO has experience with these issues through its filming of marginalized youth for other projects, ILAW will ensure that its DNH approach is well understood, and that adequate consent is obtained before filming and all other photographs. We will train partners specifically in GBV and IPV during the startup workshops before these sessions begin. It is likely, given the above assumptions and risks, that INDIGO will not necessarily film all sessions in all communities. The above also assumes that women and men will be open to becoming focal points. There is a risk that village chiefs will insist on designating focal points themselves and choose women who may not have the best profile or aptitudes. The latter risk will be mitigated by not starting the planned stipend for communication and transportation expenses until initial training and activities are well underway, thereby avoiding bias due to financial motivations during selection. The field team will manage these sensitivities on a case-by-case basis and find solutions such as allowing the chief to designate one of the focal points or creating a mechanism to change focal points if they are not participating actively.

Leads/Level of Effort. The SLLA will coordinate this activity, in close collaboration with subcontractors INDIGO and ARK, who will execute it in the field.

Outputs/Deliverables

- Focal point and Social Dialogue Strategy,
- Report on social dialogue process linked to filming during the PEA,
- List of focal points,
- Training curricula and training report for focal points,
- Workshop reports from the regional platform and traditional chief's forum, and
- Social dialogue discussion videos (USAID Deliverable).

3.1.3 INTERMEDIATE RESULT 1.3: INCREASE POSITIVE NARRATIVES AND RAISE AWARENESS ABOUT THE RIGHTS GIVEN TO WOMEN IN THE MARRIAGE AND INHERITANCE LAW IN NORTHERN AND WESTERN COMMUNITIES AROUND WOMEN'S LAND OWNERSHIP

Description. While the approach to IR 1.2 focuses on facilitation and broad-based social dialogue, IR 1.3 and 1.4 focus on social and behavior change communication. This activity will start with the social dialogue and gradually introduce informational and persuasive communication strategies. This will reduce the risks of immediate rejection of new messages by increasing trust and local ownership over the process. It will also give sufficient time to analyze social norms and test narratives and arguments that are more likely to resonate and less likely to create resistance or conflict. Based on the literature review and the World Bank Gender Innovation Lab preliminary findings, for example, arguments that emphasize overall household economic benefits tend to resonate rather than rights for the sake of rights. The social dialogue, PEA, and other exercises will help refine and confirm that framing. In this way the sequencing of IR 1.1 and 1.2 before IR 1.3 and 1.4, standard practice for effective behavioral change communication will follow key principles: 1) understand the issues and context in the local communities and the regions; 2) identify key channels for how information is shared; 3) identify and test messages that resonate with different groups and scale up communication. Nevertheless, while there will be a

progression from dialogue to persuasive communication, both approaches will coexist and reinforce each other, especially at the beginning of Year 2.

Activity 1: Prepare short video on Inheritance Law (January-March). INDIGO will use interviews with national experts and government officials to produce a short video on the rights of women according to the new Inheritance Law, with references to the Rural Land Law. The video will be informational and translated into relevant local languages. It will be used as part of Phase 1 and Phase 2 of social dialogue exercises and regional workshops (see IR 1.2).

Activity 2: Set up a hotline for complaints, grievances, or legal assistance (March). ILAW will set up a number that can be contacted in case of complaints or issues. The number will be answered by the main ILAW office in Abidjan. In addition, each partner organization (CAHD and ARK) will have a dedicated number shared with rural communities to field requests for assistance. The urban legal assistance partner (AFJCI) will have a number for urban requests for assistance.

Activity 3: Produce the second batch of films, negotiate partnerships with radio stations, and produce other communication products (June-September). During the second phase of social dialogue, the INDIGO audio-visual researchers will gather additional material per the themes identified in the SBCP (see IR 1.4). The team will design the second batch of films to be either informational or persuasive. For example, a film could feature testimonials by women who overcame hurdles to get a land certificate. Concurrently, partner organizations (including AFJCI for urban areas) will begin working with community radio stations to plan out a series of radio programs consisting of pre-recorded segments and live question-and-answer sessions with a call-in number. The same filmed material can be used to produce these audio segments. Finally, ILAW's SLLA and Gender Specialist will produce other products, such as posters and placards for approval by government partners. The products will be ready for deployment by the core partners and grantees from Year 2 under IR 1.3 and 1.4.

Assumptions and Risks. The assumption that people will use the hotline may be problematic in some cases. The ILAW team will need to publicize the cell phone number adequately on posters and share it widely with the focal points. The ILAW team should not rely solely on the complaint line for identifying issues and risks, but instead rely on mechanisms like the *Centres d'écoute* to serve as clearinghouses. The ILAW DNH principles and mitigation strategies will be a key feature of the SBCP (see IR 1.4). Proactive approaches like instructing partner field agents to ask focal points and other informants if anyone is unhappy with ILAW, and mandating questions in weekly reporting from the field that address risks, will help provide an "early warning" approach for issues or tensions that ILAW's activities may be generating. The activities also assume government cooperation in the production of videos and informational material. There could be delays in approval on design and content. To avoid these risks, the SLLA and Gender Specialist will share preliminary scripts and messages for all communication products with ample lead time to government counterparts.

Leads/Level of Effort. The Gender Specialist is primarily responsible for this activity, working closely with the SLLA. INDIGO is in charge of producing the videos. ARK and CAHD will lead the radio programming in their respective zones. ILAW's core team, under supervision of the SLLA, are responsible for the printed communication products.

Outputs/Deliverables

- Informational film on the Inheritance Law (USAID Deliverable);
- Additional short films to promote positive narratives (USAID Deliverable);
- Posters and placards (USAID Deliverable); and

- Pre-recorded radio segments (PAD).

3.1.4 INTERMEDIATE RESULT 1.4: CHANGE GENDER NORMS AND PERCEPTIONS IN NORTHERN AND WESTERN COMMUNITIES AROUND WOMEN'S LAND OWNERSHIP

Description. Under IR 1.4, ILAW will scale up and implement communications products and activities under IR 1.3. For example, short films showcasing positive narratives and cases of female landowners and male advocates will be screened in communities, radio call-in shows organized, and informational sessions implemented. The bulk of these activities will begin in Year 2, but important preparatory steps will occur in Year 1, such as organizing a baseline perception survey and preparing a detailed SBCP that takes into account the results of the social dialogue exercises and PEA studies. In practice, however, IR 1.4 activities are linked to other activities. For example, neutral social dialogue exercises can contribute to changing gender norms, as will the work of the community focal points.

Activity 1: Design baseline KAP survey (October-November). The SLLA, Gender Specialist, and Communications/MEL Specialist will prepare the KAP questionnaire based on international best practices and feedback from the home office MEL Advisor. The questionnaire will be relatively short to enable it to be administered in 30 minutes or less. Importantly, the survey is termed a KAP survey, which implies the only measurement is of what individuals believe is true, what they think is good or bad, and what they do. This recognizes the importance of the individual level in addition to the social or community level that the Activity will address. The use of a KAP survey of individuals assumes that the sum of individual beliefs affects social norms. However, the KAP will include questions that are explicitly aimed at capturing and measuring social norms, such as agreeing or disagreeing with statements like, “If a woman in my community demands equal land inheritance from her brothers, she could be beaten or receive violence.” This question, while on an individual level, will be designed to track baseline and endline evolution of certain descriptive and injunctive social norms. Qualitative research will supplement these survey questions as well.

Activity 2: Carry out KAP survey (November-January). The survey will be carried out by ILAW staff and partner field agents. Conducting the survey in-house will reduce the cost and provide other benefits such as helping field agents and partner organizations better understand key issues by administering a questionnaire. If field agents administer 12 surveys per village, each zone will have at least 350 respondents, which is sufficient to generalize per zone if respondents are representative. The field agents will use smartphones and Open Data Kit to carry out the survey. They will also collect qualitative information during the interviews, which will enrich the results of Phase I social dialogue exercises and provide additional information on social norms.

Box 4. Sample KAP Survey Questions

Men and Women: Agree/disagree: Men and not women should make decisions on land. What would happen to a woman who insists on having land documented in their name?

For renters: Do you have a written contract for your plantation or your house?

For men: If you get documentation for your land, should your wife's name be included?

For women: Would you consider asking your husband to give you land in rural or urban areas with a document in your name? Should male and female children receive equal inheritances?

Activity 3: Prepare KAP survey report and present preliminary findings (January-February). The ILAW team will aim to complete the draft KAP survey report by the time of the launch workshop, thereby having two key drafts completed (KAP survey and PEA report). The KAP survey data can also inform the PEA study. Should the MFFE be involved actively in data collection, that will help build further institutional buy-in and ownership of the results.

Activity 4: Finalize KAP survey report (February): ILAW will complete the final version of the KAP survey report in February.

Activity 5: Prepare SBCP (March-June). The Communications/MEL Specialist, working closely with the Gender Specialist and SLLA, will prepare a detailed strategy based on the PEA, KAP, regional forums, and first phase of social dialogue—focused on the behavioral change communication techniques and messages for IR 1.3 and 1.4. The strategy document will include discussion guides for field agents; a detailed strategy for radio programming; and themes for the second batch of films that will focus on developing positive narratives, changing norms, and educating stakeholders. The strategy will cover approaches to be used by AFJCI in urban areas. Likely strategies will include implementing weekly radio programming, organizing men’s focus groups (in some cases through existing “husband schools”) to showcase men and women advocates and discuss gender norms, organizing community theater, organizing study tours and exchange visits to other parts of the country, and organizing an annual award ceremony for the best women’s land rights champions (including customary and government officials, entrepreneurs, male advocates, etc.) for each zone. The strategy will be completed by June to take into account input from all stakeholders.

Assumptions and Risks. Promoting change in gender norms and perceptions around women’s land ownership will take time, yet the process could be culturally and politically explosive. As noted under IR 1.3, ILAW will adopt a proactive and crosscutting approach to DNH and avoiding issues, including identifying flashpoints and challenges during the PEA study, identifying messages to avoid or rephrase, training staff and partners on de-escalation, introducing reporting protocols as an “early alert” for tensions, and integrating DNH in the behavioral communication campaign and SBCP. This recognizes that shifting social norms can be conflictual, especially around women’s land and property rights where GBV or IPV is an ever-present threat. For the KAP, the team assumes relatively easy access to beneficiary villages and acceptance of the survey. It will be important to test the survey and ensure community buy-in for its administration. The survey will also need to be administered sensitively so that women can speak freely while also not giving the impression that they are giving away secrets. The team will have to be flexible to deal with these complexities.

Leads/Level of Effort. The Communications/MEL Specialist is responsible for this task, including the design and implementation of the KAP survey. The regional hub subcontractors will implement the KAP survey.

Outputs/Deliverables

- KAP survey questionnaire (USAID Deliverable),
- KAP survey report (USAID Deliverable), and
- SBCP (USAID Deliverable).

3.2 OBJECTIVE 2: STRENGTHEN WOMEN’S ACCESS TO LEGAL AND CONFLICT MEDIATION SERVICES TO ENSURE THEIR ACCESS TO LAND

Table 3. Summary of Key Objective 2 Interventions

Key Interventions	Time Period	Outputs	Deliverables
Identify conflict resolution and Western activity grantee under first grant (IR 2.2)	Oct-Nov	<ul style="list-style-type: none"> • Terms of reference • Negotiation memo 	

Key Interventions	Time Period	Outputs	Deliverables
Conduct an inventory and analysis to understand existing conflict resolution mechanisms (IR 2.1)	Nov-Feb	<ul style="list-style-type: none"> Report by partners on existing conflict resolution mechanisms in target communities 	
Design a strategy and conduct training for existing mechanisms on mediation and gender sensitivity (IR 2.1)	Mar-May	<ul style="list-style-type: none"> Training modules for mediation and gender bias aimed at customary and local authorities Training and workshop reports 	
Train and empower focal points to track conflicts, conduct mediations, or refer cases to other mechanisms (IR 2.1)	Mar-May	<ul style="list-style-type: none"> Training and workshop reports 	
Establish legal support and land formalization mechanism under second grant (IR 2.2)	Feb-Mar	<ul style="list-style-type: none"> Call for second round of proposals under first grant funding stream 	Terms of reference for legal services support fund grant (To submit to USAID in December)
Use focal points and paralegal/sociologist team as a clearinghouse for legal service needs (IR 2.2)	Mar-Sep	<ul style="list-style-type: none"> Periodic field reports from field partners 	
Inventory existing tenure arrangements and opportunities/needs of women's SMEs and associations (IR 2.3)	May-Jul	<ul style="list-style-type: none"> Report on existing tenure arrangement and potential beneficiary organizations 	
Prepare methodology for community or family land management agreements (IR 2.3)	Aug-Sep	<ul style="list-style-type: none"> Draft methodology or agreement types to inform Year 2 AWP 	

3.2.1 INTERMEDIATE RESULT 2.1: MEDIATION SERVICES TO HELP WOMEN LANDOWNERS AND LAND USERS RESOLVE DIFFERENCES IN UNDERSTANDING OF THE TERMS AND/OR NATURE OF THEIR EXISTING AGREEMENTS

Description. Traditional conflict resolution mechanisms—generally forms of arbitration—often do not adequately take women’s interests into account. Mediation services can create more balance and ensure more equitable outcomes. The ILAW approach to reducing tensions and conflicts at the community level relies first on integrating gender into mediation, which occurs usually through traditional conflict resolution mechanisms, whether customary (like village chiefs and religious leaders) or statutory (like the *sous-préfet*) and is a first point of entry into the state administration for resolution of conflicts like crop damage, contract disagreements, and land conflicts. The focal points established under IR 1.2 will also provide a useful point of first entry for disputes. ILAW will train the focal points in the principles of advocacy, gender integration, conflict identification, and referral and mediation. The focal points will proactively identify disputes and, in some cases, mediate them using alternative dispute resolution techniques, or else refer the parties to existing mechanisms while remaining an advocate for women’s interests. ILAW’s approach will build upon existing mechanisms while also offering complimentary assistance through focal points.

Activity 1: Carry out an inventory of existing conflict resolution entities in Northern and Western regions (November-February). The SLLA and partners will work in the North and West to inventory existing conflict resolution mechanisms including peace committees, CVGFRs, traditional

courts, etc. The inventory will begin as part of the PEA fieldwork and will continue afterward as needed. The objective will be to gather information that will inform the focal point strategy document as well as the terms of reference for the legal services support grantee.

Activity 2: Identify cases and mechanisms of successful dispute resolution around women's land ownership (December-March). The SLLA and field partners will identify locally appropriate principles and practices of successful dispute resolution over women's access to land. This grantee will also identify specific positive or negative (but instructive) examples of women's land disputes and how these were handled. INDIGO will later develop these cases into communication products, which will help inform the strategy for working with focal points.

Activity 3: Design and implement a training methodology for gender bias in conflict resolution and mediation principles (June-July). The Gender Specialist and SLLA will develop training materials on gender bias and the principles of mediation. The training will be conducted with partner staff as well as local authorities (*sous-préfets*) and customary leaders during a dedicated forum in May. The need for training on mediation stems from the general practice that arbitration is the preferred form by many traditional authorities, but these alternative dispute resolution mechanisms may not adequately take into account women's best interests due to the prevailing cultural norms around land ownership and succession in the given communities.

Activity 4: Develop a strategy for focal points to refer and address conflicts (February). The SLLA and Gender Specialist will develop a methodology guide for the focal points, including their role in referring and addressing conflicts, in collaboration with ILAW partners. The strategy will outline how focal points will monitor disputes and conflicts to discern appropriate courses of action (direct mediation, referral), and how to advocate/mediate effectively for disputes. The strategy will also cover the role of partner community mobilizers and data collection for monitoring and evaluation (M&E).

Activity 5: Organize training sessions for the focal points (March, August). The initial training for focal points conducted by the Gender Specialist will focus on their roles and responsibilities and introduce the GALS methodology. The training will also cover their roles in monitoring and referring conflicts. Subsequent training exercises will cover other topics such as the principles of advocacy, mediation, and public speaking.

Assumptions and Risks. The approach assumes that women do not feel their interests are being met adequately by traditional conflict resolution mechanisms. This may not necessarily be the case (perhaps because of the fear of GBV), but this fear may gradually evolve as women learn about the national laws and attitudes influenced by different forms of public communication. The conflict mediation grantee will need to remain attuned to these dynamics. Traditional mechanisms like customary leaders and authorities may find mediation and gender sensitivity as anathema to their accustomed authority and roles. In case of widespread resistance, the ILAW team will identify authorities or representatives of "husband schools" from other parts of the country who are more open and bring them as trainers or speakers to trainings.

Leads/Level of Effort. The SLLA and partners will lead this activity and be responsible for carrying out activities.

Outputs/Deliverables

- Report on existing conflict resolution mechanisms in target communities,
- Strategy document for focal points' role in referring and mediating disputes,
- Training modules for mediation and gender bias aimed at customary and local authorities, and

- Training and workshop reports.

3.2.2 INTERMEDIATE RESULT 2.2: INCREASE ACCESS TO LEGAL SERVICES TO PROMOTE WOMEN'S ACCESS TO LAND IN SELECTED REGIONS OF CÔTE D'IVOIRE

Description. In some cases, conflicts may require legal assistance and in rare cases legal representation. Indeed, while most rural conflicts are resolved without recourse to legal services and some may be intimidated by the legal system, a small percentage need that level of support. Women are often at a disadvantage because they do not have the financial resources or wherewithal to appeal decisions through the *sous-préfets* or even the judicial system. IR 2.2 is concerned with providing support around women's land disputes should conflicts identified under IR 2.1 require an escalation of support as a last resort. However, the majority of legal services required to promote women's access to land will likely be less litigious but just as important: drafting and legalizing contracts, providing assistance in formalizing associations or cooperative enterprises, providing assistance in applying for rural land certificates, acquiring birth certificates (required for legal marriages), drafting wills/donations of property, and assisting in legalizing marriages required to secure formal inheritance rights. ILAW will provide several mechanisms to help with both litigious legal issues as well as administrative legal services.

Activity 1: Establish mechanisms to identify specific legal assistance needs (March onward). ILAW and partners will first train focal points to identify specific conflicts and legal assistance needs as part of activities under IR 2.1. Each partner (ARK and CAHD in rural areas, and AFJCI in urban areas) will work with focal points to organize ad hoc listening posts or “Centres d'écoute” coinciding with social dialogue activities. A two-person team comprising a paralegal (*juriste*) and social worker (*sociologue*) will be on call to listen, advise, and refer cases as needed. Local leaders will also be invited to participate so the initiative is not viewed as a threat. In Year 1, *Centres d'écoute* staff will be available after screenings of the informational film on inheritance and possibly other video screenings or informational sessions (see IR 2.3 and 1.4). Participants will be invited to spend some time discussing their specific cases with the *Centres d'écoute*. Another avenue will be via a hotline phone number (see IR 1.2) that will serve as a grievance mechanism, but also a way to reach a *Centre d'écoute* member. A final avenue for assistance to a broader spectrum of women would be via call-in segments of radio programs, where conflict mediation experts would be present. During consultations, the conflict mediators will record the nature of the case and possible remedies like a referral to the ILAW legal assistance partner (see below), or referral to focal points for mediation. Similarly, field partners will follow up on evolving cases.

Box 5. Centre d'écoute

Pioneered by CAHD's team when they worked for the Norwegian Refugee Council, a *Centre d'écoute* consists of a paralegal/social worker team who listen to individual needs and determine the right course of action. Because classic legal clinics are usually located in urban centers and can be intimidating for rural, illiterate populations, the *Centres d'écoute* serve as a local clearinghouse to advise and refer beneficiaries to appropriate mechanisms, whether traditional conflict resolution mechanisms, local authorities, or a legal clinic. ILAW will use the *Centres d'écoute* approach as a bridge between community focal points and the legal services support grantee.

Activity 2: Launch and award second grant for legal services and land formalization assistance fund (January). Under the GUC mechanism, ILAW will issue a grant to NGO AFJCI so they can provide legal services through their urban clinics located in Korhogo, Guiglo, and Man. Services can range from representation of women in court to assistance in acquiring birth certificates, to contract legalization around land issues. Rural project partners will refer cases based on input from the *Centres d'écoute* and the focal points. An oversight mechanism will be put in place to approve and establish standard costs for the services under the grant. AFJCI will also provide legal assistance to beneficiaries in urban settings where its legal clinics are located.

Assumptions and Risks. The activity assumes that there is sufficient demand for a legal support fund and advice mechanism through the *Centres d'écoute*. Demand could be latent or nonexistent in some cases. This activity will be sequenced slightly behind the initial social dialogue and awareness-raising exercises of IR 1.2 to better understand the scope of the issues and the actual needs of beneficiaries. In this way, the legal support fund and other support mechanisms will be ready in Year 2 to respond to an increase in demand linked to increased understanding and awareness, as well as the behavioral change communication campaigns. There is also a risk of legal assistance mechanisms undermining or challenging traditional dispute resolution mechanisms. The approach of having the focal points and the *Centres d'écoute* as initial mediation clearinghouses may be viewed unfavorably by traditional authorities dominated by men. To avoid the risk of the *Centres d'écoute* being perceived as threatening toward men's interests, men will be encouraged to speak with the staff at the centers and receive general information about land registration.

Leads/Level of Effort. The SLLA will lead this activity to be carried out by AFJCI and field partners CAHD and ARK.

Outputs/Deliverables

- Terms of reference for legal services support fund grant (USAID Deliverable), and
- Periodic field reports from partners.

3.2.3 INTERMEDIATE RESULT 2.3: SUPPORT ACCESS TO LAND DOCUMENTATION TO STRENGTHEN WOMEN'S TENURE SECURITY

Description. The government's land certification framework under the 1998 *Loi sur le Domaine National* follows four steps leading to the issuance of a land title: clarification of ownership, boundary demarcation, parcel certification, and contract formalization. ILAW does not have the mandate nor the budget to support large-scale rural land certification. However, targeted interventions will support clarification and contract formalization activities focusing on women in villages that already have CVGFR. ILAW will first encourage women's associations and women-owned small businesses to formalize their existing contract arrangements either by using an official contract model provided by AFOR or signing customized agreements under the Civil Code that meet their specific needs. The ILAW legal services grant fund can help underwrite costs associated with these contracts. Also, several measures can help increase the efficiency and efficacy of land certification campaigns, such as farm identification and mapping (including the issuance of farm certificates called *attestation de plantation*), the issuance of customary

Box 6. Rural Documentation Options

Certificat foncier: Rural land certificate delivered by government that serves as steppingstone from customary ownership to full land title (for Ivoirians) or *bail emphytéotique* 99-year lease (for non-Ivoirians).

Certificat foncier collectif: Collective land certificate that can undermine women's rights if held by male clan leaders. Encouraging the inclusion of women's names on the certificate and village land management agreements can help.

Protocol de gestion foncière: Land management agreement on rules and practices that can include protections for women.

Attestation villageoise: Certification of customary ownership by village chief common in peri-urban areas or forest concessions.

Attestation de plantation: Farm certificate delivered by Ministry of Agriculture. While not a land certificate, can be useful for accessing credit. If global positioning system coordinates are added, it can reduce cost of a land certificate.

Contrat de location/métayage/planter-partager: Types of AFOR model contracts for use between customary or state-recognized owner and land user.

Contrat de donation: Donation contract that can transfer land from husbands to wives before death.

attestations villageoises, and the preparation of *protocol de gestion foncière* at a community level. The latter community land management agreements are an important tool for documenting customary rules around land access, including those related to women. All these activities broadly fall under the “clarification” umbrella as they can contribute to decreasing the cost and challenges of acquiring land certificates because boundaries have been identified and agreed upon by customary authorities, and any existing land conflicts resolved.

Box 7. Incentives for Formalization of Land Rights

Conditional support for women’s land formalization may consist of a small grant to a women’s association’s motorized tricycle and cart to help transport harvests while also preparing some type of land use arrangement. Investment and land formalization amplify each other and thereby help strengthen the social and economic position of women’s groups and individuals, in both urban and rural settings.

ILAW will implement these activities directly and with the support of its subcontractors and grantees. In the North, ARK will conduct awareness-raising and discussions around options for land documentation and appropriate solutions; CAHD will do the same in the West. The legal services grantee will subsidize certain documentation including any fees for legalization of land use contracts, formalization of association or cooperative statutes, or fees to

acquire farmer certificates. ILAW will keep a small amount of funds in its core activities budget to respond to needs as they arise, such as subsidizing a land surveyor for a specific agricultural cooperative or providing other technical assistance to incentivize women’s agricultural groups to formalize. The strategy of including some type of economic investments tied to land formalization support is vital, based on lessons learned from CDI (Property Rights and Artisanal Diamond Development II) and elsewhere, namely, that land programming with women is much more successful if tangible economic and material benefits are included.

Activity 1: Work with women’s associations and/or agricultural groups to identify existing tenure arrangements requiring formalization (May-July). Field partners will identify existing women’s agricultural groups that may need to formalize, in some fashion, land access and use. In addition, partners will document various forms of *petits papiers* (informal contracts and ownership documents) that will most likely be observed during the PEA and the early stages of the social dialogue (IR 1). The SLLA will prepare an internal strategy document suggesting tailored approaches per organization or zone, such as the issuance of farm certificates or the encouragement of organizations to formalize their contracts. This will inform Year 2 activities. However, should there be immediate needs/opportunities in Year 1, ILAW will use its legal services grantee or its own budget to support urgent land formalization needs as they arise.

Activity 2: Prepare communication material focusing on contract formalization (July-September). Part of the second round of communication products produced by INDIGO (videos) and other field partners will include information on options for land and land use contract formalization. The goal will be to educate stakeholders on the contract templates prepared by AFOR and the opportunities to formalize existing arrangements. The focal points and *Centres d’écoute* will identify specific cases of individuals or groups desiring to formalize contracts, and they will be referred to the legal services fund for assistance.

Activity 3: Develop a methodology for local agreements on gender and land tenure (August-September). The SLLA will develop a methodology for *protocoles de gestion foncière* for villages. In these local agreements, customary leaders agree upon certain principles and practices related to women’s land tenure. The agreements complement processes to support individual women landowners by aligning them with community interests and customary practices. The process of developing these agreements will form a key activity in Year 2; activities in this AWP are meant to help pave the way through designing a detailed technical approach.

Assumptions and Risks. The ILAW team believes that assistance in helping to complete paperwork alone is insufficient to motivate many women’s agricultural groups—other incentives are needed to overcome inherent structural obstacles for women. It is also assumed that providing technical assistance to women’s economic groups can help overcome barriers by customary male leaders who are often more inclined to support women’s rights when there are tangible economic benefits for the entire village. The team will monitor these assumptions and risks closely during the PEA and implementation to ensure they are considered.

Leads/Level of Effort. The SLLA will lead this activity, with support from field partners.

Outputs/Deliverables

- Report on existing tenure arrangements and women’s associations,
- Strategy for land formalization for women beneficiaries, and
- Methodology and model for community land management agreements.

4.0 DELIVERABLES TABLE

The following technical deliverables will be submitted to USAID for formal review and approval on or before the indicated due dates. Other technical documents will be shared with USAID upon request.

Table 4. ILAW Deliverables

#	Deliverable name	Intermediate result	Due to USAID
1	KAP survey questionnaire (French)	IR 1.4	November 17, 2021
2	Terms of reference for legal services support fund grant	IR 2.2	December 15, 2021
3	Final PEA report (in French with English executive summary)	IR 1.1	February 28, 2022
4	Final KAP survey report (French with English executive summary)	IR 1.4	February 28, 2022
5	First batch of social dialogue discussion videos (in French / local languages with French subtitles)	IR 1.2	March 1, 2022
6	Informational film on the Inheritance Law (in French / local languages with French subtitles)	IR 1.3	March 1, 2022
7	SBCP (French with English executive summary)	IR 1.4	June 15, 2022
8	Additional communication materials (films, posters, etc.) to promote positive narratives (in French / local languages)	IR 1.3	September 15, 2022

5.0 ACTIVITY IMPLEMENTATION TIMELINE

Table 5. First Year Work Plan Timeline

Activity	Months												Lead	Outcomes	
	O	N	D	J	F	M	A	M	J	J	A	S			
STARTUP															
Activity 1. Hold kickoff meetings with USAID and key government stakeholders and partners														COP	Post award meeting notes
Activity 2. Set up Abidjan office including recruitment of national staff. Launch RFA for first grant.														COP, PMT, Startup Specialist	Office rental, bank account, security services, staff recruited
Activity 3. Finalize AWP, MEL, CAMEL, GUC, and Branding and Marking Plan														COP, PMT, Communications/MEL Specialist	AWP, MEL, CAMEL and Branding and Marking Plan
Activity 4. Finalize subcontracts														Operations Manager	Subcontracts in place
Activity 5. Train staff and finalize office procedures														COP, PMT	Employee procedures manual
Activity 6. Establish regional offices														INDIGO, ARK	Regional offices equipped
Activity 7. Prepare Grants Fund Addendum to STARR II IDIQ Grant Management Plan and issue first and second grants														PMT	Grants Fund Addendum, two grants in place
Activity 8. Hold Activity launch workshops														COP, SLLA	National and two regional workshops
PLANNING AND LEARNING															
Activity 1. First pause and reflect workshop, including training, with staff and partners														COP, SLLA	Training presentations, workshop report
Activity 2. Second pause and reflect retreat with staff and partners including Year 2 work planning consultations														COP, SLLA, MEL Specialist	Presentations, draft GANTT chart for Year 2 AWP

Activity	Months												Lead	Outcomes
	O	N	D	J	F	M	A	M	J	J	A	S		
OBJECTIVE 1: EMPOWER COMMUNITIES IN NORTHERN AND WESTERN CDI THROUGH AWARENESS RAISING, ADVOCACY, AND COMMUNICATION CAMPAIGNS ON LAND AND WOMEN'S RIGHTS IN WESTERN AND NORTHERN CDI														
IR 1.1: Conduct localized political economy analysis (PEA) assessments to understand the political economy of land issues, particularly as relevant for women's economic empowerment in Northern and Western communities.												INDIGO, ARK, CAHD	<ul style="list-style-type: none"> • PEA completed and disseminated through regional platforms • Training/outreach to ILAW partners • Video clips from PEA field work 	
Activity 1. Recruit PEA teams														
Activity 2. Finalize PEA study TOR														
Activity 3. Conduct literature review and national stakeholder interviews														
Activity 4. Conduct regional stakeholder interviews														
Activity 5. Conduct participatory field research in four villages														
Activity 6. Analyze data and present preliminary findings in regional workshops														
Activity 7. Draft report and present findings in national workshops														
Activity 8: Finalize and distribute PEA report														
IR.1.2: Catalyze collective action by promoting women's land rights through dialogue and understanding of the new women's Inheritance Law.												SLLA; Gender Specialist; INDIGO, ARK; CAHD; M&E/Communications Specialist for KAP survey	<ul style="list-style-type: none"> • Focal point and Social Dialogue Strategy • Social dialogue videos • Regional platforms on women's land rights 	
Activity 1. Finalize focal point and Social Dialogue Strategy														
Activity 2. Commence social dialogue exercises														
Activity 3. Produce first batch of social dialogue videos (<i>capsules</i>)														
Activity 4. Identify and begin training of focal points														
Activity 5. Convene regional platforms on women's land rights														

Activity	Months												Lead	Outcomes			
	O	N	D	J	F	M	A	M	J	J	A	S					
Activity 6. Set up consultative forum with traditional authorities																	
Activity 7. Commence second phase of social dialogue																	
IR 1.3: Increase positive narratives and raise awareness about the rights given to women in the Marriage and Inheritance Law in Northern and Western communities around women's land ownership													SLLA; Communications/MEL Specialist; INDIGO, ARK and CAHD	<ul style="list-style-type: none"> • Inheritance Law video • Hotline for complaints, grievances or legal assistance • Communication products by INDIGO 			
Activity 1. Prepare short video on Inheritance Law																	
Activity 2. Set up a hotline for complaints, grievances, or legal assistance																	
Activity 3. Produce second batch of films and other communication products																	
IR 1.4: Change gender norms and perceptions in Northern and Western communities around women's land ownership													Gender Specialist, Communications/MEL Specialist; HO MEL Advisor, INDIGO, ARK; CAHD	<ul style="list-style-type: none"> • Baseline KAP survey • SBCP 			
Activity 1. Design baseline KAP survey																	
Activity 2. Carry out KAP survey																	
Activity 3. Prepare KAP survey report and present preliminary findings																	
Activity 4. Finalize KAP survey report																	
Activity 5. Prepare SBCP																	
OBJECTIVE 2. STRENGTHEN WOMEN'S ACCESS TO LEGAL AND CONFLICT MEDIATION SERVICES TO ENSURE THEIR ACCESS TO LAND IN NORTHERN AND WESTERN CÔTE D'IVOIRE																	
I.R. 2.1: Mediation services to help women landowners and land users resolve differences in understanding of the terms and/or nature of their existing agreements													SLLA, Gender Specialist; conflict mediation grantee; CAHD	<ul style="list-style-type: none"> • Inventory of existing conflict resolution entities • Training methodology for gender bias in conflict resolution 			
Activity 1: Carry out inventory of existing conflict resolution entities in Northern and Western regions																	
Activity 2: Identify cases and mechanisms of successful dispute																	

Activity	Months												Lead	Outcomes	
	O	N	D	J	F	M	A	M	J	J	A	S			
resolution around women's land ownership															and mediation principles <ul style="list-style-type: none"> • Strategy for focal points to record and address conflicts
Activity 3: Design and implement a training methodology for gender bias in conflict resolution and mediation principles															
Activity 4: Develop a strategy for focal points to refer and address conflicts															
Activity 5: Design and implement training sessions for the focal points															
IR 2.2: Increase access to legal services to promote women's access to land in selected regions of Côte d'Ivoire													SLLA, AFJCI	<ul style="list-style-type: none"> • Legal services provided via grantee 	
Activity 1: Establish mechanisms to identify specific legal assistance needs															
Activity 2: Launch and award second grant for legal services															
IR 2.3: Support access to land documentation to strengthen women's tenure security													SLLA, INDIGO, CAHD, ARK, AFJCI	<ul style="list-style-type: none"> • Methodology for local agreements on gender and land tenure 	
Activity 1: Work with women's associations and/or agricultural groups to identify existing tenure arrangements requiring formalization															
Activity 2: Prepare communication material focuses on contract formalization															
Activity 3: Draft a methodology for local agreements on gender and land tenure															

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