Rights and Resources Initiative
Annual Narrative Report
2013

Integrated Reporting Framework

February 2014

This annual progress report is prepared in accordance with the integrated reporting framework agreed to by donors to the Rights and Resources Initiative Second Framework Proposal, titled *Accelerating Reforms in Forest Rights, Governance, and Markets to Meet Global Challenges to Reduce Poverty, Conflict and Climate Change*

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Rights and Resources Initiative: Annual Progress Report 2013

Integrated Reporting Framework

<u>**Executive Summary**</u>

2013 marked the first year of RRI's second Framework Program (FP2), in which the Coalition successfully integrated New Directions themes in all regional and global programs. Globally, RRI made substantial progress catalyzing new alliances, drawing the attention of private investors to tenure risks, and expanding RRI's work on Gender Justice. RRI is becoming the premiere, trusted global source for forest tenure policy and reform analysis, as evidenced in the increasing number of unique webpage users from 175 countries across the world.

The 2013 Independent Monitor (IM) found that during the year RRI showed significant progress towards the attainment of FP2 goals. In reporting against the new FP2 logframe, the IM found that all but one of the 2013 targets were matched or exceeded. RRI successfully increased momentum and awareness of the need for tenure reform through the *Conference on Scaling-Up Strategies to Secure Community Land and Resource Rights* held in Interlaken, Switzerland. RRI influenced at least five program countries to make substantial progress in reforms. Internally, RRG greatly strengthened its ability to manage the Coalition by hiring key staff, including its first Chief Operating Officer.

The RRG Secretariat faced a number of constraints in 2013, including: the difficulty of managing its own growth as an organization, responding to the increasing administrative demands from financial supporters, building capacity within the Finance department, the transition of a number of key staff, and responding to the growing demand for RRI's work given the current size and capacity of the Coalition.

RRI also realizes that existing threats persist and new ones continually emerge, such as the growing strength of agribusiness media and advocacy campaigns that are increasingly effective in attacking community and indigenous forest land rights. Moving forward, RRI aims to seize critical opportunities in 2014 in countries such as Indonesia, Nepal, Peru, Colombia, Liberia and Mali, as well as in the international arena, with the upcoming UNFCCC COP20 in Lima, the World Conference of Indigenous Peoples, and World Parks Congress as well as to take advantage of emerging opportunities with the REDD+ and FLEGT programs to advance land tenure and governance reforms. RRI also expects to leverage new commitments on respecting land rights by some key international companies and institutional investors.

I.   Key Achievements in 2013

This report provides an overview of RRI activities in 2013 and is a reflection of a collective undertaking of more than 100 Partner and Collaborator organizations directly participating in the implementation of RRI work around the world. It first provides a brief overview of the global situation of forests, rights and livelihoods in 2013—the crucial context within which RRI was operating. We then provide brief summaries of our major achievements and challenges.

1.1 Summary Overview: Forests, Rights, and Livelihoods in 2013

There was much good rhetoric and many encouraging pronouncements on community land rights in 2013–from courts, governments, and some of the world's largest corporations. But there was much less evidence of action on the ground. In fact, new research from RRI reveals a global slowdown in the recognition of community rights in tropical forested countries in the last six years.[1]

Courts, governments, and some of the world's largest corporations made many encouraging declarations in 2013; however progress on the ground has slowed. Despite some high-profile wins, less legislation has been passed since 2008 than the preceding six years; and the resulting laws are weaker than before. None recognize community land ownership. Further, the amount of forest land secured for community ownership since 2008 is less than 20 percent of that in the previous six years.

Land rights are rapidly becoming the new political battleground. The "resource curse"—an idea previously applied to valuable resources like timber, oil and minerals—now also applies to land. Land Rights are central to discussions on climate change, food security, poverty alleviation, corporate sustainability, gender equality, and even democracy itself. Land and other natural resources are seen as the path out of poverty. Concurrently, an increasing number of countries in Africa and elsewhere seek to emulate the economic successes of the Asian "tiger economies."

One possibility for more progress is the private sector, which had much more to say on land rights than ever before in 2013. Through its global reach and economic importance, an enlightened private sector can shift the balance decisively away from a corporate land rush and towards community and indigenous land rights. As the dominant force in investment and a major political actor in most countries, the private sector could be a source of transformative change in community land rights. Some corporations appeared to embrace a more progressive agenda. Unilever promised to halve its environmental impact by 2020 while uplifting the lives of half-million of its suppliers who are in fact small farmers. Other major agribusiness purchasers made similar pledges during the year, notably Coca Cola, Wilmar, and Nestlé. Regardless, in 2013 some large corporations with low public profiles and secure private finances seemed immune to pressure for change, including Asian oil-palm companies seeking new land in Africa and the US food giant Cargill which Oxfam accused of acquiring 30 times more land in Colombia than is legally allowed.

In 2013, RRI saw signs of progress and hope. Mining and agribusiness companies and their investors began to publicly acknowledge that land and resource conflicts posed risks to their supply chains, corporate reputations, and bottom lines. This rethink could also change the mindsets of previously obdurate governments. A series of landmark legal victories in national courts could serve as the stimulus to reverse the global slowdown in recognition of community land rights. More than any time in recent history, judges supported local communities in securing their land and natural resources in 2013.

Globally, there was a surge in international commitments to community land rights in 2013. Insecure land rights are increasingly being seen as a threat to peace, stability, poverty eradication, and environmental progress. UN agencies and others have been emboldened to encourage tenure reform. However, prospects for translating new commitments into impacts remained unclear by the end of 2013. The G8 launched partnerships with seven African countries to help them implement the Voluntary Guidelines on the Responsible Governance of Tenure, agreed upon by more than 100 nations in 2012. At the UN, the high-level panel drawing up the post-2015 Sustainable Development Goals also agreed on the need for a strong land-rights target As we look ahead to 2014, new legal victories, popular movements, and international, national and private-sector commitments are running up against an on-the-ground reality of a slowdown in the recognition of community rights to forest lands in tropical forest countries.

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[1] Lots of Words, Little Action: Will the private sector tip the scales for community land rights? RRI Annual Review 2013-2014. February 2014.

The following questions were posed in *RRI's Annual Review of the State of Rights and Resources 2012–2013* (*Landowners or Laborers: What choice will developing countries make?*) RRI provides a brief assessment of progress or lack thereof to each of those questions:

Will the EU's Voluntary Partnership Agreements (VPAs) transform forest governance, or fall at the first hurdle?

It cleared the first hurdle. New research by Forest Trends shows that the agreements have helped advance procedural rights (such as citizen participation in meetings) but not yet substantive rights (such as land tenure reforms). Most of the reforms in existing agreements are still at the planning stage. Additionally, new research by CIFOR shows that no production from community forests in Cameroon can comply with the new legality system. Without either political will for including tenure reforms in the agreements or consumer pressure on EU governments, it is unclear if the process will really help transform governance.

Can Myanmar open up to the world without the world grabbing its resources?

Too soon to tell. In Myanmar, the new civilian administration sought foreign investment in its land and natural resources. But these policies are widely resented within the country as favoring corporations and local elites. Reaching a national accord on land rights will be difficult. Despite signs of progress, many grievances date back a long way. When villagers in the Irrawaddy River delta clashed with police in February, leaving one officer dead and 46 people hospitalized, the anger related to land confiscated by a businessman in 1996. If it is to build long-lasting peace, the government needs to prioritize the recognition of the indigenous land tenure systems practiced by ethnic groups and take their concerns on land seriously.

Will the Voluntary Guidelines on land tenure change practice?

Perhaps, but certainly not yet. In 2013, the G8 launched partnerships with seven African countries to help them implement the Voluntary Guidelines on the Responsible Governance of Tenure (VGs). UN agencies and the almost 100 national governments that agreed to the VGs at the FAO in 2012 are emboldened to encourage tenure reform. But declarations alone won't change the status quo, and implementation of the guidelines was limited in 2013. Still, their existence is progress.

Will the World Bank fully support local land rights?

Results are mixed. The World Bank took an important step forward in 2013: acknowledging the risks of large-scale land acquisition and the vital role secure access to land plays in achieving sustainable development; pledging support for the VGs; and committing to strengthening safeguards. The next obvious opportunity to turn this commitment to action lies with the World Bank's Carbon Fund, which is developing the leading scheme to purchase Carbon Emission Reductions from developing countries – reinvigorated by the Warsaw agreement. Unfortunately, the Methodological Framework finalized by the Carbon Fund has no clarity on its implications for existing customary and statutory rights to lands and resources.

Will the negotiations for post-2015 UN development goals become an instrument for democratic control of natural resources?

Yes, but not yet a guarantee. The UN high-level panel drawing up the post-2015 Sustainable Development Goals (SDGs) agreed on the need for a strong land-rights target. The panel—co-chaired by British prime minister David Cameron, Liberian president Ellen Johnson Sirleaf and Indonesian president Susilo Bambang Yudhoyono—said it placed particular emphasis on women's land and property rights. Though the specific "target" for the post-2015 SDGs has not yet been determined, organizations such as Oxfam, ILC, IUCN and HELVETAS Swiss Intercooperation, and RRI have called for a doubling of the amount of land owned or managed by local communities by 2018.

Will the continued delay in the scaling up of REDD+ represent a threat or an opportunity for better forest governance?

The delay is over. The Warsaw agreement gave a burst of new energy to the REDD+ community. The debate has now shifted to what activities to prioritize, how to avoid more "hot air" and how to make more real progress. Finding ways to establish carbon rights in countries where ownership over land and forests is already frequently contested, and where carbon legislation is rare, will be difficult. It requires the rights of Indigenous Peoples and other local communities to be prioritized.

1.2 RRI 2013: Achievements and Challenges

RRI successfully increased momentum and awareness of the need for tenure reform through the Interlaken conference. The conference's momentum has helped to leverage additional support from key private sector actors, thereby increasing social responsibility commitments and related positive changes in their behavior and practices. RRI co-convened *The Conference on Scaling-Up Strategies to Secure Community Land and Resource Rights* with the International Land Coalition (ILC), Oxfam, the International Union for Conservation of Nature (IUCN), and HELVETAS Swiss Intercooperation. The Interlaken conference marked the first time that RRI effectively gathered some of the most critical stakeholders working on land and resource rights, and developed agendas for practical steps forward in each of the five thematic areas, namely:

1. Mapping and Documentation
2. Legal Recognition and Empowerment
3. Expanding and Leveraging Private Sector Interest in Securing Community Land Rights
4. Making Community Land Rights a Global Priority
5. Deepening Synergies between Community Land and Resource Rights and Conservation Efforts

The Interlaken conference convened over 180 participants representing indigenous and local communities, the private sector, governments, academia, multilaterals, and the NGO sectors from 40 countries. The conference's media reach was experienced in seven languages and to date has garnered over 327 global media hits for RRI. The final report of the conference can be found here.

RRI influenced at least five countries to make substantial progress in reforms. RRI, with multiple collaborators, has greatly advanced the DRC baseline study, which has been declared by the government as a key part of its reform process. RRI changed its focus in Indonesia as the Constitutional Court declared unconstitutional the provisions of the 1999 Forestry Law denying community tenure and classifying all customary land as "state forests."[2] Indonesian NGOs previously engaged in the road map are now preparing a strategy to implement this historic court decision. Liberia's new land policy was approved by the executive branch in 2013 and is now being submitted to Congress, likely to become legislation in early 2014. The Cameroon coalition submitted a strong set of recommendations for their Forest Law revision, as well as to REDD for gender and rights, and continues engagement in the land reform dialogue. RRI successfully elevated the issue of Indigenous Peoples in Voluntary Isolation (PIAV) as Peru's Ministry of Culture recently recognized the existence of PIAVs in the Peruvian Amazon covering 3,976,168 hectares of forests.[3] Peru is now in the process of creating protected reserves for identified PIAV.

RRI implemented its Framework Proposal II (FP2), successfully integrating New Directions in all regional and global programs. The institutional design, appraisal, and consultation process for the Tenure Facility continued. Facility Technical and Advisory Committee meetings were held and Facility plans were presented to Partners, donors and other constituencies for feedback. The Gender Justice program has both identified its strategic niche and grown substantially, constituting almost $500,000 in program activities in 2013. An international gender expert group was convened and is already providing guidance to the Gender Justice program. New research on women's forest tenure rights to inform ongoing forest reforms was completed in Cameroon and China. RRI engaged with private sector investors through the launch of an influential analysis on tenure as a financial risk, and established a promising working group of leaders from NGOs and leading private companies to better leverage private sector interests in securing community land rights. RRI Partner Forest Trends assessed the performance of FLEGT in advancing forest tenure reforms and RRI conducted what was widely considered a very valuable conference in Latin America on the FLEGT lessons that Latin America could learn from Africa and Asia. RRI Partners and Collaborators are now directly involved in the REDD processes in every country where RRI is active.

RRG greatly strengthened its ability to manage the Coalition by hiring key staff, including a Chief Operating Officer, Global Programs Director, Country & Regional Programs Director, Senior Manager for Coalition Coordination & Development, and an Africa Regional Director. A simplified country planning system was established and successfully implemented, leading to better integration of activities between Country & Regional Programs and Global Programs.

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[2] Indonesian Constitutional Court's Decision regarding the 1999 Forestry Law. Decision Number 35/PUU-X/2012. May 2013.
[3] Peru's Ministry of Culture Decision recognizing PIAVs in Amazon. Oficio Circular No. 001-2013/Comisión Multisectorial. July 2013.

Major Challenges for RRI in 2013

1. **Fast accelerating pressures on forests from the global race for resources and developing countries dependent on foreign and elite investment in industrial concessions to spur growth.** The surge in global commodity prices and the accompanying explosion in demand for the land, mineral and other resources present in Africa, Asia and Latin America, has led to a rise in large-scale land acquisitions (LSLA) across those continents, while national political environments strongly favor the extension of resource concessions to private interests over respect for the tenure rights of forest communities, even where there is formal legal recognition of those rights. Demand for RRI support to country and regional advocacy and reforms processes remains high in the countries where RRI has been actively engaged, while new countries loom as potentially opportune for achieving major progress. Success in this situation requires continued engagement of the private sector.

2. **The ongoing exclusion of women from the benefits of tenure rights, even where those rights exist for men, and, in some cases, the stubborn resistance to women's demands that their voices be heard in movements for tenure reform**. RRI will continue to develop a basis of expertise on gender in collective tenure systems, a niche that continues to remain ineffectively filled among international NGOs and coalitions. Over the next three years RRI, through analysis and capacity building within the Coalition, will use this expertise to specifically target advocacy efforts. RRI will also leverage its convening power to gather and inform influential actors from civil society, IP organizations, governments, and the private sector with the intention of mobilizing them to act on issues of Gender Justice.

3. **Inadequate commitment to forest tenure reform from international development initiatives, including REDD+ and FLEGT in the forestry sector, and inadequate leveraging of the opportunities provided by REDD+ and FLEGT by governments, communities, and CSOs.** The failure, to date, of REDD or REDD+ mechanisms to effectively address the primary drivers of deforestation, and the related failure of the long-awaited private market in carbon to materialize on a scale that can begin to provide adequate financing for environmental services in the heavily forested countries of the Global South in a manner that respects community rights. This combines with the lack of political will within industrialized countries to seriously address the looming challenges of climate change, even as the challenges begin to manifest themselves in those very industrialized countries.

4.   **Major Internal Challenges facing RRI**

- **Internal constraint of managing growth of Coalition programs and engagement.** The Finance department faced a growing portfolio of both donor agreements and collaborative agreements with a small, dedicated team. During 2013, RRG's Finance department lost its long-term Accountant and its Program Finance Administrator. By the beginning of 2014, only the Accountant position had been filled. The Finance Department has been challenged in providing the appropriate level of contract and agreement review and management, with additional tasks assigned to program staff until this vacancy is filled. RRG also faced a transition of Directors, including the Global Programs, CRP, and Africa Regional Director positions. By the end of the year, these staff are gaining ground and familiarizing themselves with the intricacies of RRI's work as the number of countries of engagement have increased and the New Directions work continues to unfold.

- **The cost of administering funding and donor reporting.** At the outset of Framework Period 1, all core donors had agreed on the RRI Integrated Reporting Framework. This Framework was designed to streamline donor reporting so that one report would contain all the needed components for each donor. This was in line with the Paris Declaration on Aid Effectiveness and ensured that donors would receive the information they required in a timely manner. No longer do RRI's donors find themselves able to commit to this common Framework. In 2013, a total of 62 reports were sent to RRI's donors. Of these, 43 were financial or audit reports while 19 were narrative reports ranging from specific periods of time to quarterly updates to focusing on particular themes within RRI's work. The cost and time spent by RRG and the RRI Partners and Collaborators is significant. Additionally, RRI continues to be concerned about the opportunity cost of requiring all sub recipients to produce project-specific audits, with no minimum threshold, as has been required by a subset of donors to RRI. The high cost of conducting a project audit to international standards in many developing countries for small levels of support we feel is not the best use of donor resources and does not demonstrate high value for money.

- **Responding to growing global demand for RRI.** RRI was not scaled or structured to meet the current level of demand for our work, and as a coalition, it is understandably difficult for us to identify the most strategic

opportunities for our collective support and effort. That said, implementation of the more rigorous criteria for selecting activities for RRI support in 2013 significantly improved our programming and impact. We could easily justify much greater investment in some countries and regions, and with some strategic Partners and Collaborators. Engagement in the several new countries and the private sector was more successful than anticipated, which has resulted in demand for RRI work at a quicker-than-anticipated pace.

1.3 Reports by Major Strategic Objectives for 2013

1.31 Consolidate/strengthen work at country and regional level: stronger systems and collaboration, greater impact

The forest tenure reform agenda is operating at vastly different stages between continents, and within continents, between countries and even provinces. Many countries in Latin America have legislatively secured forest tenure rights for local communities and Indigenous Peoples over the largest areas of forest. In Asia, China has accelerated a forest tenure reform started in 1982 that has provided increased individual tenure security to millions of households, and in Nepal community forestry provides one of the most widely acclaimed examples of reversing deforestation through changes in forest tenure and supporting programs. The Sahel and Western African countries have promising potential to support community and individual rights over forests and trees but in general Africa has the least amount of its forests under pro-poor management reforms and, along with Indonesia, the most under central concessions.

The following summary of results achieved can be attributed to the country successes of the RRI Coalition since its entrance into each national policy agenda and highlights the development of RRI's capacity to advance tenure reform during 2013. Country reforms would not be possible without the work of RRI Partners and Collaborators engaging directly with government and civil society on the ground. RRI Partners and Collaborators are key to country-level success. Not only are they responsible for the implementation of their in-country programming, but they have also been integrated into both regional and global planning activities in recognition of the increasing leadership they provide to RRI's country-level interventions.

Africa

Despite the estimated 1.4 billion hectares of customary forestland in Africa, very few governments have legally recognized community ownership rights or rights to administer forestlands. Implementation of Tanzania's Village Land Act (1999) and Forest Act (2002) account for over 89 percent of the forests designated for communities within parts of Sub-Saharan Africa. In the heavily forested Congo Basin, over 99 percent of forests are controlled by government. African countries are nonetheless positioning themselves for possibly fundamental reforms. Thus far, 13 countries, constituting 50 percent of Central and West Africa, have either revised or developed at least one new legal instrument in their national statutory tenure regimes since 2009. Important examples include Liberia's watershed 2009 Community Rights Law and the 2013 Land Rights Policy; Cameroon's reforms to its land and forest codes; and ambitious decentralization of land and resource management in Mali, Burkina Faso and Ghana. Indigenous Peoples' rights to land and resources have legally been recognized by the Republic of Congo, Central African Republic, Liberia, Niger, Burkina Faso, and Burundi. The following summarizes progress during 2013 within RRI countries of implementation in Africa.

Regional: The Great Green Wall (GGW) project has evolved from a reforestation program to an integrated concept that involves the sustainable management of lands, including community lands. The case has been made from the Mali experience for the need to extend the analyses, piloting, and collaboration with the GGW national agencies in Burkina Faso and Senegal, and to organize a multi-stakeholders dialogue. Best practice case studies on how best to use REDD and FLEGT to catalyze the recognition and security of customary and communities' tenure rights in Africa have been documented in six countries (DRC, Tanzania, Kenya, Cameroon, Ghana, and the Republic of Congo). Women's tenure rights have been advanced at the regional policy level with regional institutions involved in REDD+ and climate change and in national land and forest tenure reforms in Cameroon, Liberia, and Burkina Faso. RRI engaged forest, land, and mining ministry officials from Central West Africa in a regional dialogue on the challenges of coherent land allocation for large-scale agroindustry, mining, energy and infrastructure and respecting forest and land tenure and rights, leading to interest in continuing a multisectoral dialogue in the COMIFAC and ECOWAS countries and commitments to monitor progress.

Burkina Faso: Since 2011, RRI has supported the emergence of TENFOREST, a legally constituted network of 40 CSOs, with a mission to shape gender sensitive, pro-rights and pro-poor NRM regulations, climate policies, and decentralization processes. Burkina Faso is facing major economic development challenges as it expands mining, urban boundaries, and industrial scale agriculture into ecologically fragile and smallholder/pastoral systems. In this context, engagement with decision makers (including those involved in the emerging REDD platform) is necessary to protect local communities' (including women's) tenure rights as well as to adopt sustainable, pro-poor development strategies.

Burkina Faso's government and the World Bank are funding the Bagré Pole of Growth Project (PPCB) over the 2011-2017 period. The project intends to increase economic activity in the Bagré Growth Pole, for improved private investment, employment generation and agricultural production.

TENFOREST's main 2013 strategy was to advocate for farmers-rights models in the Bagré growth poles through a comparative analysis of social and economic returns from both large-scale and community-rights based economic models, along with multi-stakeholder visits to key planned development sites. TENFOREST, as the official lead in conducting the communal-level development plan under decentralization, created a gender manual to guide these processes. The TENFOREST gender manual was validated through a national workshop but has yet to be adopted at the national level. As a result of TENFOREST's work, the Ministry of Economy and Finance decided to review its guide so as to include the gender dimension. Next steps include monitoring the implementation of this guide in the 352 rural Communes through the dissemination of the gender manual and capacity building of collectivities as they review their own communal plans. As part of this strategy, 70 radio programs on Law 034 (pertaining to the rural land regime) were developed and recorded. Two training sessions on Law 034 and another two training sessions on the methodological guides for local planning and the CFL were also held.

Cameroon: The government of Cameroon aims for the country to become an "emergent country" by 2035, such as the BRICS (Brazil, Russia, China, India, and South Africa) have achieved. To reach this status, the national strategy is articulated around large-scale land acquisitions (LSLA) for mining, timber, oil, and agribusiness through monoculture palm oil plantations. At the same time, Cameroon is engaged in two major reforms (forest and land) and in bilateral (FLEGT/VPA) and international (REDD+) agreements to ensure transparency and accountability in timber exportation and contribute to climate change mitigation and adaptation. The RRI coalition in Cameroon is using different processes as opportunities to push for the recognition of collective customary land rights, Indigenous Peoples' and women's tenure rights through community mobilization and providing support to national dialogues on REDD safeguards. In 2009, the government of Cameroon granted a 99 year lease to Herakles Capital a New York-based investment firm to construct a 60,000 hectare of palm oil plantation in the hope for economic development. The Center for Environment and Development (CED), an RRI Partner, has undertaken a major questioning of the legality of Herakles. This contributed to its shutdown in May 18, 2013 by the government of Cameroon. However, Herakles was allowed to operate again on May 31, 2013, but with more commitment to respecting community rights and the agreement in its social contract.

RRI's continued advocacy for the revision of the 1994 Forest Code has been greatly influenced by two recent events that could diminish the relevance of community consultations included in the draft revised Forest Code. In December 2012, a preliminary draft forest law developed by the MINFOF with the input of community stakeholders who expressed their concerns was submitted to the Prime Minister for approval and forwarding to the National Assembly. During this time, the government also recruited a consultant from the ECOR SARL research firm to take responsibility for supporting the community stakeholders during the finalization of the reform process. However, the consultant's mandate has since been readjusted and no consultation with communities has yet taken place.

In this context, RRI has engaged with the Prime Minister's forestry expert, the government consultant, GIZ, and civil society in preparing a plea for a new forestry law more in line with Cameroon's international commitments and inclusive of the rights of indigenous and local communities. RRI Collaborator the Network of Parliamentarians for the Sustainable Management of Central African Forest Ecosystems (REPAR) held a Parliament-Government Dialogue on the Issue of Land Reform and Governance in Cameroon at the National Assembly in Yaoundé in June 2013.[4] This multi-stakeholder dialogue was an opportunity for participants from diverse backgrounds (10 different Ministries, national and council elected officials, traditional authorities, civil society actors, development partners and land tenure experts) to discuss the issue of land reform and to generate ideas and relevant proposals that inform and shed light on the land reform process. Two main outcomes

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[4] REPAR: Land issues in Cameroon: The National Assembly and the Ministry of State property and land tenure build consensus.

resulted from this exercise: the adoption of a *Communiqué*[5] incorporating all of the recommendations and the establishment of a multi-actor "Follow up Committee" to monitor the implementation of the recommendations.

The draft Forest Law currently includes most of RRI's recommendations in relation to community tenure rights but not the one specifically on creation of a community forest domain as of yet. The RRI Cameroon coalition drafted an advocacy document on why and how to create a community forest domain and community protected areas beyond conservation; the document has been validated by the coalition, presented to a Prime Minister Representative, and submitted to different ministries and to the President's office. Parliamentarians developed a position document for the recognition of community and customary tenure rights in the land reform and created a monitoring committee to ensure the implementation of the recommendations; REFACOF is the RRI representative in the committee advocating for women's tenure rights.

The Week on Tenure advocacy campaign produced a new alliance between traditional chiefs and parliamentarians, with the inclusion of women members. The campaign helped increase public awareness on Cameroon's land reforms that are currently underway and broaden discussions on improving land registration to include customary practices. The campaign produced the Common Position document of Traditional Chiefs in Cameroon including a commitment to equitable allocation of land rights within communities including upholding women's land rights, and was presented to the Ministry of Domains, Territory and Land Affairs.

Democratic Republic of Congo (DRC): Given the size and the immensity of its forest land, RRI decided to explore ways to contribute to building the foundation for improved land tenure policies in the DRC. RRI assembled a diverse group of government actors and CSOs interested in contributing to a tenure baseline study of land tenure institutions, laws, and policies. The baseline study comes at an opportune time; with the government setting out to reform the country's outdated land code. The Ministry of Land is a key supporter of the baseline study, and is committed to using the study's findings in upcoming land reforms. The baseline has also sparked interest from civil society to reflect and act collectively around the land reform and zoning processes. RRI's work in the DRC has succeeded in attracting the attention and enlisting the support of key public and private actors. The World Bank and UN-HABITAT are particularly interested in data collected in this survey, as it will help inform their programs on the DRC.

The government legally created a national land commission (CONAREF) and drafted a programmatic document linked to the land reform road map. A mapping of civil society organizations (CSOs) working on land tenure issues at the national and provincial levels was produced. CSOs reached consensus on the creation of a think tank (cadre de concertation) to better engage and influence the land reform process towards the recognition of communities, IPs, and women's tenure rights. The baseline study data collection was completed in seven provinces (out of the existing eleven) and analyses were performed in thematic areas such as zoning, decentralization, and on the challenges to opportunities for recognizing community forest and land tenure rights. The next step is to consolidate the data in order to feed this into the CSO advocacy strategy and government roadmap.

Liberia: Liberia continues to exemplify the critical choice facing developing countries between inclusive democratic systems and exploitative development. Liberia's national level reform progress has been aided by the use of the FLEGT/VPA as a stick to force compliance from two palm oil giants, Sime Darby and Golden Veroleum.

An open dialogue between local communities and Golden Veroleum and Sime Darby served as a first step in reducing land-related conflict and tensions between the two parties. The forum provided an opportunity to rethink business models practiced in Liberia, particularly those related to large-scale land development and palm oil projects, and establish new models that are sustainable, pro-poor and respectful of local land tenure.

RRI Partner, Forest Peoples Programme (FPP), aided the communities of Grand Cape Mount in the presentation of a new report to the Liberian Land Commission to ensure that governments, companies, and communities learn from the experiences of Grand Cape Mount. The report describes how BF Goodrich and Sime Darby rubber and oil palm plantations have impacted the community, which resulted in Sime Darby's awarding of $1 million to the affected communities.

Independent media successfully raised public awareness of community rights violations and abuses by large scale land developers and palm oil producers. Journalists exposed the egregious health hazards imposed on local communities by palm oil producers, who have let harmful chemicals seep into community water sources, making the water unsafe to drink.

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[5] Final Communique from the Cameroon Parliament-Government dialogue June 11-12, 2013.

The stories published by journalists on the tour were successful in mainstreaming corporate violations of local land and resource rights and promoting public scrutiny of businesses who heed such malpractice.

Representatives of several civil society organizations and development partners in Liberia working on land and natural resources policy reform issues came together to mobilize communities and other civil society actors to push for land and property rights policy formulation in favor of community rights and adoption and CRL amendments. Progress has been made toward securing customary land and property rights protection under the Liberian constitution. Next steps include a nationwide consultation on land rights and natural resources rights with local communities so that communities become prepared to make informed and meaningful contributions to the national constitution review process, including amending the Liberian constitution to protect customary land and property rights through a referendum. This work will be integral to preventing future land grabs in Liberia. RRI also assisted in the creation of a new committee to re-engage the Liberian REDD process.

Mali: As in other parts of the Sahel, growing threats to community rights in Mali emerge from expansion of industrial and artisanal mining, large scale agribusiness, and conventional conservation models. The political and security situation in Mali is uncertain, but in this political vacuum, civil society and local government actors have taken on major roles in managing public functions and sustaining strong customary land and resource governance systems.

The RRI coalition (Helvetas, Sahel Eco, and IUCN) continues to promote communities' rights in mining areas while analyzing the environmental impacts of industrial and artisanal mining. In 2013, one expected outcome is the promotion of small and medium community forest enterprises (SMCFE) and agroforestry as alternatives to large scale land acquisitions (LSLA). RRI is building a strong analytical case for SMCFEs, ecotourism, agroforestry, and silvopastoral systems compatible with regional integration as a viable alternative to industrial models, for better sustaining natural resource, mitigating and adapting to climate change. Specifically, Sahel Eco is helping communities to:
1. Organize a citizen's jury on conservation agriculture and agroforestry (to counter LSLA)
2. Capitalize on experiences in promoting village forest enterprises
3. Training agricultural enterprises (cooperatives and other peasant groups) on production and growth of agroforestry parks and food storage sites as strategies for climate change adaptation and mitigation

Best practices in decentralized community based natural resource management (CBNRM) in three communes were disseminated. A National Guide to accompany Local Conventions was developed. The next step is the legal recognition of these local conventions; however this phase was postponed due to the ongoing political crisis. A study on the impacts of the crisis on forest and land tenure has been validated at the national level by government officials and the High Council of Local Collectivities (HCC). The President of the HCC and the local elected officials committed to advocate for the integration of the recommendations in the national commission for peace and reconciliation in order to prevent land conflicts at the local level.

Asia
Many Asian countries are positioned for reforms, and by 2013, 37 percent of Asia's forests were community owned or administered. However, of the forests owned by communities, 80 percent are in China and 19 percent in Papua New Guinea. At present, out of 17 forest tenure regimes in 9 countries in Asia, 52 percent were established after 2000. Governments continue to devolve rights of access, management, exploitation and exclusion, benefitting forest restoration and rural livelihoods, and except for Nepal and India, these transitions (in Myanmar, Thailand, Vietnam, Cambodia, Lao PDR, Indonesia, and Bhutan) have affected less than 4 percent of each country's respective forests. The following summarizes progress during 2013 within RRI countries of implementation.

Regional: Continued engagement with the Roundtable on Sustainable Palm Oil (RSPO) raised issues with the palm oil industry's irresponsible business practices in Southeast Asia and Africa, but pressure has not yet led to increased compliance. Extensive research on LSLAs in eight Asian countries, launched at the 3rd Regional Dialogue on human rights and agribusiness, helped catalyze the decision by Myanmar to create a National Human Rights Commission and host a 4th Dialogue in 2014. Opportunities to engage a newly-willing government and civil society in Myanmar were explored and scoping will continue in 2014 to determine RRI prospective engagement.

China: There is now a political space within China's ongoing reforms to further as-yet-unrecognized rights, potentially resolving contradictions between zoning restrictions, tenure reform, and local forest management practices, and addressing the persistent lack of equal protections for women and ethnic minorities and of due process and grievance mechanisms. This sense of urgency on "second generation" reform issues has amplified as large-scale land acquisitions (LSLAs) by

Chinese and international investors have repeatedly violated local land rights with little recourse for forest owners both domestically and internationally. The anticipated incorporation of the State Forest Administration into the Ministry of Agriculture, and the planned revision of China's Forest Law, provides new opportunities for influence, and RRI is appreciated by the government for its independent, forward-looking advice and partnerships with key national policy and legal researchers, and is working to formulate a set of clear, applicable recommendations.

Through a Strategic Response Mechanism (SRM), RRI supported Landesa in assessing and evaluating forestland acquisitions by Stora Enso and Asia Pulp and Paper (APP) in order to identify key issues concerning farmers' forestland rights in large scale land acquisitions (LSLAs) in China, and to formulate practical recommendations for Stora Enso, APP and Chinese policymakers and multinational investors who plan land acquisitions in China. This activity exploits a critical opportunity for RRI to influence corporate and government practice in LSLAs by bringing global attention to two of the world's largest forest companies. An initial report was submitted to Stora Enso for comment.

RRI is working with Forest Trends to develop a strategy for engagement in China-Africa investments, with an aim to ensure that private and state-run enterprises comply with their target country's national land, forest, and extractive industry policies, Chinese guidelines on overseas investments as well as international agreements such as the FAO Voluntary Guidelines on the Responsible Governance of Tenure of Land, Fisheries, and Forests in the Context of National Food Security.

In 2013, State Forestry Administration (SFA) and party leaders accepted a proposal on promoting gender justice through expanding collective forestland rights to women—enabled by a new collaboration with the highly-regarded All China Women's Federation (ACWF)—and committed to addressing gender issues in future reforms. This marked the first inclusion of forestland rights into the ACWF advocacy platform. Key RRI research on regulatory issues in ecological protection forests was endorsed by the SFA and Ministry of Finance, among other decision-makers. The 18th Communist Party of China (CPC) Plenum committed to establishing a direct land market and higher compensation rates for acquired lands, consistent with the "second-generation" reforms called for by RRI. Ongoing research on the impact of collective and state reforms on ethnic minorities, and on Chinese FDI and multinational/state domestic investments will be presented in 2014 to influence forthcoming reforms and application of investment guidelines. The Forest Law was not revised as planned.

India: In 2013, RRI Collaborator Vasundhara undertook a major initiative on community mapping, since mapping has been endowed with greater legal weight in filing for recognition of community forest rights in the 2012 Amendment to the Forest Rights Act. Vasundhara is working across several states to impart skills to community leaders and grassroots workers to better enable communities and individuals to file for titles under the Forest Rights Act (FRA). Despite the FRA, companies and investors continue to abuse land and forests belonging to communities through legal and other means. One major exercise in India under RRI's initiative involves developing matrices and standards that will enable the Security & Exchange Board of India to revise its policies relating to company disclosures in their prospectus. These standards will also enable the regulators to monitor company compliance with FRA. Indian companies have also been active in the acquisition of land abroad and there are many reports that document their environmental and human rights abuses. For the first time, Indian researchers, supported by RRI, are undertaking a systematic documentation of these practices to hold these investors and companies accountable, both internationally and within India

Indonesia: Recent success of civil society in promoting a tenure reform road map may be tampered by slowed government commitment, and declining power of the president, brought on by run-up to the next presidential election in 2014.

In May 2013, Indonesia's Constitutional Court, responding to a petition from the Indigenous Alliance of the Archipelago (AMAN), declared the provisions of the 1999 Forestry Law denying community tenure and classifying all customary land as "state forests" unconstitutional. This Constitutional Court ruling represents a decades-long effort by AMAN and Indonesian civil society, building on the Coalition's successes since the 2011 Lombok conference. It represents a breakthrough in the struggle to address unsustainable forest and land use practices, as 40 million forest peoples are now fully visible and recognized within the legal system. However, the implementation of this ruling within Indonesia's decentralized and fragmented forest governance system—and how recognizing communities' rights will conflict with existing state enterprises and private concessions—represents RRI's biggest challenge moving forward.

While the CSO roadmap did not advance due to lack of movement within Ministry of Forestry, the landmark Constitutional Court ruling recognized 40-50 Mha of local communities' and IP's land. Indonesian CSOs engaged in the roadmap have

joined forces with indigenous alliances and have begun to prepare recommendations to implement the Court ruling and promote cross-sectoral cohesion by advising a 12-agency institution on resource governance led by the Anti-Corruption Commission and advocating for passage of Indigenous Peoples rights bill currently in Parliament. Research on CFEs identified severe barriers to enterprise growth, with few currently addressed in FLEGT/VPA implementation or by the Ministry of Forestry.

Lao PDR: RRI presence in 2013 was severely limited due to increased civil society repression, restrictions, and the continued prominence of a FDI-centric growth model. However, civil society participation was encouraged in the development of the National Land Policy (NLP). Key recommendations on compensation, consultation, and customary rights were incorporated into earlier NLP drafts but have since faced opposition. The Coalition also devised strategies to use FLEGT/VPA negotiations and other trade agreements as entry points to bolstering civil society participation in policy processes.

Nepal: The process leading to the drafting of Nepal's new constitution provides a one-time opportunity to secure community tenure and rights to forests as a fundamental basis of resource governance and national development. Nepal's widely-lauded community forestry movement has the political connections and social legitimacy necessary to work with the new Constituent Assembly for continued national debate to shape constitutional commitments.

Key political parties endorsed community forestry on record in their election manifestoes and platforms due in large part to RRI advocacy, culminating in a successful Constituent Assembly election. RRI began collaboration with $150 million Multi-stakeholder Forestry Programme (MSFP) as a strategic entry point to change tenure policies within new government and the forthcoming Constitution as well as develop enterprises. Dialogue began with both the private sector and government to ensure added value of community forestry in timber and non-timber forest products (NTFP) markets, in line with national Green Growth goals, and communication was established between FECOFUN and Nepal Federation of Indigenous Nationalities (NEFIN), enhancing synergy between community and indigenous forest rights advocacy platforms. RRI now has significant leverage to influence the Constitution building process in 2014.

Thailand: The Coalition decided not to engage in Thailand in 2013 due to continued lack of opportunity in the national dialogue.

Latin America

Regionally, Latin America continues to have the most forestland under community ownership or administration, with a slight increase in the area under community ownership. Latin America represents 70 percent of the total global shift to community tenure with the most number of different forest tenure regimes (25), which represent the different institutional arrangements used by governments to recognize or allocate tenure or forest use rights to communities. The following summarizes progress during 2013 within RRI countries of implementation.

Regional: Research on the extractive industries of four countries was launched in Colombia during the 14th RRI Regional Dialogue on Extractive Industries, Communities, and Territorial Rights: Implications for poverty reduction and climate change. The Dialogue attracted regional media attention and responses from the Colombian national association of mining companies to open dialogue with national civil society to discuss issues of responsible mining. RRI Collaborators from Panama, Colombia, Ecuador and Peru developed studies of megaprojects and their sources of investment, producing the first mapping of the overlapping of investments, forest and community lands of the Pacific Coast Region (an area of more than 28 Mha). Afro-descendant organizations from Latin America and the Caribbean held a first-of-its-kind international Colloquium, and agreed on a common agenda to advocate their rights and created an international representative body. RRI facilitated the first exchange of lessons learned on FLEGT/VPA in Asia and Africa with Hondurans and other Latin American CSOs and IPs to identify opportunities for the inclusion of a pro-tenure rights agenda in VPA negotiations. Through RRI's Strategic Response Mechanism (SRM), COONAPIP with the support of PRISMA and other allies influenced the UN-REDD Program operations in Panama to respect Indigenous Peoples' rights to FPIC for any REDD projects within their territories.

Bolivia: With Evo Morales serving as the first indigenous president beginning in 2006, and with the adoption of a new constitution, RRI envisioned greater opportunities to advance forest tenure policy reforms and regulations within Bolivia. By the end of 2012, Bolivian communities sought public support to counter Brazilian infrastructure investments in their corner of the Amazon. Natural resource legislation—including the Law of TIPNIS—incorporated critical inputs from

indigenous and *campesino* organizations. Government plans to open a highway through the TIPNIS national indigenous park were delayed as a result of IP mobilization and national advocacy strategy.

RRI's original aim in Bolivia in 2013 was to develop an analysis of rural women's contribution to local economy and to the integrated management of community forests and natural resources, including developing alternative models to resource extraction-based development. The strategy was reoriented according to RRI Partner recommendations. Experiences on integrated forest community management, including women's contribution to the community economy, were documented and debated among indigenous and civil society organizations. Main conclusions and lessons learned have been disseminated among their networks.

Colombia: RRI Collaborators have played a key role in improving the national efforts and experiences of IPs, Afro-descendants and forest communities in Colombia around the REDD+, becoming a model in terms of effective participatory process for other national REDD+ and SESA initiatives in Latin America. Effective and opportunistic influence during the preparation of the Colombian REDD Readiness Preparation Proposal (R-PP), and submission to the Forest Carbon Partnership Fund (FCPF), have strengthened the capacity of forest community leaders, in Afro-descendant organizations in particular, to provide and incorporate the critical elements necessary to safeguard their land rights. RRI actions opened new opportunity for Afro-descendant organizations to participate in the international meeting for Climate Change and REDD+ negotiations, and ally with international and multilateral organizations to advocate for their land and forest rights. RRI Collaborators were able to include conditioning provisions for the approval of the national REDD+ strategy that requires the Colombian government to safeguard and clear land rights of forest communities before the REDD+ strategy is implemented.

Collaborators built a database to monitor early initiatives of REDD+ projects. This database is already being used by community and civil society organizations to identify potential conflicts, and to target REDD+ projects for advocacy. Although in 2013 there was no opportunity to negotiate with the government on the SESA process and safeguards, Collaborators developed an analysis of the national and international legal frameworks to protect forests and collective rights. Drawing from this analysis, a proposal to improve social and environmental safeguards for REDD+ projects will be negotiated with the government.

Guatemala: RRI Collaborators in Guatemala have joined efforts to advance the recognition of communal lands and strengthen collective tenure rights. Collaborators have provided analysis and community training on the implications of the new regulation for the *cadastre* of communal lands (RIC). These joint efforts generated the creation of a civil society mechanism to monitor the application of the regulation and the implementation of the communal lands registry, the development of a methodology that evidences the different forms of communal land tenure, as well as the existing modalities in which the communal land rights can be legally recognized. By the end of 2012, the Guatemalan government accepted the proposal developed by the National Alliance of Community Organizations that defines the consultation and participation mechanism in the REDD readiness process.

The National Association of Community Forestry Ut'z Che', and the Petén community organization, ACOFOP, along with the National Alliance of Community Forestry Organizations, partnered and assembled a series of discussions to analyze the preparation process of specific recommendations for the defense of collective rights and lands in order to start negotiations around the law proposals of forest incentives and climate change. During these discussions, community forest organizations analyzed information provided by government advisors and drafted specific recommendations for upcoming negotiations with both the national government and private sector. These negotiations aim to ensure community forestry activities are suitable incentives and promoted in these laws.

In 2013, key provisions regarding the participation of both Indigenous Peoples and community forestry organizations were endorsed by the government and included in the new Climate Change Framework Law, largely due to RRI Collaborator advocacy. RRI analysis and documentation of social, economic and environmental impacts of community forestry have been collected by ACOFOP to prepare for an upcoming national awareness and communication campaign.

Nicaragua: RRI Collaborators have focused on strengthening the governance capacity of indigenous territories' authority of the Regional Autonomous North Atlantic Region (RAAN), titled during the governmental Indigenous Land Titling Initiative during 2009-2010. Collaborators Nitlipan, URACCAN and CADPI developed analysis of the diverse customary governance systems of Indigenous Peoples in the RAAN. This analysis was used during negotiations with the national government to provide inputs and stipulate regional agreements for the land clarification process (*saneamiento*), which is currently ongoing. Based on the information collected for this analysis of RAAN territories' multiple governance systems,

RRI Collaborators organized a training course on territorial governance for community leaders from the area, as well as Miskitu leaders from Honduras, which helped to strengthen their capacity to negotiate and influence governmental decision related to Indigenous Peoples territories. The success of the training course has motivated other community leaders and NGOs in Latin America to orchestrate a regional training on governance issues where lessons learned about successful strategies and key governance challenges can be exchanged.

RRI Collaborators devised strategies to negotiate with the regional government on the validation of guidelines on land ownership clarification, created and implemented by territorial authorities at the RAAN. In this process, land ownership clarification is the last legal step—vital in the RAAN region given that more than three million hectares of collective lands have already been titled to indigenous communities RRI Collaborators are currently negotiating with The Demarcation and Titling Commission the incorporation of these procedures in the regulation of the Law 445.

Peru: RRI Collaborators, along with national and international allies, organized a collective effort to promote the importance and contributions of rural and forest communities to the national economy and social welfare. This campaign has been leveraged to raise public awareness on the need to protect and resolve the pending communal property rights of forest communities. Historical analysis developed by indigenous communities in the Peruvian Amazon now documents pending territorial claims to land and resources and was strategically used in national REDD+ negotiations that related to securing tenure rights.

Collaborator IBC (Instituto del Bien Común), along with other national allies implementing the Campaign for Securing Communal land Property, established a commitment with the entity of the Ministry of Agriculture in charge of land titling policies, to jointly establish operational titling guidelines for community land recognition. This commitment was the result of a series of meetings, coordinated by the IBC, with key government officials to influence the reactivation of recognition and land titling processes for communities. The Ministry of Agriculture's commitment to work with local communities in land titling policies is an important step in securing their land rights.

RRI successfully elevated the issue of Indigenous Peoples in Voluntary Isolation (PIAV) as Peru's Ministry of Culture recognized the existence of PIAVs in the Peruvian Amazon covering 3,976,168 hectares of forests. Peru is now in the process of creating protected reserves for identified PIAV. Collaborator AIDESEP (Asociación Interétnica de Desarrollo de la Selva Peruana) created a strategy to promote the implementation of the newly enacted regulation (May 2013) that enhances the protection of native communities' territorial rights, improving the administrative process for registering autonomous local government and territorial boundaries of communities in the public records. AIDESEP has been engaged with the government in the development on the regulations. With the current support of RRI, AIDESEP was able to have this regulation enacted, and now seeks to consolidate the regulation, raising awareness to regional officials and community leaders on its implementation. This would grant greater protection since it prevents overlapping of other rights in Indigenous territories.

The strengthening of AIDESEP and civil society organizations' advocacy capacity was of major assistance for national indigenous organizations in negotiating a 14.5 million program with government and multilateral donors under the Forest Investment Program (FIP). These funds will support community titling, forest community management, and strengthen forest governance in indigenous territories. RRI Collaborators successfully negotiated with the National Superintendence of Public Registries (SUNARP) a system to simplify the current registration process of indigenous communities' rights in the national public registry, with implementation underway. The Collaborator advocacy strategy has improved rapport with the Ministry of Culture, making it more responsive to requests by AIDESEP and other civil society organizations on the recognition of five proposals for territorial reserves for Indigenous Peoples in Voluntary Isolation (a total of 4.2 million ha). As of December 2013, the Ministry has commissioned the initiation of studies for the creation of four of these proposed territorial reserves.

1.32   Implement New Directions across all programs

As demonstrated in the above country-level progress, RRI's focus on New Directions planning, including private sector engagement, FLEGT/VPA, and Gender Justice can be seen across RRI program countries. These themes have also contributed to much discussion and analytical work at the global level and elevated the relevance of RRI moving forward.

Annual Review

Each year since 2010, RRI has released an Annual Review of the global state of rights and resources. These reports highlight key issues from the previous year, identify emerging trends, and challenge global and national policy makers to advance the recognition of community rights. In February 2013, RRI released its annual review, the State of Rights and Resources 2012-2013– *Landowners or Laborers: What choice will developing countries make?* The review, also available in Spanish and French,[6] identifies the key choices and challenges that emerged in 2012 for forest rights and tenure globally. It was launched at a panel discussion attended by over 110 people (and remotely via webcast by 140 more), co-hosted by RRI and Forest Peoples Program at the Royal Society in London. RRI also launched another new analysis at the same event, *The Financial Risks of Insecure Land Tenure: An Investment View.*[7] This paper investigates the real financial consequences of investing in land with disputed tenure rights. Ultimately, over 250 participants of the event were informed of the key challenges facing developing countries and tenure globally, as well as the increasing risks companies and their investors can face when they overlook or underestimate the land tenure contestation in rural areas.

In 2013, RRI focused on shedding light on the relationship between poverty, forest cover, and tenure security. This research focused on a global assessment of poverty rates and forest cover change as well as a series of robust country case studies. Two academically reviewed studies from Brazil were published by University of Michigan researchers supported in part by RRI. *Setting priorities to avoid deforestation in Amazon protected areas: are we choosing the right indicators?* found that the absence of unsettled land tenure conflicts is associated strongly with success in reducing deforestation.[8] *Governance regime and location influence avoided deforestation success of protected areas in the Brazilian Amazon* demonstrated that Indigenous Protected Areas in Brazil had better outcomes for mitigating the effects of deforestation than exclusive state protected regimes or RESEX. Still in production is an analysis on the relationship between poverty and forest cover change at a global level and assessment of whether changes in tenure have any correlation with these two factors. Country level case analyses for Tanzania, Peru, Nepal and Cambodia are still in production.

Gender Justice
Gender Justice was added as a full-fledged RRI thematic program in 2013. Work on gender issues has long been a vital part of RRI's work on tenure rights. It is clear that gender is a major issue in land tenure reform. Women typically have unequal access to land and resources which limits their economic options and they are generally more involved in the collection of non-timber forest products, but are less likely to be involved in the formal forestry enterprises sector. Women are often absent from natural resource management (NRM) related governance structures even within community-based programs such as community forestry.

Women's tenure rights remain largely unrecognized under both customary and formal laws, and women have had a limited voice in shaping reforms at national and local levels. RRI supported networks of women's organizations (including the African Women's Network for Community Management of Forest, REFACOF) by equipping women advocates within key countries to better advance women's rights with gender justice and equity for Indigenous Peoples in national policy reform, regional policy dialogue, and national climate change strategies. In Burkina Faso, TENFOREST is engaging national as well as decentralized authorities, local leaders, farmers/pastoralists and women's groups, through capacity building, in implementing gender sensitive local resource management charters and national level gender-inclusive land policy reform. In Liberia, RRI Collaborator Foundation for Community Initiatives (FCI) is empowering rural women to actively engage in community forest development committees in several counties, raising awareness of their tenure rights and helping them participate in the national dialogue platforms that shape Liberia's REDD policies and implementation of CRL reforms. In Cameroon, the RRI coalition continues to develop sensitization and empowerment programs for rural women's strategic engagement in the REDD+ process.

Regional Forum and Outreach in REDD+
In 2013, RRI continued to shape the global climate debate and mechanisms at local, national, regional, and international levels. RRI co-organized two regional dialogues in the series on Forests, Governance and Climate Change, one for Central and West Africa and one for Latin America. Both aimed to continue the ongoing dialogue on the challenges of addressing tenure and rights in climate change initiatives but included a much wider range of regional actors and more regionally specific issues. Both dialogues focused on the ever expanding threat of massive land grabs or giveaways for industrial scale agriculture, energy plantations, infrastructure, and mining and hydrocarbon extractives, implications for promoting forest

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[6] Landowners or Laborers: What choice will developing countries make? RRI. January 2013.
Full video recording of February 5th event
Press Release: New Reports: Global Land Grab Brings Significant Risk to Investors As Communities Respond to Economic Harm, Human Rights Abuses.
[7] The Financial Risks of Insecure Land Tenure: An Investment View. The Munden Project. December 2012.
[8] Protected areas successfully prevent deforestation in Amazon rainforest. 11 March 2013. University of Michigan.

and land tenure and rights. Both forge new ground by bringing new extractive industry and sectoral ministry participants into the forests and climate debate.

The 13th Regional Dialogue on Forests, Governance & Climate Change in Yaoundé, Cameroon was both a stocktaking on Central and West African progress in land and forest tenure reform since the 2009 regional commitment to double community tenure and rights by 2015, and an opportunity to discuss new challenges of agribusiness and mining investments with civil society and participation from multiple resource sectors. The Dialogue was co-organized by RRI, the Cameroon government, and the Central Africa Commission on Forests (COMIFAC). Senior agency officials and policy makers held dynamic discussions with members of civil society regarding current development choices and the social and environmental impacts of increasing, often overlapping, decisions regarding land-based investments in the absence of clear land and forest tenure—and the implications of undermining customary and Indigenous Peoples rights. Participants of the 13th Dialogue committed to a consistent tracking of progress on planned forest and land reforms in the region, tied to harmonization of investment decisions across sectors, rethinking of the development model to ensure long as well as short-term economic gains.

The 14th Regional Dialogue on Forests, Governance and Climate Change provided the opportunity to discuss the current trends in extractive industry and the challenges and increasing conflicts due to its expansion across the region. A group of governmental, private mining industry, multilateral bank and environmental organization representatives as well as civil society organizations, including Indigenous Peoples and Afro-descendant community leaders from 13 Latin American countries, discussed the current contradictions among economic, social, and climate change policies and their implications for forest conservation and forest communities' rights. Highlighted issues included the overlay of investments on community lands, persistence of outdated and urban-driven development models, weak institutions for safeguarding rights and the environment, the growing strength and capacity of social movements, and an increasing private sector commitment to corporate responsibility. Dialogue participants committed to review Latin American public policy approaches, and promote more rights-based development, better valuing sustainability and protection of natural resources. **Over 200 participants from more than 13 countries learned of the importance of initiatives like REDD in the Latin America region, which represents 21 percent of the world's forests**. The Dialogue also identified ways for extractive industries to contribute to national strategies for reducing emissions, environmental impact mitigation, poverty reduction and security of the collective rights of Indigenous Peoples, Afro-descendants and forest communities.

The 14th Dialogue also launched new RRI analysis on *Impact of the Extractive Industry on the Collective Land and Forest Rights of People and Communities,* authored by Asociación Ambiente y Sociedad (Colombia). Key findings document the return of economic policies throughout Peru, Colombia, Panama, and Guatemala relying on natural resources extraction to fuel development, with a lack of awareness of the potential impacts and trade-offs for their societies. While all countries covered in the study have environmental licensing regulations in law that require environmental impact studies (EIS), laws are being weakened, and limited technical expertise or human resources are in place to properly implement otherwise sound policies. **Current policies also miss the new opportunities to invest in REDD+.**

FLEGT/VPA
Some progress was made by RRI on engaging FLEGT at the country level, but advancing VPAs in new countries and implementing agreed reforms in VPA countries are still very slow, particularly in Africa. Forest Trends and RRI organized an international workshop[9] to exchange experiences from countries with concluded VPA negotiations and to identify opportunities to engage in ongoing or beginning negotiations and to carry lessons learned into these new opportunities. Community and civil society organizations from the countries that have entered or are initiating discussions in FLEGT/VPA processes in Latin America now have a greater potential to influence negotiations on strengthening collective rights and land tenure. Two tools were created to assist civil society actors in conjunction with the VPA workshop:
1. An analysis of the rights recognized for communities and small-scale producers within all 6 finalized VPA agreements. This was a product of an assessment of the rights-oriented outcomes of the FLEGT process to date.
2. A training guide for civil society to use during VPA negotiations based on "lessons learned" from concluded negotiations.

Private Sector Analyses
Over the past decade, it has become clear that the private sector increasingly shapes the conditions and context for forest community rights, and has led to a dramatic increase in pressures on forest areas. While permanent investments in land,

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[9] Oportunidades y lecciones para promover una perspectiva de derechos en los procesos de FLEGT y AVA en América Latina. October 2013.

such as long-term leases and ownership, declined in the 1980s as companies sought to distance themselves from the risks of holding immobile investments, emerging economic pressures have led to a rapid resurgence in the attempts to secure large tracts of land by commodity producers, private investment firms, and sovereign wealth funds.

One of RRI's main strengths is its ability to make information accessible to different actors, targeting inputs to fit their distinct decision making logic. RRI has been somewhat successful in engaging government officials and lawmakers contemplating or engaged in reform processes by systematic sharing of reform lessons with governments to better shape and accelerate their reforms. RRI has received a unique reception from governments due to its access to credible strategic knowledge and relative neutrality, or lack of vested interests a specific country's reform outcome. This strategic asset will assist in RRI's engagement with the private sector, which is now an ever more powerful voice in shaping government policies, laws, regulatory frameworks, and infrastructure choices.

RRG staff directly contributed to increased collective knowledge of extractive industry investments. D. Bryson Ogden published *Investments into the Agribusiness Extractive, and Infrastructure Sectors of Liberia: An Overview*, which characterizes and quantifies the regional investment trends of organizations investing in Liberian and Cameroonian agribusiness, infrastructure, and extractive industries, to better understand their roles in land acquisition as related to the drivers of deforestation and human rights. A similar study of Cameroon is forthcoming.

Analysis conducted by RRI consultant, The Munden Project,[10] revealed the most prevalent financial risks and costs of insecure tenure to the investment community, approaches used by Credit Ratings Agencies (CRAs) to price capital, and recommendations for development of new risk analysis instruments. The *Financial Risks of Insecure Land Tenure* shows that unresolved conflicts over land tenure significantly increases financial risk for companies involved in infrastructure, mining, agriculture and forestry. Delays caused by land tenure problems, such as community protest following failure to conduct Free, Prior, and Informed Consent (FPIC), can inflate a project's expenditures by an order of magnitude—and in some cases these losses have been great enough to endanger the future of the corporate parent itself.

Expanding Networks to Address New Directions
In 2013, RRI's Networking Support Program continued to catalyze strategic learning and experience sharing. It engaged various constituency-based and international networks to strengthen their capacity to influence forest tenure and governance reforms. It also provided support for global and cross-regional activities and participation of CSO representatives in key international events to foster learning and collective strategizing to increase impact of the coalition's efforts.

RRI continued to support several networks in 2013 to improve their understanding of the importance of secured tenure rights. It engaged with the forest public agencies of the largest forested countries in the world through the MegaFlorestais network (whose members represent more than 65 percent of the world's forests).The **MegaFlorestais Network**, initiated in 2006, gathers leaders of forest agencies of the most forested countries in the world to informally discuss topics related to forest governance. They meet annually, making MegaFlorestais the only regularly-convened space that enables forest agency leaders to share their thoughts, ideas and challenges in a small, intimate and confidential environment. This opportunity allows them to think through the changing roles and directions of their agencies, and exposes them to new ideas and opportunities to promote forest governance.

The MegaFlorestais Network has created two additional spaces for next generation leaders and those responsible for instituting and enforcing forest regulations. In addition to the annual MegaFlorestais meeting, the **Next Generation of Forest Agency Leaders seminar and the Rethinking Forest Regulations (RFR) workshop** have been held annually since 2010. MegaFlorestais countries have been contributing to these activities in several ways:
1.   USFS has provided direct and substantial financial support in 2007, 2010, 2011 and 2012.
2.   All host countries bear the in-country cost of hosting the meeting that ranges between $40,000 and $60,000 (e.g. Indonesia earmarked a budget of $40,000 for the meeting in October 2013).
3.   Providing the services of resource persons free of cost (e.g. Judy Beck, the Director General of CFS's Pacific Forestry Centre, has been actively supporting the network for the past two years, and playing a vital role as facilitator of the Next Generation of Forest Agency Leaders seminar).
4.   All developed country participants have self-funded their participation.

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[10] The Financial Risks of Insecure Land Tenure: An Investment View. Prepared for RRI by The Munden Project. December 2012.

The **Rethinking Forest Regulations** workshop continues to contribute to the rethinking of regulations processes in the participants' respective countries, exposing them to new ideas and analysis as well as contributing to their professional development. Participants are now better prepared and able to inform both forest agency officials and civil society organizations of the challenges of forest regulatory reform in their respective countries. It exposed participants to successful and innovative regulatory models including methods that incorporate stakeholders in decision-making; processes that acknowledge individual and collective property rights; and procedures that are cost-effective, timely, and promote sustainable forest management. One of the models explored during the workshop was Montana's Best Management Practice system (BMP). The meeting also promoted information sharing among the participants both during the session and afterwards through a long-term network of contact and continual learning, with the final objective of creating real change in the regulatory frameworks of participating countries.

RRI has already witnessed in 2013 the outcomes of last year's RFR workshop. In 2012, the Chinese delegation asked RRI to organize a special tour of Montana so they could be exposed to the same knowledge presented during the regular workshop. A delegation of seven representatives from the State Forestry Administration and other Chinese officials went to Montana in May 2012. Following the tour and the visit to the tribal lands of the Confederated Salish and Kootenai Tribes, they assessed the impact of tenure reforms on ethnic minority communities in their own country. In June 2013, RRI was solicited to participate in the preliminary phase of their research on that topic. This is a major breakthrough as no such study had been done before.

Notably, RRI assisted in the creation of three new networks in 2013. These networks will be supported by RRI's networking program during 2014.
1. **Lawyers for Community Tenure** – a coalition of international legal practitioners and experts with three main roles: 1) providing opinions on legal issues; 2) contributing to analytical pieces relevant for RRI's work; and 3) supporting the Country and Regional Program's activities when needed.
2. **Private Sector thematic working group** – established in Interlaken (in collaboration with Nestle and Oxfam) to leverage influence of positive private sector actors to reduce negative tenure impacts and promote ATEMs.
3. **Conservation thematic working group** – launched in Interlaken to promote rights-based approaches to conservation, particularly leading up to the World Parks Congress in 2014.

1.33   Strengthen the Coalition

As 2013 marked the first year of RRI's Second Framework Period, the operational and organizational capacity of the Coalition was deeply examined. RRI recognizes that in order for this Second Framework Period to achieve the same level of impact as the First, RRI must adapt to changing global priorities. Part of this adaptation includes catalyzing new platforms and reaching out to new sectors such as private industry, who wield heaps of influence globally and at the national level.

As part of this examination, RRG commissioned a review of the Memorandum of Understanding between Partners and RRI, as well as an extensive study by Universalia which proposes multiple models for RRI to organize itself as it pursues strategies to scale-up its impact.

The number of RRI constituents reached via email increased by 74% in 2013 from more active outreach, including new social networks. RRI activities were quoted or noted in 480+ media stories across at least 27 countries (up from 21 countries in 2012) in 13 languages (up from 11 languages in 2012). Visits to the RRI website have increased 20% over the 2012 daily average, and now average 6000+ monthly. RRI is becoming the premiere, trusted global source for forest tenure policy and reform analysis, as evident in the number of unique webpage users from 175 countries across the world.

1.34   Strengthen RRG

2013 brought with it a graduation of RRI's activities from the conclusion of its first Framework Proposal (2008–2012) to its second Framework Proposal (2013–2017). RRG's undertakings have now ascended to a level of responsibility commensurate with those of a mid-sized firm. Many new projects were undertaken given the increased demand for

services. Additionally, other efforts were formulated proactively in anticipation of continued growth and the innovation of disruptive new programs that will pave the way for RRG's future activities.

These significant changes have created welcome challenges to the organization. One specific adjustment made to address these challenges was the appointment of a new Chief Operations Officer in the last quarter of FY2013. The new appointee will ensures the continuation of 2013 gains in the operational sector along with the formulation and execution of a substantially increased level of effort as it relates to systems automation, donor engagement, fundraising, human resources, facilities, compliance, finance & administration, and internal controls. RRG also experienced a succession of key staff, and subsequently hired new Directors for Global Programs and Country & Regional Programs.

Moving forward into 2014, RRI will build financial and administrative systems to efficiently increase outreach and investments to strategic actors across the developing world and mobilize new strategic alliances and initiatives. Investments to strengthen RRG are crucial to scale-up RRI's ability to deliver support to a larger and broader set of organizations as well as ensure rigorous monitoring, financial reporting, and audits. Together with the building of financial and administrative systems, investment in RRI management and operational capabilities will enable RRI and the broader set of public and private actors to seize the growing number of opportunities to advance the recognition of community forests and land rights.

Systems and tools will be implemented to alleviate the encumbering of RRI staff, its partners, and collaborators. Additionally, to allow RRG to build capacity and to better measure the geographic impact of its efforts on the ground; and to allow for the efficient structuring of both existing and future business processes. The expected outcome will be the enabling of RRG to more resourcefully address the current and expected growth resulting from increased stakeholder demand. These needs include the necessity for additional: analytical research, extended reach of media and outreach, scaling of current collaborations in RRG country efforts, and expansion into new strategic alliances. Specifically, RRG has targeted four areas for implementation: Technology, Training, Modernizing Secretariat Headquarters, and Operational Management.

1.4 Strategic Response Mechanism (SRM)

The Strategic Response Mechanism is designed to enable flexible, rapid response to unforeseen but strategic opportunities. It complements the annual planning process by providing funding to Partners and Collaborators tailored to rapidly respond to specific situations. It is evaluated and approved through a simple, accelerated process of two weeks. In 2013, the SRM funded seven projects for a total of US$542,937. Over $600,000 of RRI's 2014 budget is set aside for SRM grants.

The SRM allows RRI to amplify the impact of its regular activities with targeted actions that advance the rights agenda. SRM projects have had a variety of impacts, according to the nature of the intervention. By capitalizing on new opportunities, SRM projects can both achieve specific outcomes as well as shape the larger, related political dynamics. For example, RRI supported a landmark Supreme Court decision in Belize in 2013. Through the SRM, RRI quickly mobilized resources to support Q'qchi' Indigenous organizations in the south of Toledo, resulting in the Supreme Court decision to recognize the customary land rights of 38 Maya communities in southern Belize.

RRI Partner PRISMA's SRM ensured COONAPIP's participation in key international meetings, which resulted in the Panamanian organization influencing the UN to undergo an independent evaluation of the UN-REDD Program in Panama, as a way to influence future UN-REDD process in the country. Key to this successful outcome was PRISMA's ability to bring key actors to provide guidance in the preparation of the communication plan to support this advocacy strategy.

RRI's SRM with the Forest Trust (TFT) significantly enhanced the capacity of TFT staff to review FPIC risk assessments of companies engaged in agribusiness in the tropical forested regions of the Americas, Africa, and Asia. The SRM continues to be one of RRI's most flexible and valuable mechanisms, allowing RRI to effectively shift political landscapes. The Strategic Response Mechanism will continue to respond to strategic opportunities for tenure and rights reform within short windows of political opportunity.

II. RRI Summary Report: Key Outcomes and Products in 2013

Summary Report for RRI Activities in 2013	
Overarching Goals for 2013	**Overarching Accomplishments in 2013**
1. Ensure steady progress on implementation of the tenure reform roadmap in **Indonesia**, and robust design of the reform plan in **Lao PDR**; approval of the new land policy in **Liberia**; promote adoption of new pro-community forest and land policies in **Cameroon**; generate a critical mass of popular and political support for a major initiative to complete the recognition of indigenous land rights in **Peru**; complete the baseline study and develop widely-accepted and targeted strategy to advance community tenure rights in the **DRC**'s land reform program.	1) Partially achieved: a) The central role of the roadmap in **Indonesia** in 2013 was superseded by a landmark decision taken by the Constitutional court ruling that the 1999 Forest law violated 'adat' rights by classifying 'adat' forestlands as 'state forests'. The NGOs engaged in the road map are now preparing a strategy to implement the court decision and continuing to advise the Anti-Corruption Commission and advocating for passage of an Indigenous Peoples' Rights bill; b) **Lao PDR** forest and land reforms are stalled as the Politburo is in the control of those anti-reform leaders whose response to civil society and donor activism has been repression of civil liberties and protests; c) The land policy in **Liberia** has been approved by the executive branch and is in the process of submission to the Congress for legislation; d) **Cameroon** country coalition submitted a strong set of recommendations for the Forest Law revision, which is stalled, and to REDD on gender and rights, and is engaged in the land reform dialogue; e) AIDESEP with support from FPP and collaborators has successfully raised the issue of Indigenous Peoples in Voluntary Isolation (PIAV) and **Peru** is in the process of creating two new reserves for identified PIAV; f) The baseline study in the **DRC** has advanced with data on 7 of 10 provinces and has started 4 of the 5 thematic analyses and a process of peer review, with data collection to be completed by March 2014, and engagement of civil society and government around the land reform has advanced participation and positioned RRI to engage formally in DRC with a strategy for 2014.
2. Initiate implementation of "New Directions" across country and regional programs, including integrating operational recommendations to achieve **gender justice** in strategies and reform plans in all RRI countries; scaling-up the number of new analysis and engagement with **private and public investors**; fully and systematically engaging the national **FLEGT/VPA and REDD** processes in countries where underway, and focusing particular effort on the emerging VPAs in Latin America setting precedents for others in the region.	2) Largely achieved: The "New Directions" have been integrated in all regional and global programs. a) The **Gender Justice** program has identified a strategic niche, and grown, constituting almost $500,000 in program activities in 2013; a reference group of international experts was constituted and already providing guidance to the RRI program, and new research on women's forest tenure rights to inform on-going forest reforms was completed in Cameroon and China; b) RRI scaled-up its efforts to engage **private sector investors**, including the launch of influential analysis on tenure as a financial risk, hiring new staff in RRG, and establishing a promising working group of leaders from NGOs and leading private companies to better leverage private sector interests in securing community land rights; c) Some progress was made on engaging **FLEGT** at the country level, but advancing VPAs in new countries and implementing agreed reforms in VPA countries are still very slow particularly in Africa. RRI supported Forest Trends to assess the performance of FLEGT in advancing forest tenure reforms and RRI conducted what was widely assessed as a very useful conference in Latin America (LA) on the lessons LA could learn from Africa and Asia. RRI Partners and Collaborators are now directly involved in the **REDD** processes in every country where RRI is active.

3. Complete new, landmark analytical work on the role of **extractive, infrastructure and agribusiness** in shaping local rights and forests; develop promising strategies to actively engage private sector investors to adopt best practices; advance global consensus and implementation of "no regrets" **REDD** actions and open opportunities for international REDD instruments to play optimal roles in supporting tenure and governance reforms; **complete a globally-recognized update** on the state of forest tenure and status of global progress towards RRI targets; earn critical mass of support for the institutional design of the international **forest tenure facility**; gain high-level commitment to prioritize the securing of community rights by major NGOs and leading global actors via **the tenure summit**; mobilize a critical and influential constituency to ensure that the successors to the **MDG's** prioritize the recognition of community land rights.	3) Largely achieved: a) RRG completed new inventories of **agribusiness, extractive and infrastructure** companies and investments in Liberia and Cameroon, and is working on reports on Laos, Myanmar, and Peru. RRI and AAS prepared a report on the IIRSA and on extractive industries in forest areas in Colombia, Peru, Panama and Guatemala, and discussed findings with representatives of the private sector in the March 2013 Dialogue in Colombia. RRI Collaborators finalized a draft map of the Megaprojects in the coastal Chocó region (Panama, Colombia, Ecuador and Peru), and completed new analyses of Stora Enso and APP land acquisitions in Guangxi, China. Final reports for the Choco, Stora Enso and APP will be available in early 2014. RRI, with The Munden Project also completed new research quantifying the financial risks of insecure tenure, and on the reasons why tenure risk is not presently insurable. The former was launched at the Interlaken conference and received substantial attention in the financial press. The insurability paper will be launched in early 2014. Meetings with selected institutional investors and leading agribusiness and mining companies demonstrated more willingness than expected to adopt new screens and standards against these risks, and work is already underway with several of them to advise them in this step forward; b) Years of effort on getting community rights concerns embodied in REDD+ came to fruition at the Warsaw CoP when the final REDD+ structure was agreed, along with robust safeguards. That said, and despite the heavy engagement of IP and civil society groups in REDD+ strategy processes around the world, there was not much demonstrable progress on getting REDD+ to more clearly support, and invest in the recognition of local land rights, on the ground (with the exception of a few FIP projects, as in Peru). This becomes a priority for 2014; c) RRI has completed the 5 yearly updating of its tenure data, completed the analysis, and will launch the report in February 2014; d) The institutional design, appraisal and consultation process for the Tenure Facility continued. Facility Technical and Advisory Committee meetings were held, Facility plans were presented to Partners, donors and other constituencies for feedback, and a design document was revised to incorporate additional analysis and input. Given RRG staff constraints, consultation and appraisal are not yet completed and will be finalized in 2014; e) RRI did achieve an important breakthrough in gaining high-level commitment, across a broader set of critical constituencies and organizations in the Interlaken conference. This conference was the first global convening on community land rights and was very successful, including launching a new global target, establishing the new Alliance for Community Land Rights, and establishing working groups of leading organizations on the key strategies to scale up global effort, including mapping, legal reforms, leveraging the private sector, conservation, and engaging international processes; f) RRI supported and encouraged effort around getting community forest land rights into the MDGs, but did not expend sufficient effort to make much progress. This too becomes a priority for 2014.

4. Strengthen the Coalition and contributions of Partners by **consolidating implementation of new operational modalities and planning systems** for the Coalition; developing **new strategic interventions to advance the "New Directions"**; promoting more cross-learning among RRI Partners and Collaborators via **a simplified monitoring and evaluation system**; initiate a **review of the structure of the Coalition** to inform future Coalition strategies to increase its impact.	4) Largely achieved: a) Steps were taken to better integrate the planning process between Country, Regional and Global Programs. This included combining the Regional and Global Planning Meetings in an effort to better align these programs while creating a wider understanding of new countries of engagement and planned country-level interventions; b) Yes, two new interventions were developed namely the Alliance for Community Land Rights, in collaboration with the International Land Coalition and Oxfam, and the Forest Tenure Facility; c) A new, simplified M&E system was established, but has not yet been used to promote learning between Partners; d) Yes, the review was initiated, and even completed both in in terms of the mid-cycle review of the Memorandum of Understanding and the MOU and the assessment of "How Best to Organize."
5. Substantially strengthen RRG by **hiring** a COO, Regional Directors for Africa and Asia, and by **consolidating synergies and integrated planning** between country, regional and global programs.	5) Achieved: a) A new COO, as well as new Directors for Global and CRP programs, a new Senior Manager for Coalition Coordination and Development, and a Regional Director for Africa were hired; a Regional Director for Asia is being recruited for 2014; b) Better integration of planning, and execution of activities between CRP and Global Programs. A simplified country planning system was established and successfully implemented.

Priority Objectives Identified in 2012 for 2013	Key Outcomes/Indicators of Achievement in 2013
Strategic Analysis	

• Provide the analytical base for RRI's efforts to shape global priorities on poverty, climate change, social justice, and sustainable development through the production of rigorous quantitative and qualitative analysis and sustained, high-level, and evidence-based advocacy initiatives.	• Built the case that insecure tenure is a tangible financial and operational risk for the private sector, and that this risk is not currently incorporated in the metrics and models used by the entities evaluating, financing, and insuring land based investments:
	  o Publication of "Global Capital, Local Concessions: A Data-Driven Examination of Land Tenure Risk and Industrial Concessions in Emerging Market Economies" (September 2013);
	  o Released reports on investments in agribusiness, extractive, and infrastructure sectors in Liberia and Cameroon (January and March 2013);
	  o Received draft report on un-insurability of tenure risk in Brazil and Indonesia (December 2013).
	• Expanded work on DRC baseline tenure study and are now well positioned to inform reform processes, including of the 1973 Land Code:
	  o Collected data on 7 of 10 provinces (Underway);
	  o Provided support for civil society participation in restitution workshop for World Bank LGAF;
	  o Ongoing communication of progress to civil society and government.
	• Continued ongoing research to evaluate the relationships between changes in forest tenure, poverty, and forest cover:
	  o Extended contract with IFRI to 2014, the results of which will be:
	    • 5 total country level studies including Brazil, Tanzania, Cambodia, Nepal, and Peru (Underway);
	    • Global analysis of the links between poverty and tenure in forested countries (Underway);
	    • Comprehensive literature review on the intersections between tenure, forest cover, and poverty (Underway);
	  o Initiated joint paper with the World Resource Institute to produce exhaustive literature review and analysis of the climate benefits of community forestry, targeting policy makers in the climate community (Underway);
	  o Produced study on the scope, scale, and variety of Community Forest Associations on a global level and assessed potential impacts (December 2013).
	• Updated and expanded RRI's existing tenure and contested land datasets:
	  o Drafted "Who Owns and Who Decides" Flagship report (Underway);
	  o Expanded tenure tracking methodology to 52 countries (October 2013);
	  o Updated 'Depth of Rights' methodology for 27 countries (October 2013);
	  o Created database of timber, agricultural, and mineral concessions in DRC, Honduras, Peru, Cambodia, Cameroon, Indonesia, and Papua New Guinea (October 2013).
	• Established a baseline of the extent to which the status of land tenure is contested by local communities:
	  o Produced typology to assess the extent of contested areas and began development broader research program (October 2013).
	• Reviewed historical work on Alternative Tenure and Enterprise Models (ATEMs), generating directions for future work:
	  o Commissioned and Received "Rights and Resources Initiative's ATEMs Program: A Retrospective Analysis 2007-2013" (October 2013).

Communications and Outreach

• Develop systems to provide strategic communications assistance to country-level organizations; prioritize proactive communications and global level media engagement to achieve the goals in Framework Proposal II, including new constituency development; and maintain and enhance the RRI brand by delivering and promoting the high quality, credible, and evidence based products, messages, and materials that are now synonymous with RRI.	• Amplified collective efforts by increasing collaboration between RRG and RRI Communications Focal Points (CFP) by hosted Second Coalition-wide Communications Planning meeting to develop Coalition Wide Communications Strategy with RRI Partners and key regional Collaborators:
	
	  o Follow up from second coalition-wide communications meeting led to monthly CFP WebEx meetings focused on sharing, capacity building, and development of the first ever RRI coalition-wide communications strategy;
	  o Using our better coordinated network to support efforts around the Interlaken conference, RRI generated 18,000 individual Facebook engagements spanning 41 countries; 700 tweets using #LandRightsNow, creating 697,142 impressions on Twitter; 8 individual blog posts from members of the RRI coalition; and 12,000 views & 4,880 likes of the YouTube video produced.
	
	• Hosted various Media and Messaging Workshops for key RRI spokespeople to develop cohesive RRI messaging strategies and build capacity:
	
	  o 18 RRI Partner and Collaborators trained in Media Engagement, Messaging Best Practices, etc. in 2013.
	
	• Increased Country and Regional level communications support and outreach capacity.
	
	  o Supported numerous country and regional level activities, such as the RRI regional dialogues in Bogota, Colombia and Yaoundé, Cameroon;
	  o Built new, integrated media contact database for journalists for use in targeted country and regional level media outreach.
	
	• RRI findings and graphics are available online, adopted and used by other organizations.
	
	  o Over 480 news hits highlighting RRI findings across 27 countries in 13 languages (Up from 21 countries and 11 languages in 2012), including the International Herald Tribune, Associated Press, BBC, the Guardian, Reuters AlertNet, AlJazeera, Inter Press Service, Agencia EFE; Le Monde; Radio France Internationale, Deutsch-Welle; Mongabay, O'Globo; Huffington Post; Bangkok Post; the Jakarta Post; US News & World Report; Washington Post; Economic Times India and Bloomberg News;
	  o 204 website visits per day (20% increase, with visits from 15 new countries);
	  o 300% increase in social media engagement (Facebook, Twitter, LinkedIn).
	
	• Successful communications strategies implemented for RRI events/publications.
	
	  o Global media launches increased readership of Landowners or Laborers: What choice will developing countries make? RRI's Annual Review on the State of Rights and Resources 2012-2013 (with Spanish and French translations);
	  o Global release of two papers (prepared for RRI by The Munden Project) The Financial Risks of Insecure Land Tenure: An Investment Review and Global Capital; Local Concessions: A data-driven examination of land tenure risk and industrial concessions in emerging market economics increases private sector engagement;
	  o Increased global awareness on the need to secure community land and resource rights through the global promotion and media coverage of the international conference on Scaling-up Strategies to Secure Community Land and Resource Rights.

	• Prioritized proactive communications and media engagement necessitated by the goals of FPII:
	
	   o Established collaborative working relationships (with organizations like IUCN, ILC, Oxfam) organizing an international conference to scale-up strategies to secure community land and resource rights, accompanied by a coordinated website, blog, and 2 videos whose "view rate" outperformed industry standards.
	
	• Maintain and enhance the RRI brand, specifically through the production and extended distribution of high quality, functional, accessible, credible, and evidence based materials beyond the development field that promote effective advocacy:
	
	   o Produced and disseminated three policy briefs; four full reports; one annual review; two Tenure Trends; four newsletters; nine monthly updates; and five opinion pieces;
	   o Increased quality of production and messaging via new RRI translation glossary, Publication Style Guide, Production Checklist, and grew our skilled team of translators;
	   o Implemented new design templates for RRI email campaigns and increased the number of targeted outreach around media launches of major publications, and other existing communications by 74% in 2013;
	   o 74% increase in Quarterly Update readership base with an "open rate" outperforming industry standards.

Strategic Initiatives

• Fully assess feasibility and design of the International Land and Forest Tenure Facility (the Facility) and pilot operations. Widen the support for a Global Tenure Summit in collaboration with RRI Partners and Collaborators.	• Gathered inputs and support for the International Land and Forest Tenure Facility concept from stakeholders including public institutions, private sector, and Indigenous and local community representatives:
	
	   o Convened meeting of Facility Technical Committee (April 2013) in Washington DC;
	   o Generated Aide Mémoire, summarizing results with which to guide the Facility development process (April 2013);
	   o Drafted a Facility Design Document, incorporating findings of background research and inputs from the Technical Committee; disseminated document to selected partners and stakeholders for review and comments (July 2013);
	   o Convened Facility Advisory Committee (September 2013), to review progress and provide feedback;
	   o Presentations made to the World Bank, IFC, DFID, the Global Donor Working Group on Land, Private Sector Panel at Global Tenure Summit and RRI donors.
	
	• Incorporated stakeholder feedback to strategically position Facility design to sustainably access funding and generate impactful results:
	
	   o Completed 3 revisions of Facility Design Document.
	
	• Established steps for launch of Facility and beginning pilot operations:
	
	   o Established a framework for selection of countries for inclusion in Facility pilot activities (November 2013).
	
	• Established baseline for collaboration with new groups through successful convening of Global Tenure Summit:
	
	   o Convened "Scaling-up Strategies to Secure Community Land and Resource Rights" Tenure Summit in Interlaken, Switzerland (September 2013);
	   o Drafted and disseminated Private Sector Session Report entitled "Expanding and Leveraging Private Sector Interest in Securing Community Land Rights", detailing agreed upon next steps for future collaboration between participants (November 2013).

Networking Support

- Enhance and consolidate support to strategically relevant networks to strengthen their ability to promote tenure reforms and influence global and regional initiatives supporting RRI Strategic Themes.

- Supported and strengthened several constituency-oriented networks to better promote and inform tenure reforms and take account of community rights in regional and global initiatives:

  o Organized the 8th annual meeting of MegaFlorestais which gathered 25 leaders of public agencies representing 50% of the world's forest in Bali, Indonesia in October to discuss "The Architecture of Forest Governance in the 21st Century";
  o Exposed promising senior officials from 8 MegaFlorestais agencies to tenure reforms options, market changes, community forestry, Indigenous Peoples' rights, and leadership challenges during the 4th convening of the Next Generation of Forest Agency Leaders seminar in Oaxaca, Mexico in May;
  o Exposed government officials and civil society representatives of 8 countries currently looking into or designing forest tenure reforms to Montana's approach to forest regulations in Western Montana, USA in July;
  o Co-organized a panel of the Civil Society Advisory Group to ITTO (CSAG) on "Challenges and Opportunities for Supporting Legal Smallholder and Community Forestry Enterprises in Today's Context" during the 49th meeting of ITTC in November in Gabon;
  o Established RRI's gender justice strategy during the Gender Scoping Meeting, held in November in Washington DC, USA.

- Reinforced support to Indigenous Peoples and community organizations and support groups, to strengthen their ability to promote tenure and rights reforms:

  o Designed the Next Generation of IP and Community Leaders Seminar to be held in January 2014. It will give those leaders a broad understanding of what is affecting their daily lives and livelihood and how they can engage with influential constituencies and actors;
  o Supported the creation of Lawyers for Community Tenure, a network for international legal practitioners and experts advocating for secured community tenure rights. The network was created during the second meeting of the Community Tenure Rights Legal Reference group in December in Tagaytay City, The Philippines.

- Built synergies and contributed to capacity-building by supporting exchanges and study tours for targeted audiences:

  o Promoted the exchange of ideas and experiences on accessing FLEGT processes to promote rights and tenure agenda during the international workshop (October 2013) on "Opportunities and lessons for a rights based perspective on FLEGT and VPA processes in Latin America";
  o Supported a visit of the Chinese Academy of Forestry in Cameroon in October. During this field research they analyzed compliance with national forest and land tenure policy, Cameroon's international human rights commitments, Chinese investment guidelines, and industry best practices.

Priority Objectives Identified in 2012 for 2013	Key Outcomes/Indicators of Achievement in 2013
Country and Regional Initiatives (CRP)	
• Carry out country-level research and analysis, advocacy, and convening to generate new legislation, regulations or improved implementation by governments to establish forest tenure rights. • Build regulatory capacity and standards within the private sector engaged in agribusiness, forest sector, FLEGT, REDD+ as well as promote mechanisms for responsible international investments in priority countries. • Country and Regional programs will engage government, policymakers and private sector drawing on strategic actors from the NGO and social/policy research sectors to share emerging reform lessons, build voice and capacity and smooth ongoing transitions to pro-poor and gender justice outcomes.	**Africa** • Liberia: The Land Rights Policy has been approved by the Land Commission on May 21, 2013 and is in the process of submission to the Congress for legislation; making clear the need to amend current CRL regulations as previously advised by RRI Collaborators and their allies; the Board of the FDA has not yet amended pitsawyer regulations to establish and level playing field with industry, however a toolkit on sustainable harvesting and pit sawing as well as a tool kit to assess NTFP value chains are being developed. CSOs have effectively engaged transnational oil palm companies to force their CSR practices to respect rights; community leaders were trained on the RSPO and human rights instruments, and a brochure on processes of the RSPO as well as a manual on FPIC developed. Three rural women's platforms have been established in Gbarpolu, Cape Mount and Grand Bassa counties around natural resource governance issues. FCI has been involved in the drafting of the land rights policy and able to demonstrate the lack of specific mention of women rights, despite the "progressive" nature of the draft policy. • Cameroon: The draft Forest Law has included most of RRI's recommendations in relation to community tenure rights but not yet the creation of a community forest domain. RRI coalition in Cameroon drafted an advocacy document on why and how to create a community forest domain and community protected areas beyond conservation; the document has been validated by the coalition, presented to a Prime Minister Representative, and submitted in different ministries and to the President's office. Parliamentarians have developed a position document for the recognition of community and customary tenure rights in the land reform and have created a monitoring committee to ensure the implementation of the recommendations; REFACOF is the RRI representative in the committee to advocate for women's tenure rights. • DRC: The government has legally created a national land commission (CONAREF) in May 2013 and drafted a programmatic document linked to the land reform road map in July 2013. A mapping of civil society organizations (CSOs) working on land tenure issues at the national and provincial levels has been produced. CSOs reached a consensus to create a think tank ("cadre de concertation") to better engage and influence the land reform process for the recognition of communities, Indigenous People, and women's tenure rights. The baseline study data collection has been completed in seven provinces (out of the existing eleven) as well as analyses on thematic areas such as zoning, decentralization, and on the challenges on opportunities for recognizing community forest and land tenure rights. The next step is to consolidate the data and feed into the CSO advocacy strategy and government roadmap. • Burkina Faso: TENFOREST gender manual has been validated through a national workshop but has not been adopted yet at the national level. Thanks to TENFOREST's action, the Ministry of Economy and Finance has decided to review their guide so as to include the gender dimension. The next steps will be to follow-up on the implementation of this guide in the 352 rural Communes through the dissemination of the gender manual and capacity building of collectivities as they review their communal plans. Seventy (70) radio programs on the law 034 (pertaining to the rural land regime) have been developed and recorded. Two (2) training sessions on the law 034 have been held in Tenkodogo and Léo. Two (2) training sessions on the methodological guides for local planning and the CFL have been held in Tenkodogo and Koudougou. • Mali: Pilot communes' best practices in decentralized CBNRM in three (3) Communes (Yanfolila, Danderesso and Tominian) in the regions of Sikasso and Ségou have been disseminated. A National Guide to accompany Local Conventions has been developed. The next step be the legal recognition of these Local Conventions but this phase was postponed due to the political crisis. A study on the impacts of the political crisis on forest and land tenure has been validated at the national level by government officials and the High Council of Local Collectivities (HCC). The President of the HCC and the local elected officials committed to advocate for the integration of the recommendations in the national commission for peace and reconciliation to prevent land conflicts at the local level.

	• Regional: The Great Green Wall (GGW) project has evolved from a reforestation program to an integrated concept that involves the sustainable management of lands, including community lands. The case has been made from the Mali experience for the need to extend the analyses, piloting, and collaboration with the GGW national agencies in Burkina Faso and Senegal, and organize a multi-stakeholders dialogue. Best practice case studies on how best to use REDD and FLEGT to catalyze the recognition and security of customary and communities' tenure rights in Africa have been documented in six countries (DRC, Tanzania, Kenya, Cameroon, Ghana, and the Republic of Congo). Women's tenure rights have been advanced at the regional policy level with regional institutions involved in REDD+ and climate change and in national land and forest tenure reforms in Cameroon, Liberia, and Burkina Faso. RRI engaged forest, land, and mining ministry officials from Central West Africa in a regional dialogue in March on the challenges of coherent land allocation for large-scale agroindustry, mining, energy and infrastructure and respecting forest and land tenure and rights, leading to interest in continuing a multi-sectoral dialogue in the COMIFAC and ECOWAS countries and commitments to monitor progress.

Asia

- China: The State Forestry Administration (SFA) and Party leaders accepted a proposal on promoting gender justice through expanding collective forestland rights to women, enabled by a new collaboration with the highly-regarded All China Women's Federation (ACWF), and committed to addressing gender issues in future reforms. This marked the first inclusion of forestland rights in ACWF advocacy platform. Key RRI research on regulatory takings in ecological protection forests was endorsed by SFA, Ministry of Finance, and other decision-makers; the 18th CPC Plenum committed to establishing a direct land market and higher compensation rates for acquired lands, consistent with the "second-generation" reforms called for by RRI. Ongoing research on the impact of collective and state reforms on ethnic minorities, and on Chinese FDI and multinational/State domestic investments will be presented in 2014 to influence forthcoming reforms and application of investment guidelines. The Forest Law was not revised as planned.

- Indonesia: While CSO Roadmap did not advance due to lack of movement within Ministry of Forestry, a landmark Constitutional Court ruling declared the 1999 Forest Law provision that all customary forests are "State" forests, unconstitutional, thus recognizing 40-50 Mha of local communities' and Indigenous Peoples' land. Indonesian CSOs engaged in Roadmap have joined forces with indigenous alliances and begun to prepare recommendations to implement the Court ruling and promote cross-sectoral cohesion by advising a 12-agency institution on resource governance led by the Anti-Corruption Commission and advocating for passage of Indigenous Peoples rights bill currently in Parliament. Research on CFEs identified severe barriers to enterprise growth, with few currently addressed in FLEGT VPA implementation or by Ministry of Forestry.

- Nepal: Key political parties endorsed community forestry on record in their election manifestoes and platforms due in large part to RRI advocacy, culminating in successful Constituent Assembly election. RRI began collaboration with $150 million Multi-stakeholder Forestry Programme (MSFP) as a strategic entry point to change tenure policies within new government and forthcoming Constitution and develop enterprises. Dialogue began with private sector and government to ensure value addition of community forestry in timber and NTFP markets, in line with national Green Growth goals, and communication established between FECOFUN and Nepal Federation of Indigenous Nationalities (NEFIN), enhancing synergy between community and indigenous forest rights advocacy platforms. RRI now has significant leverage to influence Constitution building process in 2014.

- Lao PDR: RRI presence in 2013 was severely limited due to increased civil society repression and restrictions and continued prominence of FDI-centric growth mentality among Politburo. However, civil society participation was encouraged in development of National Land use Policy. Key recommendations on compensation, consultation, and customary rights were incorporated into earlier NLP drafts but have since faced opposition. The Coalition also devised strategies to use FLEGT VPA negotiations and other trade agreements as entry points to bolstering civil society participation in policy processes.

- India: New research on internal land grab phenomenon generated massive global attention and was cited widely in Indian and international media, further catalyzing policy and advocacy initiatives, including targeted efforts to implement Forest Rights Act (2006) and establish the Right to Fair Compensation and Transparency in the new Land Acquisition, Rehabilitation and Resettlement Act. Vasundhara began large-scale efforts to train community leaders in participatory mapping techniques to enable rights holders to claim forestland under the Forest Rights Act.

- Thailand: The Coalition decided not to engage in Thailand in 2013 due to continued lack of opportunity in the national dialogue.

- Regional: Continued engagement with RSPO raised issues with oil palm industry's irresponsible business practices in Southeast Asia and Africa, but pressure has not yet led to increased compliance. Extensive research on LSLAs in 8 Asian countries, launched at 3rd Regional Dialogue on human rights and agribusiness, helped catalyze decision by Myanmar to create a National Human Rights Commission and host a 4th Dialogue in 2014. Opportunities to engage a newly-willing government and civil society in Myanmar were explored; scoping to continue in 2014 to determine RRI prospective engagement.

Latin America

- Peru: The strengthening of AIDESEP and civil society organizations' advocacy capacity was of major assistance for national indigenous organizations in negotiating a 14.5 million program with government and multilateral donors under the Forest Investment Program (FIP). These funds will support community titling, forest community management, and strengthen forest governance in indigenous territories. RRI Collaborators successfully negotiated with the National Superintendence of Public Registries (SUNARP) a system to simplify the current registration process of indigenous communities' rights in the national public registry, with implementation underway. Collaborators' advocacy strategy has improved the rapport with the Ministry of Culture, making it more responsive to requests by AIDESEP and other civil society organizations on the recognition of five proposals for territorial reserves for Indigenous Peoples in Voluntary Isolation (a total of 4.2 million ha). As of December 5, 2013, the Ministry has commissioned the initiation of studies for the creation of four of these proposed territorial reserves.

- Guatemala: Key Provisions regarding the participation of both Indigenous Peoples and community forestry organizations were endorsed by the government and included in the new Climate Change Framework Law, largely due to RRI Collaborators advocacy. RRI key analysis and documentation of social, economic and environmental impact of community forestry has been collected by ACOFOP to prepare upcoming national awareness and communication campaign.

- Colombia: Collaborators have built a database to monitor early initiatives of REDD+ projects. This database is already being used by community and civil society organizations to identify potential conflicts, and to target REDD+ projects for advocacy. Although, in 2013 there was not opportunity to negotiate with the government on the SESA process and safeguards, Collaborators developed an analysis of the national and international legal frameworks to protect forests and collective rights. Drawing from this analysis, a proposal to improve social and environmental safeguards for REDD+ projects will be negotiated with the government.

- Nicaragua: RRI Collaborators devised strategies to negotiate with the Regional government the validation of the guidelines on land ownership clarification, created and implemented by territorial authorities at the RAAN. RRI Collaborators are currently negotiating with The Demarcation and Titling Commission the incorporation of these procedures in the regulation of the Law 445.

- Bolivia: (Strategy was reoriented according to RRI Partners' recommendations) Experiences on integrated forest community management, including contribution of women to community economy, have been documented and debated among indigenous and civil society organizations. Main conclusions and lessons learned have been disseminated among their networks.

- Regional: Research on the extractive industries of four countries was launched in Colombia during the 14th RRI Regional Dialogue on Extractive Industries, Communities, and Territorial Rights: Implications for poverty reduction and climate change. It attracted regional media attention and responses from the Colombian national association of mining companies to open dialogue with national civil society to discuss issues of responsible mining. RRI Collaborators from Panama, Colombia, Ecuador and Peru, developed studies of mega-projects and their source of investments, producing the first mapping of the overlapping of investments, forest and community lands of the Pacific Coast Region (an area of more than 28 million ha). Afro-descendant organizations from Latin America and the Caribbean held the first international Colloquium, and agreed on a common agenda to advocate their rights and created an international representative body. RRI Partners and Collaborators, combined efforts to facilitate the first exchange of lesson learned on FLEGT/VPA process in Asia and Africa with Hondurans and other Latin America civil society organizations and IPs to identify opportunities for the inclusion of a tenure rights agenda in VPA negotiations. Through an SRM, COONAPIP with the support of PRISMA and allies influenced the UN-REDD Program operations in Panama to respect Indigenous Peoples' rights to FPIC for any REDD projects within their territories.

Priority Objectives Identified for 2012-2013	Key Outcomes/Indicators of Achievements in 2013	Key products in 2013
Coalition Coordination and Development		
• Ensure that RRI delivery mechanisms are effective in the implementation of Framework Proposal II to achieve desired impacts.	• Streamlined Monitoring, Evaluation, and Learning System implemented; • The Institutional Review of RRI on whether current arrangements are the most efficient methods of operations to implement program of work and achieve desired impacts was carried out; • Partners and RRG assessed the modalities of working together through the review of the Memorandum of Understanding (MoU) and Institutional Business Arrangements (IBA).	• The 2013 Independent Monitoring of the RRI has been initiated. A draft report was submitted and circulated to Donors. A final report will be submitted in February 2014. • Country, Regional and Global Planning Meetings held with broad participation from RRI Partners, Collaborators, Fellows and other resource persons. • Assessment of "How Best to Organize" completed and final report submitted. • Mid-cycle review of the MoU successfully implemented and final report submitted.
Operations		

• Strengthen Finance and Administration systems to provide better services to Partners, Collaborators, RRG Board, RRI Donors, and Secretariat.	• Majority of critical key staff hired (10 pp.)
	   o 1 Chief Operations Officer
	   o 1 Global Programs (GP) Director
	   o 1 Country and Regional Programs (CRP) Director
	   o 1 Coalition Coordination Sr. Manager
	   o 2 CRP associates
	   o 2 GP associates
	   o 1 GP Intern
	   o 1 CRP intern
	• Foundation established to assess RRG's internal systems, simplify internal processes, and harness affordable advances in technology. COO sourced and appointed to formulate strategy for established need.
	• Improvement in Finance and Administration's record of on-time and accurate donor deliverables.
	   o Manual dashboard of submitted requirements to donors indicating due date and submitted date
	• Total deliverables: 62 for 2013
	   o Submitted 32 deliverables to donors on-time or in advance of submission date
	   o Conducted annual audit of RRG 2012 financial year and submitted annual audit with grant audit letters
	   o Submitted 14 grant audit letters to 7 donors
	   o Submitted 19 narrative reports to 9 donors
	   o Submitted 12 monthly forecast of expenditures
	   o Submitted 17 financial reports to 9 donors (covering 2012 expenses)
		• 168 new agreements/contracts issued in 2013
		• 193 agreements/contracts managed in 2013
		• US$6.4 million in secured revenue fundraised in 2013 (includes multi-year funding)

III. State of RRI in 2013

3.1 Performance of the Coalition in 2013

The Coalition conducted planning meetings in late 2013 in all three focus regions, Asia, Africa, and Latin America. In a display of the expanding reach of the Coalition, a total of 29 Partner representatives participated in the 14 country-level planning meetings while a total of 180 Collaborator representatives participated on behalf of 118 distinct Collaborator organizations.

During the 2013 review of RRI's MoU, all Partners reconfirmed the effectiveness of the MoU. Partners reviewed modalities of the partnership, proposed modifications to the RRI Memorandum of Understanding, and adopted modifications to the Institutional and Business Arrangements. Partners found the MoU adequately guides RRI's performance and provides them with the flexibility required to evolve and be more impactful. Both Partners and RRG have adhered to the spirit and intent of all clauses of the MoU. Additionally, all Partners are committed to participation in reviewing "How to Organize" for the next phase of RRI. Unfortunately, RRI Partner, Foundation for Peoples and Community Development (FPCD), resigned from RRI in 2013, unable to fulfill its role and responsibilities as a partner organization.

There was a successful transition of a Partner representative to the Board, with Samuel Nguiffo from CED Cameroon joining the Board as its newest member. The continuing commitment of Partners to RRI and their ability to self-reflect and adjust the Coalition going forward is key to the Coalition's success.

3.2. Composition and Governance of the Coalition

As of December 2013 there were 13 Partner organizations in the Coalition (see table below).

PARTNER NAME	LOCATION	PARTNER SINCE
RECOFTC – The Center for People and Forests	Bangkok, Thailand	2005
Forest Trends	Washington DC, USA	2005
ACICAFOC – Central American Coordinating Association of Indigenous Peoples and Farmers for Community Agroforestry	San Jose, Costa Rica	2005
Forest Peoples Programme	Moreton-on-Marsh, UK	2006
ICRAF – World Agroforestry Centre	Nairobi, Kenya	2006
Civic Response	Accra, Ghana	2007
FECOFUN – Federation of Community Forestry Users, Nepal	Kathmandu, Nepal	2008
Samdhana Institute	Indonesia, Philippines	2009
Tebtebba–Indigenous Peoples' International Centre for Policy Research and Education	Baguio City, Philippines	2010
PRISMA – Salvadoran Research Program on Development & Environment	San Salvador, El Salvador	2010
Centre for Environment and Development (CED)	Yaoundé, Cameroon	2011
HELVETAS Swiss Intercooperation	Berne, Switzerland	2011
IFRI – International Forestry Resources and Institutions	Michigan, USA	2011

As of December 2013 there were 12 members of the Board of Directors (see table below).

BOARD MEMBER NAME	ORGANIZATION	LOCATION
John Hudson, *Chair*	International Forestry Expert	UK
Jean Aden, *Secretary*	Private Sector Accountability Expert	US
Don G. Roberts, *Treasurer*	CIBC World Markets	Canada
Ghan Shyam Pandey, *Executive Committee Member*	Global Alliance of Community Forestry	Nepal
Doris Capistrano	Southeast Asia Regional Center for Graduate Study & Research in Agriculture	Philippines
Susan Kandel	PRISMA, Programa Salvadoreño de Investigación sobre Desarrollo y Media Ambiente	El Salvador
James Murombedzi	Council for the Development of Social Science Research in Africa	Senegal
Samuel Nguiffo	Centre for Environment and Development (CED)	Cameroon
Kyeretwie Opoku	Civic Response	Ghana
Ujjwal Pradhan	ICRAF, World Agroforestry Centre	Indonesia
Victoria Tauli-Corpuz	Tebtebba	Philippines
Andy White	Rights and Resources Group	US

3.3 State of RRG in 2013

As the Secretariat of the Coalition, RRG is responsible for three Global Programs, plus the overall coordination and administration of the RRI. The three Global Programs include: Strategic Analysis (*comprised of Tenure Analysis, Rights and Climate, Realizing Rights, and Alternative Tenure and Enterprise Models*); Networking Support; and Communications and Outreach; the 2013 performance of all are described earlier in this report. This section focuses on the organization, program coordination, internal staffing, and administrative functions of RRG.

RRG hired critical key staff including its first Chief Operations Officer (COO), as well as new Directors for Global and CRP programs. RRG added capacity for continued growth by creating the Coalition Coordination and Development division, headed by the recently hired Senior Manager for Coalition Coordination and Development. A Regional Director for Africa was hired while the Regional Director for Asia is being recruited for 2014. RRG added two Associate positions for Global Programs to relieve pressures faced by expanding tenure tracking work and increasing communications efforts.

RRG established the foundation to assess systems to simplify internal processes, and harness affordable advances in technology. The COO was appointed to formulate a strategy for this established need. Finance and Administration greatly improved its record of on-time and accurate donor deliverables.

There were a total of 193 agreements managed in 2013, including agreements continuing from previous years. RRG also devoted time in planning and governance meetings in informing the coalition members regarding the outcomes expected during Framework 2 activities for the first year of the new period. RRG therefore better integrated planning and execution of activities between CRP and Global Programs. A simplified country planning system was established and successfully implemented.

Figure 1 displays the overall annual expenditures of RRI and the number of RRG staff between 2008 and 2014. In this period, the annual expenditures have grown more than three times, from $3.1 to $10.88 million and the number of RRG staff has more than doubled from 14 to 29 regular staff by December 2013.

As almost 60 percent of all funds received by RRG are subsequently disbursed to Partners and Collaborators (Figure 2), the work entailed in administering these funds has increased dramatically as well, shown in the second figure below. Figure 3 shows that the number of new contracts administered increased from 70 in 2008 to 168 in 2013.

Regional Facilitators in Africa, Asia, and Latin America have aided coordination between RRG and local collaborators in their respective regions. Facilitators as well as contractual local consultants are bringing regional intelligence to country coalition members, providing technical assistance to smaller organizations on their activities and linking them to new political actors in government and staff in international organizations, and providing real-time feedback to RRG in Washington.

RRG did encounter difficulties in 2013, especially in filling vacant positions with qualified staff. The positions of Regional Director for Asia and Financial Contracts and Accounting Administrator were both vacant at year end. Rollover also contributed to periods of vacancy, as the Staff Accountant position was vacant for four months. RRG strategically recruited a COO to put in place organizational structures in RRG conducive to continued smart growth. The building of capacity and resilience in Finance and Administration remains a priority for 2014.

Figure 1. Growth of Expenditures & RRG Employees

Figure 2. Division of Expenditures RRG & Partners/Collaborators

Figure 3. Growth of Agreements Issued & RRG Employees
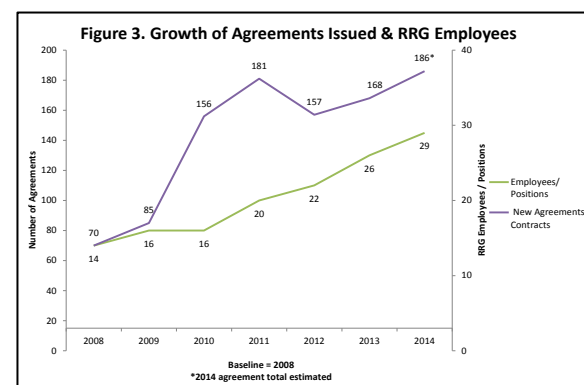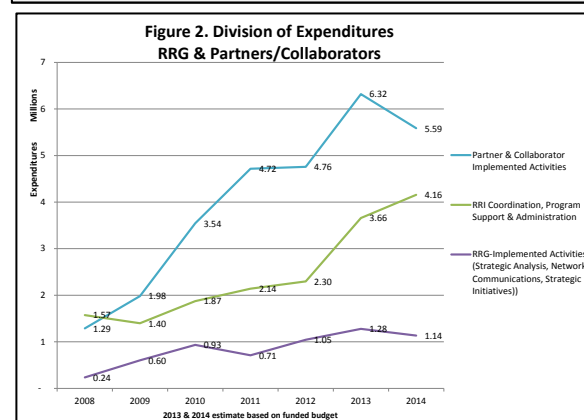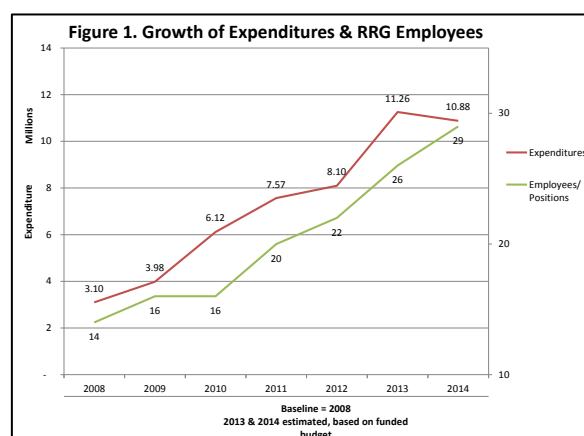
IV. Looking Ahead

The climate and conservation communities have learned that secure forest tenure is essential to reduce deforestation and encourage restoration. 90 percent of national REDD+ plans identify insecure tenure as a driver of deforestation, an obstacle to implementing REDD+ programs, or include addressing it as part of their strategy. RRI contributed to the prominent role that rights and tenure concerns play in climate and conservation discussions. Building on this achievement, RRI is now well-positioned to tackle the rights issue at a global level, and catalyze support from across disciplines and sectors.

RRI has also considered developing alternative approaches to achieve reduction in forest-based carbon emissions in view of the less than satisfactory results in developing a forest-carbon market. RRI will continue to foster forward-looking and critical analysis of REDD programs. This approach will push the global conversation on REDD towards increasing commitments to supporting forest tenure reform as "good climate policy," along with more emphasis on restoration, adaptation and community forest management.

The International Land and Forest Tenure Facility ("Facility") would aim to address these gaps and take advantage of the current window of opportunity by establishing a unique public-private-civil society partnership. The objective of the Facility would be to mobilize much greater awareness and commitments, and scale up investments in securing local tenure rights in a demand-driven, opportunistic approach across the developing world. The Facility would focus on securing community and Indigenous Peoples' land and territorial rights in rural, forest and drylands areas—among the most vulnerable people and landscapes in the world today. RRI's contribution to the establishment of the Facility is based on the provision of technical analyses on the economics of insecure tenure and the political positioning necessary to gain international support for the Facility. The Facility will provide a global face to the growing commitment to tenure reform and serve as a central source of funds to implement forest tenure reforms and related actions, such as in the mapping of IP and community lands and resources, providing more support to legal recognition.

Although some funding for forest tenure reform is currently available through existing aid instruments, such as bilateral aid and the World Bank's Forest Investment Program (FIP), the existing set of instruments are wholly inadequate to the growing global demand for increased investment in tenure reform. Without large-scale response, the needs of millions of rural and forest people will go unmet.

However, private investors in the rural areas of the developing world increasingly recognize the financial and reputational costs associated with operating in areas with insecure tenure. Frequently they are simply unaware of tenure complexities and risks. Such companies can implement best practice social and environmental standards in their operations, but they cannot, on their own, resolve tenure and other widespread governance issues that make developing countries high-risk investment environments. They have increasing incentives to help resolve tenure insecurity.

The Facility will require upfront public financing but will be designed to leverage private capital to reach scale. The preliminary design includes an international facility, with a multi-stakeholder governing body and separate, linked facilities in particular countries, where private investors have more direct interests in tenure reform. Growing evidence shows the relatively small operational cost to clarify and secure local forest tenure rights. There is also increasing experience and expertise from countries and practitioners that are undertaking reforms.

In 2014, Facility appraisal studies and consultations with key stakeholders will be completed, plans for its establishment will be prepared, and pilot projects will be initiated (pending secured funding).

At the national level, RRI will seize strategic opportunities in Indonesia, Nepal, Peru, Colombia, Mali, and the DRC. These countries have extraordinary influence in their regions and some of which have substantial significance in global processes. Expected outcomes in these countries in 2014 are:
1. Indonesia: Civil society will receive support from the national government and at least one provincial governor to implement a practical road map for recognizing *adat* land and forest rights; and demonstrating feasibility and momentum in implementing Constitutional Court decision.
2. Nepal: Community forest rights will be supported by the new government and guaranteed in the new constitution.
3. Colombia: The reform of Rural Development Law and the regulation of Law 70 will advance land community territory and forest use rights for Afro-descendants.

4. Peru: The government will endorse strong IP territories and community forestry as a key strategy for mitigating and adapting to climate change and will publicly support broader commitments to IP and community forest rights in the COP20.
5. Mali: Plans to secure gender and community tenure rights will be included in the national climate change strategy and the national commission on dialogue and reconciliation. This will further encourage the approval of local resource conventions in at least three regions.
6. DRC: The Ministry of Land Affairs will adopt the recommendations of the completed baseline study regarding the land law and the community forest regulations.

At the international level, RRI will focus on achieving strategic outcomes, including:
1. The P-15 SDGs include target(s) on securing community land rights, supported by new data on the amount of customary, "contested," and formally-recognized community lands in the developing world.
2. Community forestry—and the tenure reform necessary to achieve it—will be endorsed as a priority climate change strategy by influential actors in REDD+, demonstrated by new commitments at the Lima COP20.
3. Procedures will be adopted by the international REDD+ instruments (including those managed by the World Bank and the UN) to clarify forest carbon rights respect and protect customary land rights and governance.
4. Key actors in FLEGT will have enhanced knowledge and practical approaches to support community forestry and enterprises through legal and regulatory reforms.
5. Several influential investors and companies will adopt new screens or standards to reduce risks of violating customary rights.
6. The conservation community will make stronger commitments to respect rights and promote reforms, including as needed for restitution of rights, at the World Parks Congress.
7. RRI will develop a strategy to confront the threats of agribusiness (including smallholder) movements to undermine community land rights.

RRI will continue to scale-up global efforts to secure community land rights, utilizing the newly formed Alliance for Community Land Rights. Specifically, modalities of the informal alliance will be defined with the input from co-conveners. Working groups established in Interlaken will continue collaboration throughout the year and a campaign for securing community land rights and a follow-on conference to Interlaken in will be designed and take place in 2015.

The RRI Coalition will strengthen its collaboration and learning between Partners and Collaborators and assess the performance of the MOU and options to improve how the Coalition organizes, towards identifying preferred roles and structures prior to mid-2015, when the current MOU comes to term.

RRI is furthering its improvements to the new Monitoring & Evaluation system that will continue to help in balancing learning and accountability. This system responds to accountability to donors and Coalition learning needs. This means gathering less information, gathering information that is much more focused on outcomes, and spending more time engaged in structured conversations about how monitoring information can help provide important lessons and inform strategic decision making.

The RRG Secretariat will consolidate efficiency and performance of its new management team, and strengthen program teams to address the growing demands placed on the Secretariat. Further, RRG will formulate and implement more streamlined financial and administrative systems across both the Secretariat and the RRI Coalition. Finally, RRG will achieve revenue targets forecasted for RRI's second Framework Program and strategic initiatives.

Risks
RRI continues to operate in a precarious world. The convergence of climate, financial, demographic and political forces risk overwhelming the ambitions outlined above and reversing the gains in forest areas.

1. Analysts predict that the next two decades will be defined by volatility and a restructuring of global finance, trade, and governance. It is difficult to predict what kind of systems will substitute the current ones and their implications for the communities and their rights.
2. Climate change is already causing social havoc, generating political-economic shocks, and increasing human and ecosystem vulnerability, and international responses remain inadequate. The lack of commitment to a global carbon scheme, combined with the slow pace of international processes, has led to frustration in the public, private and donor communities, risking a return to "business-as-usual."

3. Resource scarcity and limited access are driving conflicts, and shaping international politics and national security agendas. Increased local and global demands for land, water, food, fuel, fiber, and minerals have created a new global political economy of resource scarcity, characterized by rising rents, greater speculation, more violence, and widespread expectations of increased competition and conflicts. Resource scarcity is expected to sharpen dramatically as the global middle class grows from 1.8 to 5 billion by 2030.

These risks also offer opportunities. Across the board, there is a dawning comprehension of the inter-connectedness of economies and natural resource use and promising opportunities to secure gains and advance progress. Rural and forest areas are playing an increasingly decisive role in global attempts to control climate change, limit conflicts, and supply natural resources. The world is beginning to reconsider how to deliver needed emissions reductions and there are growing calls for more innovative approaches that deliver results. National security planners, statesmen and some investors are increasingly aware that locally supported and decentralized resource governance can serve rural jobs and produce goods and services more sustainably, without costly conflict. The interplay and outcomes of these dynamics hinge on the future of rights and governance. In 2014, RRI will lay a solid foundation to exploit these opportunities.

V.   RRI Strategic Priorities for 2014

RRI Strategic Priorities for 2014
Overarching Priorities

1. *Seize strategic opportunities in **Indonesia, Nepal, Peru, Colombia, Mali and the DRC,** countries that have extraordinary influence in their regions and some of which have substantial significance in global processes. In <u>Indonesia</u>: Civil society gets support from national government and at least one provincial governor to implement a practical road map for recognizing* adat *land and forest rights, demonstrating feasibility and momentum in implementing the Constitutional Court decision. In <u>Nepal</u>: Community forest rights are supported by the new government and guaranteed in the new constitution. In <u>Colombia</u>: The reform of Rural Development Law and the regulation of Law 70 advance land community territory and forest use rights for Afro-descendants. In <u>Peru</u>: The government endorses strong IP territories and community forestry as a key strategy for mitigating and adapting to climate change, and publicly supports broader commitments to IP and community forest rights in the COP. In <u>Mali</u> plans to secure gender and community tenure rights are included in the national climate change strategy and the national commission on dialogue and reconciliation, further encouraging the approval of local resource conventions in at least three regions. In the DRC: The Ministry of Land Affairs adopts the recommendations of the completed baseline study regarding the land law and the community forest regulations.*

2. *Achieve strategic outcomes in the international arena, including: 1) The **P-15 SDGs** include target(s) on securing community land rights, supported by new data on the amount of **customary, "contested," and formally-recognized community lands** in the developing world; 2) **Community forestry**, and tenure reform to achieve it, is endorsed as a priority climate change strategy by influential actors in REDD+, demonstrated by new commitments at the Lima COP; 3) The procedures adopted by the international REDD+ instruments (including those managed by the World Bank and the UN) to clarify **forest carbon rights** respect and protect customary land rights and governance; 4) Key actors in **FLEGT** have enhanced knowledge and practical approaches to support community forestry and enterprises through legal and regulatory reforms; 5) Several **influential investors and companies** adopt new screens or standards to reduce risks of violating customary rights; 6) The **conservation community** makes stronger commitments to respect rights and promote reforms, including as needed for restitution of rights, at the World Parks Congress; 7) RRI develops a strategy to confront the threats of **agribusiness (including smallholder) movements** to undermine community land rights.*

3. *Take definitive steps in RRI's two strategic initiatives to scale-up global efforts to secure community land rights: the proposed **Land and Forest Tenure Facility**, and the **Alliance for Community Land Rights**. For the Facility: appraisal studies and consultations with key stakeholders are completed, plans for establishment are prepared and, pending secured funding, pilot projects are initiated. For the Alliance: modalities of the informal alliance are agreed with co-conveners, working groups established in Interlaken continue collaboration, a campaign for securing community land rights and a follow-on conference to Interlaken in 2015 are designed.*

4. *The RRI coalition: 1) strengthens its collaboration and learning between Partners and between Partners and Collaborators; and 2) assesses the performance of the **MOU** and the options to improve **how we organize**, towards identifying our preferred roles and structures prior to mid-2015, when the current MOU comes to term.*

5. *RRG: 1) Consolidates efficiency and performance of new management team, and strengthens program teams to address growing demands on the Secretariat; 2) Formulates and implements more streamlined financial and administrative systems across RRG and RRI coalition, enabling a scaling-up of support; and 3) Achieves revenue targets forecasted for RRI's strategic initiatives and the Framework Program II.*

Key Deliverables/Indicators of Achievement			
Global Programs	**Strategic Analysis**	**Networking Support**	**Communications**
Community forest tenure, is endorsed as a priority climate change strategy by key actors, demonstrated via new commitments at the Lima COP, and **forest carbon rights** frameworks (including through World Bank and UN initiatives) respect and protect customary land rights and governance. *Primary thematic focus: Rights & Climate*	• Analytical report on community tenure and climate outcomes (co-produced with WRI) provides a strong foundation for advocacy to climate actors on the importance of investing in community forest tenure and management as a climate strategy; • Analysis of risks associated with emerging carbon rights frameworks informs discussion and advocacy to reduce potential for conflict with customary rights; • Analysis of the amount of forest carbon conserved in community forest lands strengthens case for investing in community forest tenure and management as a climate strategy (produced with The Munden Project).	• 15th Dialogue on Forests, Governance and Climate Change conducted in Washington, DC (March 2014) raises awareness and builds collaboration to address tenure risks associated with emerging carbon rights frameworks; • Lawyers for Community Tenure network provides expert advice to RRI and key REDD+ actors on carbon rights issues; • Participation of key advocates increases voice and attention to indigenous & community rights issues in the Lima UNFCCC COP.	• Production, dissemination and outreach promotes findings of analytical reports on community tenure and climate outcomes and on risks associated with carbon rights frameworks; • Proactive media outreach ensures that 15th Dialogue messages are widely promoted; • Communications training and capacity building enables key messengers to affect the dialogue and decisions of the UNCCC COP in Lima.
Key **private sector** actors influenced to adopt screens and standards to reduce risk of abusing land rights, and consider **ATEMs.** *Primary thematic focus: ATEMs/Tenure Facility*	• Analytical report on tenure risk strengthens the business case for the private sector to account for the rights of Indigenous and local communities; • Direct engagement with institutional investors and major companies regarding approaches to screen against tenure risk and preferred business models; • Analysis of business models supportive of CFE/SMEs informs opportunities for private sector entities to support community enterprises through their supply chains; • An initial database of industrial concessions in forest land contributes to RRI and public knowledge of industry pressures on Indigenous and community lands.	• The MegaFlorestais meeting in Cameroon advances regional commitment to respect community land rights, and use REDD+ and FLEGT initiatives to support reforms; • Private Sector working group (from Interlaken) meets in Bellagio and develops concrete proposals to expand and leverage private sector interest in securing community land rights; • Community Forestry & FLEGT workshop organized with Chatham House builds knowledge and practical approaches to address risks and opportunities of FLEGT for community forest enterprises.	• Production and dissemination of analytical reports strengthens the business case for rights and business models supportive of SMEs; • Media outreach through the launch of RRI's Annual Review of the state of rights and resources 2013-2014 promotes private sector engagement in clarifying and securing land rights; • Production of a MegaFlorestais video documents progress made, in support of the program's 10 year anniversary.
Conservation community makes stronger commitments to respect rights and promote tenure reforms at the World Parks Congress. *Primary thematic focus: Realizing Rights*	• Analytical report on the impact of protected areas on community rights in key countries informs advocacy and consensus on rights-based approaches; • Policy brief strengthens the case for investing in community land and resource rights as a strategy for effective and ethical conservation.	• Conservation working group (from Interlaken) builds consensus around a rights-approach to conservation by contributing to analytical reports and supporting engagement during the World Parks Congress; • Activities implemented at the World Parks Congress raise awareness and disseminate narratives on importance of secure community tenure to conservation.	• Production, dissemination and outreach promoting analytical reports on the impact rights-based approaches; • Proactive media outreach and communications training of key messengers raises awareness of rights-based approaches and affect the dialogue in advance of the WCIP, WPC.

Post-2015 SDGs include targets on community land and resource rights, supported by RRI tenure data, analysis and advocacy on customary and community land rights; and this analysis and advocacy supports a successful **World Conference on Indigenous Peoples**. *Primary thematic focus: Realizing Rights*	• Targeted policy brief on community lands in the post-2015 SDGs raises awareness of the community land rights issue within other sectors of the development community and strengthens case to include tenure targets within the SDGs; • Methodology on **customary and contested** lands developed & tested in an initial set of countries, and serves as platform to launch a broader database; • Initiation of global baseline of community lands in forest and non-forest areas yields clearer understanding of the extent of community and Indigenous land tenure, and engages new sets of organizations; • Comparative analysis of options for legal recognition of community land rights provides new tools for policy makers, advocacy groups, and communities.	• Mapping and Documentation working group (from Interlaken) contributes to the establishment of baselines and databases on customary and community lands; • Advocates engaged and supported to include land rights in the SDGs and key UN and government actors directly engaged; • Participation of key advocates and IP/community leaders increases voice and attention to customary and contested lands in the World Conference on Indigenous Peoples.	• Media outreach and communications training of key messengers promotes inclusion of land rights in the SDGs; • RRI Flagship report produced and disseminated with media outreach; • RRI Tenure Data hosted online, including full data visualization and interaction, and adopted by others inside and outside the RRI coalition; • New policy briefs produced on RRI issues: e.g. Land tenure and FLEGT/REDD; Land Tenure and Investors; Land Tenure and Rights, Land Rights Post 2015, etc.
	Strategic Initiatives		
International Land and Forest Tenure Facility, appraised, and next steps determined.	• Detailed organizational design of the Facility - including governance, staffing, safeguards, accountability mechanisms and links with existing organizations - facilitates quick operational scale up at launch; • National assessments in target countries identify potential roles for Facility.	• Broad-based consultations with key stakeholders on design, and appraisal by RRI completed, with next steps determined; • Depending upon funding and appraisal: preliminary project pipeline identified and pilot activities initiated.	• Increased availability and usability of RRI tenure analysis findings and graphics online broaden the support for the Facility.
Alliance for Community Land Rights advanced through coordination and communications support.	• Support for coordination of a new Community Land Rights Alliance catalyzes commitment to community land rights from multiple international networks, designs campaign and plans for 2015 conference; • A meeting of leading organizations leading the Interlaken working groups maintains momentum and strengthens shared vision and plans to scale-up global efforts to secure community land rights.		• www.communitylandrights.org built out and maintained to ensure a centralized location for information on the Alliance.

Country and Regional Initiatives	
- Carry out country-level research and analysis, advocacy, and convening to generate new legislation, regulations or improved implementation by governments to establish forest tenure rights. - Build regulatory capacity and standards within the private sector engaged in agribusiness, forest sector, FLEGT, REDD+ as well as promote mechanisms for responsible international investments in priority countries. - Country and Regional programs will engage government, policymakers and private sector, drawing on strategic actors from the NGO and social/policy research sectors to share emerging reform lessons, build voice and capacity, and smooth ongoing transitions to pro-poor and gender justice outcomes.	**Africa** - Liberia: the New Land Policy (NLP) and the Community Rights Law (CLR) are strengthened and protected in the Constitution to avoid rollback from the regulations; the first permit for pit-sawyers is issued; county women's platforms' inputs and local realities feed the NLP; the CSOs reengage with the national REDD+ process and re-energize the political will; expanding community ownership to land in some counties. - Cameroon: Options for formalizing and securing collective tenure rights are identified, documented, and fed into the land reform process; proposal for the institutionalization of FPIC and community rights mapping are submitted to the Ministry of Forest and Wildlife (MINFOF); MINFOF uses MegaFlorestais as a platform to engage COMIFAC, the CEMAC, and the Ministers of forests in the Congo Basin to advocate for community tenure rights and community enterprises, and develop alternative business models for large-scale industrial concessions. - Mali: Six local land commissions with action plans are created in three regions; the decree on the transfer of power to Local Collectivities in forest resources management and a bill on Local Conventions are drafted and submitted to the council of ministers; a national dialogue is initiated on NTFPs' rules; gender and community tenure rights are integrated into the national climate change strategy and action plan and taken into account in the National Commission on Dialogue and Reconciliation. - Burkina Faso: Farmers' tenure rights are secured in two communes' urban expansion plans; the national policy on the Bagre Growth Pole project and the mining code take into account local communities' and women's tenure rights; one land charter and five land certificates are drafted and adopted legally; gender and climate change are integrated in fifteen local development plans; TENFOREST is engaged and actively participate in the national FIP and REDD+ processes. - DRC: the results of the baseline study feed into the CSOs advocacy strategy around the land reform and is used as a reference tool by the Ministry of land affairs, and to inform the government zoning process; the decrees and regulations on community forest concessions are adopted and ratified by the government; expanding community landownership in three provinces. - Regional: Options for formalizing and securing collective tenure rights and alternative economic models are analyzed and discussed in national land reform processes and with CSOs and government. Indicators are developed to track progress in national tenure reforms in Central Africa. Great Green Wall interventions respect local community rights to natural resources in three Sahelian countries (Mali, Burkina Faso, and Senegal). Regional and sub-regional institutions further RRI goals of tenure and rights at the national level. Women's networks advance women's tenure rights in six countries. - Senegal: CSOs proposals for securing collective tenure rights are discussed and adopted by the national commission on land reform (CNRF); the 1964 land law is analyzed from collective and community tenure rights perspective and the inconsistencies with the 1996 decentralization are revealed; LGAF module on forest resources management is drafted bringing forest tenure in the land reform process discussions. **Asia** - China: Key, influential, private sector institutions begin to adopt accountable and responsible resource investment practices within China and overseas, and are made aware of tenure risks. Upcoming agenda for State Forest reform includes steps to begin to recognize collective forest rights of ethnic Tibetan communities, and SFA and other agencies support repositioning China's Green Growth agenda, identifying parameters for a new vision with sustainable forestry as cornerstone. - Indonesia: A common strategy and blueprint for implementing Constitutional Court ruling 2012/35 is developed and supported by Indonesia's new administration. Land and resource rights of local communities and Indigenous Peoples, including women and other marginalized groups, are recognized in forthcoming laws and draft Bill on the recognition and protection of IP rights. Existing forest sector power structures begin to destabilize bolstered by equitable and active representation of local actors and continued alliance with NKB12. - Nepal: Community property rights are endorsed by the new government and in the forthcoming Constitution of Nepal as a result of ongoing advocacy, media platforms and RRI-MSFP collaboration. Increased public/private sector support and credible research

	enables scaled-up establishment of Community Forestry Enterprises, boosting local incomes. Cooperation between FECOFUN and NEFIN is enhanced to reinforce rights agenda. • <u>Lao PDR</u>: Lao civil society achieves political space necessary to participate in policy debates and influence natural resource management frameworks, including National Land Policy and forthcoming laws. Government of Lao PDR demonstrates commitment to social and environmental safeguards in FLEGT, and begins to recognize ineffectiveness of FDI agenda in achieving development goals. • <u>India</u>: New standards for industrial investments are set in India by helping the Securities and Exchanges Board (SEBI) and other regulatory bodies to incorporate tenure risks in their compliance mechanisms, and provide legal and analytical support to CSOs for a vigorous implementation of the Forest Rights Act 2006. • <u>Regional</u>: Regional engagement builds on Indonesia's Constitutional Court ruling to pressure similar progress in other countries. Strategic lessons and experiences on impacts of domestic/international LSLAs are shared and a cohesive strategy developed for further RRI work engaging the Asian private sector on tenure issues. Sharing of participatory mapping strategies enable grassroots efforts to realize rights. • <u>Myanmar</u>: Following a thorough scoping exercise, agenda for RRI engagement in Myanmar is developed. **Latin America** • <u>Peru</u>: Ministry of Agriculture commits to advance community land titling process. Ministry of Culture improved the legal framework for the protection of Indigenous Peoples in Isolation, and advanced in the studies for the creation of four indigenous reserves. • <u>Guatemala</u>: The terms of the Climate Change Law, and the new Pro-Forest Law, include specific provisions to recognize the community sector as right holder, broadening the distribution of economic incentives that benefit this sector. • <u>Colombia</u>: Regulation of Law 70 for Afro-Colombian communities has been completed. It includes the inputs from Afro-descendant communities, on aspects such as land use, protection of natural resources, mining resources and social and economic development. Consultation on the Rural Development Law includes inputs from CSO, Indigenous Peoples, peasants, and Afro-descendant communities. • <u>Bolivia</u>: The national indigenous organization, CIDOB, has strengthened their advocacy capacity and organized a common agenda for pro-active engagement and negotiation with the government. • <u>Regional</u>: Regional alliances among Indigenous peoples, Afro-descendant organizations, women's groups and peasant communities successfully implement advocacy strategies in the COP-20 and other key regional events to influence policy makers and global leaders. Advocacy strategies emphasize the importance of community tenure and forestry as an effective approach for climate change mitigation and adaptation initiatives.

Coalition Coordination and Development	Key Deliverables/Indicators of Achievement
• Ensure that RRIs planning and M&E processes continue to support the effective identification of strategic activities for implementation of Framework Proposal II and the achievement of desired impacts.	• Sound implementation of streamlined planning, monitoring and evaluation systems to facilitate the tracking of impact; • Activities are deemed more strategic and impactful and linkages to the RRI log frame are made more explicit.
• Enhance RRIs governance platforms through sound management, implementation of key activities and development of related timelines and guidelines.	• Strengthened support to the RRG Board of Directors through the smooth implementation of Board meetings, the provision of timely information to Board members, prompt circulation of minutes and increased use of new collaboration platforms such as webex and other cloud-based technologies; • Smooth and cost-efficient implementation of governance meetings through the development of clear timelines, communication and logistic protocols; • Strengthened level and nature of Partner participation at key meetings through the development of representation guidelines aimed at enhancing the consistency and quality of Partners engagement with RRG, and vice-versa, and at ensuring that appropriate parties are present in strategic decision-making meetings affecting the Coalition's program of work.
• Conduct an informed process to review and make adjustments to RRIs partnership and collaborative platforms, in light of findings from the 2013 Coalition assessment and in preparation for the expiration of the 2015 MoU, in an effort to boost the Coalition's impact and attainment of strategic goals.	• Enhanced RRI representation at key international events directly linked to its mandate including strategic initiatives; • Heightened synergies between RRG and international organizations active in the land sector, including within the framework of the Alliance on Community Land Rights; • Streamlined development process, alignment and record-keeping of Memorandums of Understanding and other bilateral agreements with non-Partners organizations.
• Establishment of an external relations and outreach interface to promote and support RRIs continued engagement in strategic ventures that would help the coalition reach its projected impact and promote innovation by expanding its collaboration base with relevant stakeholders.	• Enhanced understanding of adjustments, and related implementation steps, required to ensure that RRIs work continues to be strategic, adds distinct value and achieves greater reach and effectiveness; • Defined process for moving forward with secured buy-in from RRIs governing bodies; • Establishment of new collaboration modalities that will sustain RRI in reaching its stated impact and goals.
• Enhance the communication between Partners and RRG and between Partners themselves in an effort to facilitate the exchange of information, strengthen feedback mechanisms on Coalition matters, promote synergies and learning in terms of best practices for moving the forest tenure reform agenda forward.	• Enhanced and streamlined communication with Partners through the development of internal and external communications protocols, defined in collaboration with the RRG Communications team; • Increase use of virtual collaboration platforms such as webex to sustain the exchange of information, sharing of best practices and consultations between Partners, and between Partners and RRG; • In collaboration with the Communications team, enhance the visibility of activities led by partnering organizations, per region and thematic areas, in an effort to promote collaborations and exchange of ideas.

Operations	
• **Automation and Systems** – Create a virtual backbone for RRG through the implementation of Enterprise resource planning (ERP).	• **Automation and Systems** o Research, selection, and implementation of new and updated systems.
• **Donor Engagement –** increase level of service for new and existing donors. Strengthen relationships between RRG and Donor staff.	• **Donor Engagement** o Improve donor client services, standards, guidelines and reporting tracking tools to proactively engage benefactors to ensure donor satisfaction.
• **Fundraising (proposal efforts)** – Improve exploratory practices to identify and address potential funding targets.	• **Fundraising (proposal efforts)** o Plan and capture one to three new sources of funding; and Expand relationships with future potential donors.
• **Compliance** – Establish and administer procedural practices, through operational project planning, to ensure all RRG reporting is completed on-time and is accurately reported.	• **Compliance** o Comprehensive process of coordination and accountability throughout organization resulting in no delays and greater accuracy on all 2014 reporting.
• **Human Resources** – Advance Human Capital infrastructure through added staff, practices, and systems to accommodate increasing organizational demands.	• **Human Resources** o Comprehensive review of all RRG Human Resource practices. Validate and deliver staff training and guidance, additional Human Capital, and new business systems.

• **Internal Controls** – Implement and update procedures to promote RRG internal operations efficiency.	• **Internal Controls**
	  o Comprehensive review and updating of all RRG Internal Controls;
	  o Perform annual independent audit.

• **Facilities & Administration** – Provide organization-wide improvements in facilities.	• **Facilities & Administration**
	  o Implementation of cost-effective technology upgrades;
	  o Upgrading of facilities to accommodate staff needs.

Annex I: Logical Framework – 2013 Progress against targets

Outputs	Objectively measurable and verifiable indicators	IM Validation/targets remaining	Sources of verification (Annex II)
1. Tenure legislation, policy and regulatory frameworks that recognize and or strengthen the rights of local communities and Indigenous Peoples in a subset of countries in Africa, Asia, and Latin America.	1.1. By 2013, at least **two** instances of tenure legislation or regulatory or policy frameworks in favor of Indigenous Peoples and local communities adopted or implemented.	***Guatemala***: *Influenced the legislative agenda on climate change law to incorporate the demands of forest communities* ***Peru***: *Created social, political and institutional conditions to advance in the titling of indigenous and native communities* *2 out of 2*	[Guatemala aprueba ley para mitigar efectos del Cambio Climático.](#) 6 Sept 2013 [Perú Ministerio de Cultura--Oficio Circular No. 001-2013/Comisión Multisectorial](#) 10 July 2013
	1.2. By 2013, at least **one** instance of regressive tenure legislation and exploitative industrial land grabs halted or modified to benefit Indigenous Peoples and local communities.	***Indonesia:*** *Pursued integrated government policy reform at district, provincial and national levels—utilizing newfound political clout of CSOs and UKP4 and emphasizing the need for transparent and accountable policy implementation* *1 out of 1*	[Indonesia's Constitutional Court returns customary forests to indigenous peoples.](#) REDD-Monitor. 17 May 2013. [Constitutional Court ruling restores indigenous peoples' rights to their customary forests in Indonesia.](#) FPP. 16 May 2013. [Constitutional Court Agrees on Judicial Review of UUK.](#) AMAN.or.id 16 May 2013 [Indonesia: Forest Rights of Indigenous Peoples Affirmed.](#) Global Legal Monitor. Library of Congress. 3 June 2013.
2. Market, trade, investment or conservation legislation and policies adopted or implemented by governments that strengthen Indigenous Peoples' and local communities' rights, enterprises, benefits and incomes in a subset of countries in Africa, Asia, and Latin America.	2.1 By 2017, at least **twelve** instances of land, agriculture, forest, trade, conservation, or carbon-market policies, regulations, or standards for investment that strengthen the land rights of Indigenous Peoples and local communities in a subset of countries in Africa, Asia, and Latin America.	***China:*** *Ensured development of equitable policy for regulatory takings in collective forestlands* *11 remaining by 2017*	[China: ACWF Raises Proposal on Protecting Women's Land Rights](#) (news article). March 19, 2013.
	2.2 By 2017, at least **four** instances of economic, fiscal or industrial development policies that strengthen Indigenous Peoples, local community or household forest management or enterprises in a subset of countries in Africa, Asia, and Latin America.	*4 remaining by 2017*	
3. Strategic national-level coalitions of CSOs or global climate or forest trade initiatives actively committed to and engaged in advancing national-level tenure and governance reforms.	3.1. By 2017, at least **twelve** national-level CSO platforms actively engaged in advising or implementing national-level tenure, governance and market reforms.	***Latin America Region***: *National Afro-descendant peoples' organizations with collective territories created regional linkages and developed a plan to highlight threats to their collective rights to forest territories, both before national governments and in negotiations on REDD+ and FLEGT.*	

3. Strategic national-level coalitions of CSOs or global climate or forest trade initiatives actively committed to and engaged in advancing national-level tenure and governance reforms.	3.1. By 2017, at least **twelve** national-level CSO platforms actively engaged in advising or implementing national-level tenure, governance and market reforms.	*Liberia:* Women and men's rights are equally included in forest and land policy. Rural women's platforms are structured and members have acquired skills in advocacy and engagement that inform interactions with relevant stakeholders, the media, CSOs and donors in 5 counties; and grassroots actors lead forest management and enterprise *Guatemala:* Awareness at national and regional level on economic, social and environmental contributions generated by the various community natural resource management models. *Megaforestais network* expanded to new countries, attention to branding, and work with P&C to select more influential participants. *8 remaining by 2017*	[Land reforms in Liberia must learn from and protect communities' customary land and resource rights.](#) (press release) FPP. 25 March 2013 *A website dedicated to the MegaFlorestais network (www.megaflorestais.org) was created as a one-stop shop for information and integrates a Google Translate tool that makes its content available in more than 60 languages.*
	3.2. By 2014, at least **one** key global initiative committed and actively engaged in promoting national-level reforms in tenure, regulatory and governance arrangements.	*Interlaken conference creation of the Alliance for Community Land Rights* *1 out of 1, achieved in 2013 for 2014*	[Bellagio Statement (precursor to Interlaken)](#) http://www.communitylandrights.org
4. Private sector entities actively support tenure and governance-related reforms, and support community-governed production and management in the countries where they operate.	4.1 By 2013, at least **one** tenure or governance-related commitment, or system of standards, adopted or implemented by investors or firms (or associations thereof) operating in the agribusiness, infrastructure or extractive industry sectors.	*0 out of 1*	
	4.2 By 2017, at least **four** new mechanisms or initiatives that leverage public and private capital for tenure reforms, and/or actively promote community or household production, conservation or enterprises in the forest areas of the developing world.	*4 remaining by 2017*	

Annex II: Strategic Response Mechanism (SRM) Agreements 2013

Allocations were made for four types of SRMs:

Projects to influence key legislation included:
1. **SATIIM:** *Preserving the Rule of Law in Southern Belize*
   June – November 2013
   RRI funding committed: $49,836

The Sarstoon Temash Institute for Indigenous Management (SATIIM) built a strong legal case before the Supreme Court of Belize in order to reaffirm the rights of the Mayan Q'eqchi' Indigenous People of Southern Belize to their lands and resources, as well as to Free Prior and Informed Consent (FPIC).

Two legal processes were supported with this SRM. The first advanced a decision of the Court of Appeals regarding the 2010 Supreme Court Case which recognizes the individual and collective rights to customary land and resources. In July 2013, the Court of Appeals reaffirmed the Supreme Court's decision, which was a positive outcome. However, in doing so, the Court of Appeals also withdrew all responsibility from the Government of Belize by saying that the government has no responsibility to protect those rights. A second lawsuit was formally filed in July 2013 for violations of environmental law, and indigenous rights with regard to approval for oil drilling activities in customary lands. This case is progressing and SATIIM has participated in two legal hearings; the final decision from the court on this second case is still pending.

Projects to guarantee time-bound participation or consultation:
2. **PRISMA:** *Leveraging key international support at a critical juncture for indigenous rights in Panama*
   March – July 2013
   RRI funding committed: $60,600

RRI Partner PRISMA supported the advocacy strategy of the Coordinadora Nacional de los Pueblos Indígenas de Panamá (COONAPIP) to influence the UN-REDD Program operations in Panama to respect Panamanian IP rights to FPIC for any REDD activities planned in their territories.

This SRM enabled COONAPIP to advocate their agendas in key international meetings such as the United Nations Permanent Forum on Indigenous Peoples in New York, the Global Preparatory Indigenous Peoples Conference for the World Conference of Indigenous People in Norway, as well as the Expert Mechanism on the Rights of Indigenous Peoples of the United Nations, held in Geneva, Switzerland. COONAPIP's international campaign led the **UN to conduct its own independent investigation on what changes need to be made in the REDD process**. The campaign took advantage of synergies with RRI partners, specifically using maps generated by PRISMA to visually demonstrate the territorial presence of indigenous peoples and the significant overlap with forests. The campaign received substantial engagement with reporters, resulting in an additional set of high-profile articles around the world.

3. **Cameroon Ecology:** *Reclassification of Forest Management Units (UFAs) in Seven Districts of Cameroon to recognize customary rights*
   November 2013 – February 2014
   RRI funding committed: $69,220

Cameroon Ecology is responding to a time-bound opportunity to increase the rights of riverine and forest communities within seven districts of Cameroon whose lands and traditional forest areas fall within forest concession units (UFAs). The Government (MINFOF) is initiating a six-month process of reclassification for many of these UFAs, creating mapping opportunities for communities living in 164 villages surrounding industrial concessions and excluding their lands and resources from the reclassified UFAs, as well as securing access rights to forest areas for their traditional livelihoods. More information will be available as this SRM comes to a close.

Projects for direct advancement of tenure rights:
4. **Tebtebba:** *Global Conference of Indigenous Peoples on Lessons and Good Practices on Community Participatory Mapping*
   April – October 2013
   RRI funding committed: $100,000

RRI Partner Tebtebba convened representatives of indigenous organizations, networks, and communities, along with experts in the field of community participatory mapping, to establish the Community Based Monitoring and Information System (CBMIS), a holistic monitoring system with participatory mapping as its core methodology.

Participants from 17 countries jointly signed the Toba Declaration, which reiterates the solidarity of IPs and initiates the formation of a global IP network to provide support to territorial mapping processes. The conference also identified ways forward to strengthen and support community participatory mapping in the context of international and national policy frameworks including climate finance mechanisms. Participants at a two-day Technical Workshop on CBMIS following the conference consolidated recommendations on the participatory mapping component of CBMIS and its implications for REDD+, which were shared through Tebtebba and its networks during the Warsaw COP19. In parallel, recommendations on participatory mapping stemming from the conference were incorporated into a strategy session on mapping and documentation at the international conference on *Scaling-Up Strategies to Secure Community Land and Resource Rights* in Interlaken, Switzerland. Participants stressed the urgency for more mapping of: boundaries; rights and communities; policy processes at the national level; and global threats to indigenous communities. Highlighting the complexity of different localities, this group will next discuss a common regional approach and how to develop a strategy for mapping IP and local community rights, with a global territorial map as one potential output. RRI is closely tracking these two parallel lines of work on participatory monitoring, and will continue to gauge the most strategic niche for additional support to both movements.

5. **CED:** *Securing Tenure and Rights of Indigenous Peoples in South-Eastern Cameroon Against New Extractive and Conservation Pressures*
   March – December 2013
   RRI funding committed: $93,429

RRI Partner CED worked to secure the land rights of indigenous peoples in Cameroon in areas targeted by mining, logging concessions and agribusiness by supporting them to document their lands and territorial claims and publicize them nationally through national engagement with the government and a publication.

CED designed a participatory mapping methodology in order to map indigenous territories. Local community mapping methodologies were elaborated in 21 villages or communities and information sessions were held with 30 local NGO representatives in order to harmonize a mapping approach. Awareness was raised in around 80 indigenous communities (including 40 Baka and Bagyeli communities), 127 cartographers were trained to map their territory claims and rights and 35 participatory maps of 35 different villages were produced. Participatory mapping of territories as a tool to improve land tenure in rural areas was capitalized with the production of a thematic paper (Fiche No. 5) on "Rural Land tenure in Cameroon" (1,200 copies) with lessons that can inform the land current land reform. A number of meetings were held with national authorities, the private sector, local communities and traditional chiefs including a "Week on Tenure" held in December, which contributed to increased public awareness on the importance of rural land tenure in Cameroon's land reforms.

6. **The Forest Trust:** *Training of Additional Social Experts on FPIC and Conflict Resolution*
   March–December 2013
   RRI funding committed: $100,000

RRI aided The Forest Trust (TFT) in meeting the high demand from the private sector for experts on FPIC and conflict resolution. TFT held trainings for its staff on FPIC risk assessments, land tenure issues and related conflict resolution in the tropical forest regions of the Americas, Africa, and Asia.

TFT leveraged significant global-level impact by training high level managers as well as others working directly or indirectly for large scale companies. Specifically, TFT trained managers representing HMA, Palmafrique, Golden Veroleum, Sosucam, CAIT, Alpicam, Sinar Mas, APP, PT Smart, Golden Veroleum–Liberia, and Golden Agri Resources. TFT trainings included a total of 22 private sector representatives and 30 TFT representatives, for a total outreach of 52 representatives trained in FPIC and conflict resolution. TFT held a total of three week-long training sessions in Cameroon, Indonesia and Brazil. Best results were seen in Cameroon since both global trainers and participants had extensive regional FPIC experience along with Indonesia as companies were enthusiastic regarding the subject, which were both factors greatly facilitating discussion. Brazil proved the most challenging session as TFT does not have many clients in the Latin American region, which made it challenging to find private sector participants. Two field experts were employed, along with a local trainer at each meeting to provide regional insight.

While the trainings showed that FPIC and conflict resolution implementation vary greatly from one region to another, overall, the key main steps on FPIC remain the same, making it possible to employ a similar approach with small, local adaptations. At the close of the SRM, TFT identified a few ways forward: 1) organizing more advanced trainings on FPIC and conflict resolution; 2) training only advanced staff; and 3) utilizing more concrete cases as support in sessions. Additionally, the need for a school for Social Excellence like the one TFT has in Africa was identified as an opportunity for Indonesia, where FPIC and conflict resolution skills are scarce.

Projects exploiting key strategic opportunities in the private sector:
  7. **Landesa:** *Large Scale Acquisition by International Companies*
       January – December 2013
       RRI funding committed: $69,852
As a result of this SRM, Stora Enso emerged as a key ally for RRI's work in the private sector and as an indicative example of corporate willingness to revise land acquisition practices to mitigate local conflicts and investment risk.

Landesa's SRM project aims to influence corporate and government practice in LSLAs by bringing global attention to two of the world's largest forest companies by assessing and evaluating forestland acquisitions by Stora Enso and APP in order to identify key issues concerning farmers' forestland rights in LSLAs in China, and to formulate practical recommendations for Stora Enso, APP and Chinese policy makers and multinational investors who plan land acquisitions in China. Landesa conducted field research on Stora Enso's China land acquisitions, followed by a desk review on regulatory frameworks governing collective forest tenure reform and forestland transactions. The Stora Enso report has now been finalized, after a lengthy correspondence and revision process with Stora Enso HQ and Guangxi (field office) staff. Landesa will send the draft APP report in early 2014. RRI has been in correspondence with TFT and Greenpeace, both of which are working closely with APP's China operations to bolster the company's social and environmental standards.

Annex III. Board Approved 2014 Budget

Included in the following pages:

Rights and Resources Initiative

FY 2014 Approved Budget

Covering January – December 2014

As approved at January 2014 Governance Meetings

Rights and Resources Group

1238 Wisconsin Avenue NW Suite 300
Washington DC 20007   USA

t: +1-202-470-3900 | f: +1-202-944-3315

www.rightsandresources.org

2013

	Current Allocations[2]	Effective 2013 Allocation[3]	Secure Revenue 2013 (USD) → Actual receipts	Current Value future payments	Adj. Hedged[5]	Prospective Revenue 2013 (hedged)	Total Projected Revenue 2013	Notes, Restrictions
Framework Grants								
DFID FP2[1] (2012 - 2013 allocation)	UK£ 2,000,000	UK£ 1,000,000	2,564,404	-	-	-	2,564,404	allocation for period
DFID FP2[1] (2013 - 2014 allocation)	UK£ 2,000,000	UK£ 1,500,000	1,005,581	1,816,611	1,671,282	-	2,676,863	pro-rated 9 of 12 months allocation
SIDA FP2 [1]	SEK 10 000 000	SEK 10 000 000	1,491,100	-	-	-	1,491,100	allocation for period
NORAD INGO FP2 [1]	NOK 3 000 000	NOK 3 000 000	490,690	-	-	-	490,690	tentative award
Ford (2012 - 2013 grant)	US$ 1,000,000	US$ 166,667	166,667	-	-	-	166,667	pro-rated 2 of 12 months allocation
Ford (2013 - 2014 grant)	US$ 1,000,000	US$ 833,333	833,333	-	-	-	833,333	pro-rated 10 of 12 months allocation
SDC FP2 [1] (2012 - 2013 allocation)	CHF 1,150,000	CHF 516,666	541,973	-	-	-	541,973	pro-rated annual allocation, plus designated Global Tenure Summit funds of CHF200K
BMZ / GIZ FP2 [1]	EU€ 400,000	EU€ 400,000	514,580	-	-	-	514,580	allocated to 2013. EU€80K designated Tenure Facility
Subtotal			**7,608,328**	**1,816,611**	**1,671,282**	**-**	**9,279,610**	
Other Grants & Contributions								
Norad NICFI FP1 [1]	NOK 8,600,000	NOK 3,941,666	701,582	-	-	-	701,582	pro-rated 5½ of 12 months allocation. NICFI restricted.
Norad NICFI FP2 [1]	NOK 3,800,000	NOK3,800,000	621,541	-	-		621,541	* pro-rated 6 of 30 months allocation . NICFI restricted.
Finland MFA FP1 [1]	EU€ 600,000	EU€ 600,000	771,120	-	-	-	771,120	annual allocation. Restricted C&W Africa, Global.
Ford Women REDD	US$ 275,000	US$ 139,333	139,333	-	-		139,333	pro-rated allocation . Restricted
Ford Climate Change	US$ 800,000	US$ 654,545	654,545	-	-		654,545	pro-rated allocation . Restricted
WWF - DRC Baseline	USD 14,000	USD 14,000	14,000	-	-	-	14,000	Restricted
Forest Trends - Land Data	USD 32,620	USD 32,620	32,620	-	-	-	32,620	Restricted
Acacia Conservation Fund	US$ 250,000	US$ 250,000	250,000	-	-	-	250,000	2-year contribution
Oxfam - Interlaken	EU€ 20,000	EU€ 20,000	25,982	-	-	-	25,982	Restricted
Maliasili Initiatives - Interlaken	US$ 4.000	US$ 4,000	4,000	-	-	-	4,000	Deducted from subagreement payment
Subtotal			**3,214,724**	**-**	**-**	**-**	**3,214,724**	
Contracts & Other Income								
IIE - Bellagio	USD 11,403	USD 11,403	11,403	-	-	-	11,403	Reimbursement
FPAC - MegaFlorestais	USD 2,784	USD 2,784	2,784	-	-	-	2,784	Reimbursement
Ford ECFEP - Exec Training	USD 38,000	USD 38,000	38,000	-	-	-	38,000	Restricted
			-	-	-	-	-	
			-	-	-	-	-	
Subtotal			**52,187**	**-**	**-**	**-**	**52,187**	
Total Secure & Prospective Revenue			**10,875,239**	**1,816,611**	**1,671,282**	**-**	**12,546,521**	
			current value, hedge	145,329	-			

[1] Revenue for these grants is contractually in a currency other than US Dollars. Amount indicated here in US Dollars is estimated based on recent exchange rates for anticipated payments, and for actual exchange rates used for payments already received. Should exchange rates fluctuate, the amount available in US Dollars may differ from that indicated here.

[2] Current Allocation may be for a period different than the calendar year.

[3] "Effective 2013 Allocation" is amount of allocation available for 2013 budget after pro-rating and prior-year spending.

[4] Carry Over. Excludes DFID, which is factored into revenue above.

[5] Pending payments from Norad hedged at 2%. Feb 2014 reimbursement from DFID hedged at 8%.

2012 Carry Over [4]	583,281
Additions to Reserves	(250,000)
Projected Allocable Revenue 2013	12,879,801
Board-approved budget	(11,255,637)
Prior-year extended agreements	(389,000)
Balance unallocated/(deficit)	1,235,164

2014

	Current Allocations[2]	Effective 2014 Allocation[3]	(USD) → Secure Revenue 2014			Prospective Revenue 2014 (hedged [4])	Total Projected Revenue 2014 [5]	Notes
			Actual receipts	Current Value future payments	Adj. Hedged [4]			
Framework Grants								
DFID FP2[1] (2012 - 2013 allocation)	UK£ 2,000,000	UK£ 500,000		816,750	735,075	-	735,075	pro-rated 3 of 12 months allocation (allocation Apr - Mar)
DFID FP2[1] (2013 - 2014 allocation)	UK£ 2,000,000	UK£ 1,500,000		2,450,250	2,205,225	-	2,205,225	pro-rated 9 of 12 months allocation (allocation Apr - Mar)
SIDA FP2 [1]	SEK 10 000 000	SEK 10 000 000		1,543,000	1,388,700	-	1,388,700	(allocation Jan - Dec)
NORAD INGO FP2 [1]	NOK 3 000 000	NOK 3 000 000		488,100	439,290	-	439,290	(allocation Jan - Dec)
Ford (2013 - 2014 grant)	US$ 1,000,000	US$ 166,667	166,667	-	-	-	166,667	pro-rated 2 of 12 months (allocation Mar - Feb)
Ford (2014 - 2015 grant)	US$ 1,000,000	US$ 833,333		-	-	833,333	833,333	pro-rated 10 of 12 months (allocation Mar - Feb)
SDC FP2 [1] (2012 - 2013 allocation)	CHF 1,150,000	CHF 316,666	35,390	316,000	316,000	-	351,390	(allocation Dec - Nov)
BMZ / GIZ FP2 [1]	TBD	TBD		-	-	-	-	(allocation Jan - Dec)
Omidyar Network	TBD	TBD			-	1,000,000	1,000,000	prospective
Subtotal			**202,057**	**5,614,100**	**5,084,290**	**1,833,333**	**7,119,680**	
Other Grants & Contributions								
Norad NICFI FP2 [1]	NOK 7,600,000	NOK 7,600,000		1,236,520	1,112,868	-	1,112,868	(allocation Jan - Dec)
Finland MFA FP1 [1]	EU€ 1,000,000	EU€ 1,000,000		-	-	1,230,210	1,230,210	(allocation Jan - Dec): prospective
Ford Women REDD	US$ 275,000	US$ 61,875	61,875	-	-	-	61,875	pro-rated allocation . Restricted
Ford Climate Change	US$ 800,000	US$ 145,455	145,455	-	-	-	145,455	pro-rated allocation . Restricted
Ford Lima COP	US$ 20,000	US$ 20,000		-	-	20,000		prospective, restricted
Anonymous - Gender Justice	TBD	TBD		-	-	-	-	prospective, restricted
				-	-	-	-	
Acacia Conservation Fund	US$ 400,000	US$ 400,000	400,000	-	-	-	400,000	2014 contribution
Subtotal			**607,330**	**1,236,520**	**1,112,868**	**1,250,210**	**2,950,408**	
Contracts & Other Income								
				-	-	-	-	
				-	-	-	-	
			-	-	-	-	-	
Subtotal			**-**	**-**	**-**	**-**	**-**	
Total Secure & Prospective Revenue			**809,387**	**6,850,620**	**6,197,158**	**3,083,543**	**10,070,088**	
				current value, hedge	653,462			

[1] Revenue for these grants is contractually in a currency other than US Dollars. Amount indicated here in US Dollars is estimated based on recent exchange rates for anticipated payments, and for actual exchange rates used for payments already received. Should exchange rates fluctuate, the amount available in US Dollars may differ from that indicated here.

[2] Current Allocation may be for a period different than the calendar year.

[3] "Effective 2014 Allocation" is amount of allocation available for 2014 budget after pro-rating and prior-year spending.

[4] Future non-USD payments hedged at 10%

[5] In addition, RRI has been invited by Sida and Norad to submit proposals in 2014 for the Inception Phase of the International Forest Tenure Facility

2013 Carry Over	**1,235,164**
Projected Revenue 2014	**11,305,253**

Table 3
Rights and Resources Initiative
2014 Budget by Component

	Component	Proposed Budget (Funded)		Proposed Budget (Unfunded)	
RRG	Employee Salaries & Benefits	3,231,646		180,000	
	Employee Travel	290,000		-	
	Workshops and Conferences	491,000		172,000	
	Publications, Media, and other Communications	344,000		55,000	
	Office Costs, Accounting, and Other Costs	936,048		155,000	
	Sub-total	**5,292,694**	**49%**	**562,000**	**16%**
Partners &	Collaborative Agreements with Partners and Collaborators	3,371,816		1,906,500 *	
Collaborators	Strategic Response Mechanism Agreements	624,645		-	
	Collaborating Program Consultants	1,130,780		937,000 *	
	Participant Travel Expenses	360,000		145,000	
	Sub-total	**5,487,241**	**50%**	**2,988,500**	**84%**
Contingency		**100,000**	**1%**	**-**	**0%**
	Total	**10,879,935**	**100%**	**3,550,500**	**100%**

These unfunded amounts include $1,640,000 in Analyses and Pilot Projects under the International Land and Forest Tenure Facility

	Budget (funded)	Proposed Additional Budget (Unfunded)
Total RRI	**10,879,935**	**3,550,500**
Country & Regional Programs	**4,204,587**	**971,500**
Asia	**1,509,041**	**115,000**
Asia Regional	125,000	115,000
China	230,000	-
Indonesia	200,000	-
Nepal	185,000	-
Lao PDR	60,000	-
India	182,500	-
Asia Regional Facilitation	135,000	-
RRG Asia Coordination & TA	391,541	-
Africa	**1,595,012**	**766,500**
Africa Regional	73,780	70,000
Liberia	250,000	321,500
Cameroon	229,010	80,000
DRC	181,500	200,000
Burkina Faso	140,000	60,000
Mali	155,000	35,000
Senegal	30,000	-
Africa Regional Facilitation	165,000	-
RRG Africa Coordination & TA	370,722	-
Latin America	**1,100,534**	**90,000**
Latin America Regional	240,000	90,000
Guatemala	105,000	-
Peru	115,000	-
Bolivia	55,806	-
Colombia	100,000	-
Latin America Regional Facilitation	165,000	-
RRG Latin America Coordination & TA	319,728	-
Global Programs	**2,937,620**	**604,000**
Strategic Analysis	**1,481,199**	**309,000**
Core Tenure Analysis	140,000	77,000
Customary & Community Land Rights Analysis & Advocacy	155,000	17,000
ATEMs/Private Sector	265,000	135,000
Rights and Climate	100,000	-
Conservation	90,000	25,000
Gender Justice	50,000	55,000
RRG Strategic Analysis Coordination & TA	681,199	-
Networking Support	**681,395**	**135,000**
Consolidate Engagement with Community, Indigenous Peoples & Government N	210,000	30,000
Engage & Support the Next Generation of Leaders	90,000	30,000
Engage & Influence New Constituencies & Mobilize Support from Expert Groups	200,000	75,000
RRG Networking Support Coordination & TA	181,395	-

	Budget (funded)	Proposed Additional Budget (Unfunded)
(Global Programs continued)		
Communications & Outreach	**775,026**	**160,000**
Website & Online Platforms	45,000	-
Representation & Outreach	253,000	85,000
Production of Materials	149,000	-
Capacity Building Workshops & Trainings	53,000	75,000
RRG Communications & Outreach Coordination & TA	275,026	-
Coalition Coordination	**725,372**	**-**
Governance	50,000	-
RRG Board	45,000	-
Regional & Global Planning Meetings	145,000	-
Monitoring, Evaluation, & Learning System	70,000	-
Coalition Review Process	65,000	-
RRG Coalition Coordination Program Coordination & TA	350,372	-
Strategic Response Mechanism	**624,645**	**-**
SRM Agreements	624,645	-
RRG SRM Coordination & TA	-	-
Operations	**1,529,602**	**155,000**
Contingency	**100,000**	**-**
Strategic Initiatives	**758,109**	**1,820,000**
International Land & Forest Tenure Facility	**581,393**	**1,770,000**
Inception Phase Activities	360,000	1,640,000
RRG Tenure Facility Coordination & TA	221,393	130,000
Alliance for Community Land Rights	**176,716**	**50,000**
Alliance Activities	50,000	-
RRG Alliance Coordination & TA	126,716	50,000

Activities to achieve priority outcomes	Actors	Budget (funded)	Proposed Additional Budget (Unfunded)
Country and Regional Programs: Asia			
Regional			
1 Regional participation of land and forest tenure activists/reformers from Asia and other regions with strong lessons of community forestry in Indonesia conference for advancing forest governance and realizing *adat* rights	Samdhana (RRG, Indonesian CSOs)	35,000	
2 Exchanges and/or development of mapping network for capacity building on data collection, updating strategies, and using maps for policy reform and realizing rights in countries with new or unimplemented reforms (India, Indonesia, others)	Tebtebba (Vasundhara, AMAN, Samdhana, JKPP, PAFID)	40,000	
3 Multi-stakeholder Forestry Program high-level policy exchange to Mexico to learn from successful experiences of Community Forest Enterprise (CFE) management and promote mutual learning and exchange with relevant policymakers and experts	RRG, MSFP		65,000
4 Comparative analysis of implementation of IPRA Law (Philippines) and potential implementation of *hutan adat* following the 2013 Constitutional Courrt decision (Indonesia): lessons learned, potential pitfalls, and pathways to successful realization of rights	Tebtebba (JKPP, PAFID, others TBD)		10,000
5 Regional comparative analysis of Chinese and Indian domestic investments and FDI to determine major trends in BRICS' domestic LSLAs and investments abroad and their impacts on community property rights, and develop synergies between methodological frameworks going forward	Consultants		20,000
6 Exchange/study tours on comparative experiences of women in Small and Medium Enterprises/Community Forest Enterprises: regulatory barriers to entry and management, and potential for income/livelihoods generation in successful enterprise models	FECOFUN, RECOFTC		20,000
7 4th Dialogue on Southeast Asian Human Rights and Agribusiness, hosted by the Myanmar National Human Rights Commission	FPP (Myanmar Human Rights Commission, Samdhana, TuK-Indonesia, RECOFTC, Land Core Group)	50,000	
Total Asia Regional:		**125,000**	**115,000**

Activities to achieve priority outcomes	Actors	Budget (funded)	Proposed Additional Budget (Unfunded)
China			
1	Research on large-scale forestland acquisition by 2-3 domestic companies (operating within China), including gendered impacts of LSLAs, and dissemination of policy recommendations.	Landesa	40,000	
2	Develop guidelines for legal land acquisition, best practices for CSR, and legal and responsible practices in domestic and overseas investments; Establishment and preliminary design of informal forum/Advisory Group on corporate land acquisition.	Landesa (RRG)	30,000	
3	Workshop with lawyers of Chinese investment banks on tenure risks.	Landesa	20,000	
4	Second-round analyses of Chinese investment in Cameroon, development of methodological framework to identify influential companies.	Chinese Academy of Forestry (Forest Trends, CED, RRG)	50,000	
5	Impact analysis on customary forest management in ethnic communities affected by policies and regulations to inform State Forest reform process.	Nanjing Forestry University	40,000	
6	Preliminary exploration on developing a new vision for Green Growth in China; preparation for large-scale conference in 2015	Peking University (consultants, RRG)	50,000	
Total China:		**230,000**	-

Indonesia			
1	National conference on just governance and resource rights: bringing multiple constituencies (indigenous peoples' organizations, CSOs, local governments, line ministries, academics) to release White Paper and pressure new Indonesian administration to fully implement Constitutional Court ruling and related frameworks and forge a pathway towards realizing adat rights	Sajogyo Institute/ Samdhana Institute (All Partners and Collaborators)	35,000	
2	Development of White Paper (critical review papers) on agrarian and forest management issues to create blueprint for just governance and resource rights, to be released at national conference and disseminated widely to new administration	Sajogyo Institute (Samdhana, Kemitraan, AMAN, KPA, TuK Indonesia, Epistema, HuMa)	14,000	
3	Legal review of national regulations to synchronize initiatives for forthcoming Forest Law, Land Law, Indigenous Peoples' Law, and other legal frameworks: legal review of existing national regulations and draft regulations on forest gazettement and customary forests; discussion series to disseminate review with legal experts, anti-corruption commission and relevant line ministries	Epistema Institute (Samdhana, HuMa, Kemitraan, AMAN, KPA, TuK Indonesia)	25,000	

Asia

	Activities to achieve priority outcomes	Actors	Budget (funded)	Proposed Additional Budget (Unfunded)
	Indonesia continued			
4	Lecture series bringing together various authorities on forest governance: providing an arena for academic, government, and CSO experts to articulate critical concerns, analyses, and constructive views related to implementation of the Constitutional Court ruling and discrimination of Indigenous Peoples, women, and other marginalized groups	Sajogyo Institute (Samdhana, TuK Indonesia, Institut Dayakology, AMAN)	30,000	
5	Writing workshops to strengthen indigenous women's participation and leadership in reform processes and build capacity for future participation in national-level public dialogues and further leadership trainings	Sajogyo Institute (Samdhana, AMAN, Perempuan AMAN and collaborating organizations, KPA)	25,000	
6	Local Community Empowerment and capacity building for tenure reform initiatives: socialization and awareness-raising to strengthen involvement of community, agrarian, and Indigenous Peoples organization in policy processes: Regional meeting in Java, trainings for local leaders, promoting the formulation of "peoples-based agrarian reform" in Java, and dissemination workshop among CSOs, government, and media stakeholders	KPA (Pusaka, Sajogyo, Kemitraan, Epistema)	36,000	
7	Publicize and disseminate best practices for implementation of reforms at the local level; analyze and publicize lessons learned from designated provinces and districts: Study on creative guidance for drafting local policy regulations regarding Indigenous Peoples' recognition, creation of resource materials and documentary film as technical references in drafting process	HuMa (AMAN, DKN, Epistema, SawitWatch, FPP)	35,000	
	Total Indonesia:		**200,000**	-

	Nepal			
1	Advocacy for inclusion of community property rights in policy agenda: Multi-stakeholder dialogues, campaign and interaction with key political parties and Constituent Assembly members, social campaign to hold parties accountable to commitments to community rights in election platforms, and discussion series with Constitution drafting committee	FECOFUN (HIMAWANTI, NRM Peoples Parliament, RDN, COFSUN, Green Foundation, Helvetas Swiss Intercooperation)	25,000	
2	Analysis and publicizing of commitments and policy recommendations to hold policymakers accountable to commitments on NRM	COFSUN (FECOFUN, HIMAWANTI, NRM Peoples Parliament, RDN, Green Foundation, Helvetas Swiss Intercooperation)	15,000	

Asia

	Activities to achieve priority outcomes	Actors	Budget (funded)	Proposed Additional Budget (Unfunded)
	Nepal continued			
3	Comparative analysis of regulatory barriers to community, private and collaborative enterprise models in Nepal's community forestry: literature review, comparative case study (private, community and collaborative management), consultation meetings with enterprise experts and CFE managers, and data analysis and dissemination	Forest Action (Green Foundation, FECOFUN)	25,000	
4	Create platform with private sector to promote investment in community forestry enterprises and ensure private enterprises provide necessary support services to development of CFEs and identify strategic opportunities for investment in communities	Green Foundation (FECOFUN, Helvetas Swiss Intercooperation, Forest Action, COFSUN)	10,000	
5	Advocacy for enterprise friendly policy at local and national level: Peoples' conferences on Green Jobs campaign to link local voices to national advocacy platform, policy dialogues at district/national level, and creation of policy brief on Community Forest Enterprises to analyze regulatory barriers to CFE establishment	FECOFUN (COFSUN, HIMAWANTI and RDN)	15,000	
6	Issue based meeting with journalists and media briefings on select forest sector issues to promote inclusion of community property rights in forthcoming Constitution	COFSUN (Green Foundation Nepal, Green Media, FECOFUN, Sanchar Foundation, NEFEJ, Jantakoban.com, Radio Prakriti)	10,000	
7	Wider mobilization of media to raise awareness of community NRM issues and pressurize political leaders: Production of radio and TV programming to publicize rights issues during Constitution-drafting process	FECOFUN (Green Foundation Nepal, Green Media, FECOFUN, Sanchar Foundation, NEFEJ, Jantakoban.com, Radio Prakriti)	20,000	
8	Policy advocacy for preventing rollback and ensuring CF is considered in forthcoming policies and implementation: stakeholder interactions on forest sector strategy and guidelines, issue-based discussions on forest rights at national and local levels, discussions with policymakers	FECOFUN (RDN, HIMAWANTI, NEFIN, COFSUN, Safe Environment Nepal, Asmita Nepal, RECOFTC Nepal, HELVETAS Swiss Intercooperation)	15,000	
9	Social campaign on improving good governance in forest sector: National workshop with Constituent Assembly members on women's rights to forest and other natural resources, community-level dialogues to train local facilitators/coordinators, and analysis of good governance and transparency in policy processes	HIMAWANTI (RDN, HIMAWANTI, NEFIN, COFSUN, Safe Environment Nepal, Asmita Nepal, RECOFTC- Nepal, HELVETAS Swiss Intercooperation)	25,000	
10	Strengthening and mainstreaming CF issues in Women, dalit, IPs, youth and NRM sector network: Regional /national workshops and interaction with select networks to advocate for inclusive participation of marginalized groups	RDN (HIMAWANTI, NEFIN, COFSUN, Safe Environment Nepal, Asmita Nepal, RECOFTC- Nepal, HELVETAS Swiss Intercooperation)	10,000	

Asia

Activities to achieve priority outcomes	Actors	Budget (funded)	Proposed Additional Budget (Unfunded)
Asia			
Nepal continued			
11 Coordination of RRI-Multistakeholder Forestry Programme (MSFP) collaboration on forest sector policy processes, independent analytical work on strategic issues, convenings on relevant forest sector issues, and promoting mutual learning and exchanges with relevant international experts and institutions	Helvetas Swiss Intercooperation (FECOFUN, RECOFTC Nepal)	15,000	
Total Nepal:		**185,000**	-
Lao PDR			
1 Economic and financial audit of FDI to promote broader understanding of the merits of sustainable, inclusive development over short-term revenue gains and demonstrate where the current investment model has fallen short	Forest Trends, RECOFTC, or Samdhana (TBD)	35,000	
2 Study tour to Cambodia on Land Titling for application of lessons learned to design and implementation of Village Forest pilot program in Lao PDR	RECOFTC (Helvetas Swiss Intercooperation, Samdhana, LIWG)	10,000	
3 Strengthening LIWG strategy and regional approach to ensure LIWG adapts to current political situation and utilizes opportunities for civil society participation in policy processes	Helvetas Swiss Intercooperation (LIWG, Samdhana, RECOFTC)	15,000	
Total Lao PDR:		**60,000**	-
India			
1 Media engagement and convening on financial regulations and Compensatory Afforestation: Further sensitize India's financial and regulatory bodies and the private sector to relevant resource rights issues, and influencing future reforms and actions	India Advisory Committee, Centre for Policy Research, SPWD	14,322	
2 Workshop, synopsis, and translation of Gadchiroli study to demonstrate a pathway to bring NTFP markets from state control under community control and improve local livelihoods	India Advisory Committee, SPWD	10,741	
3 Completion of initial study on Indian investments abroad and assessment of compatibilities with parallel studies in China	India Advisory Committee, SPWD	28,643	
4 Scaling up work on community mapping: Expand ongoing mapping work to neighboring states to fully exploit new claim guidelines under the FRA, and further mapping activists' technical and political capacity through networking with key experts from other countries in the region.	Vasundhara	40,000	

	Activities to achieve priority outcomes	Actors	Budget (funded)	Proposed Additional Budget (Unfunded)
	India continued			
5	Exchanges between Indian and international activists on democratic resource governance models in large areas: examine differing models of democratic management of resources that have proven successful in covering large territories in key countries and derive lessons applicable to India.	India Advisory Committee, SPWD; consultants	42,965	
6	Regulatory studies follow-up: Second-phase study to identify companies in three sectors that pose the greatest threat to local peoples' rights, examine their finances, profit sources, land acquisition/forest diversion, and environmental processes, and provide an overall picture of the processes followed by these companies, including identification of illegal activity	India Advisory Committee, SPWD; consultants	14,321	
7	Lawyer training program: bring together lawyers and other interested actors with relevant knowledge of key resource laws, to share best practices in advancing resource struggles in select areas of the country	India Advisory Committee, SPWD; consultants	24,347	
8	Political study of the potential of FRA: Utilizing data collected by the Forest Survey of India, counter the narrative that the FRA only covers encroached forest lands and a small portion of India's forests. Launch of study to coincide according to general elections to capitalize on key role of political tribal constituencies	India Advisory Committee, SPWD	7,161	
	Total India:		**182,500**	**-**
	Facilitation, Program Coordination, and Technical Assistance			
F	RRI Asia Regional Facilitation		135,000	
T	RRG Asia Program Coordination and Technical Assistance		391,541	
	Total Asia:		**1,509,041**	**115,000**

Asia

Activities to achieve priority outcomes	Actors	Budget (funded)	Proposed Additional Budget (Unfunded)
Country and Regional Programs: Africa			
Regional			
1. Disseminate the results of the environment impacts assessment study on the GGW in Mali and organize a sub-regional (Senegal, Mali, Niger, and Burkina Faso) dialogue on the place of community tenure rights in the GGW as a Pan-African project.	HIS, Sahel Eco, RLD, ICRAF, UICN, GP/DCF, GPDCF (lead), RLD, Sahel Eco, IUCN, With DNEF/National agencies/focal points, CILSS, UEMOA & ECOWAS Parliaments, ROPPA (CNCR, CNOP et CPF) APCAM, the Dialogue & Reconciliation Commission, the Ministry of Reconciliation, CMAT & CR-NGO.	30,000	
2. Monitor progress on land and forest tenure and policy reforms in Central and West Africa, develop the mechanism using transparency and other governance indices, and organize a write shop with a group of people to refine and finalize the tool and develop a strategy for its application in Central and West Africa.	Consultant, RRG, CED, RRI fellows	43,780	
3. Engage with regional and sub-regional institutions: CEMAC and Africa Union; Advocate for rural communities land tenure rights in the drafting of the CEMAC land charter and the Africa Union policy on securing local tenure rights through individual and family land titling	Regional director for Africa, facilitators, RRI fellows, RRI members in DRC and Cameroon		20,000
4. The Africa Community Rights Network (ACRN): organize a High Level and Strategy Planning Meeting to review the state of affairs with respect to community rights in Africa and discuss strategies for reinvigorating the campaign to advance community tenure of their land, territories and resources			50,000
Total Africa Regional:		**73,780**	**70,000**

Africa

Activities to achieve priority outcomes	Actors	Budget (funded)	Proposed Additional Budget (Unfunded)
Liberia			
1 Constitutional proposal on the Community Rights Law (CRL): Organize participatory county/district level consultations to gather inputs into constitutional propositions to protect customary land and property rights in Liberia's Constitution; Hold multi-stakeholder validation workshops/dialogues/conferences at the regional and national level; and organize formal ceremony to present constitutional propositions to Constitutional Review Commission and follow-up.	Green Advocates (GA) (Alliance for Rural Democracy, Natural Resources Women platform, Concern citizen Caucus for Rivercess, Sinoe County Human and Natural resources rights Movement, Whistle Blower Union, Talking Congress of Grand Kru, Bomi county Advocacy Union, Nimba county environmental and economic advocates, GCAP- Grand Gedeh, Rivergee Citizen Union, etc.. Constitution review Committee, Land commission, Economic Social and Cultural network – Liberia)	40,000	100,000
2 Linking the CRL with the Land Rights Policy implementation: Conduct a stock taking on the status of the CRL regulation amendment process including profiles of major decision makers; Facilitate a focus group discussion between the Forestry Development Authority, USAID/ PROSPER project, the Land Commission and relevant civil society actors to identify a road map for amending the CRL regulation to ensure consistency with the CRL; Draft Proposed Amendments to the CRL Regulation ; Organize a participatory validation workshop; Submit the proposed amendment of the CRL regulation to the FDA board for promulgation; Establishment and preliminary design of informal forum/Advisory Group on corporate land acquisition.	GA (Alliance for Rural Democracy, Natural Resources Women platform, Forestry Development Authority, Land commission, USAID/PROSPER	45,000	
3 Local women's platform participation in the implementation of the New Land Law (NLL): Organize community and county level consultations with women on the New Land Policy (NLP) legislation; Organize quarterly coordination meetings for key women rights advocates and others stakeholders on the New Land Law (NLL); Hold 12 radio shows at the county level on the importance of the gender dimension in the NLL.	Foundation for Community Initiatives (FCI) (the Liberian Female Lawyers Association, the Land Commission gender task force, women's platforms in the counties)	40,000	30,000

Africa

	Activities to achieve priority outcomes	Actors	Budget (funded)	Proposed Additional Budget (Unfunded)
Liberia continued				
4	Land Rights Policy: Conduct an analysis on the Land Rights Policy and its translation into law and hold two regional and national level consultations; Train 50 community-based animators and local Community Based Organizations on the Land Rights Policy and legislation process and produce simplified versions of land related documents; Hold a multi-stakeholder dialogue with government agencies, local leaders and CBOs. Hold a multi-stakeholder dialogue with government agencies, local leaders and CBOs.	Sustainable Development Institute (SDI)	37,800	10,000
5	Pit sawyers: Provide administrative, operational, technical, financial and legal support to pit sawyers and CFDCs; Capacity building workshops on establishing community forest and obtaining a pit sawyer permit; Identify and select a site for a right based community forest management area and establish a CFMA and pit sawyer permit.	GA (pit sawyer union, Alliance for Rural Democracy, Natural Resources Women platform, Forestry Development, multi stakeholders on pit sawyer, USAID PROSPER)		70,000
6	Gender and women's tenure rights in Large-scale land acquisitions: Provide administrative, operational, technical and financial support to the Natural Resources women Platform; Organize five regional PRA workshops to gather the views, complaints, grievances and voices of women on the impact of large scale concessions and land development in Liberia; Organize a multi stakeholder national validation workshop and formulate policy recommendations for reforming large scale land and agribusiness business to be presented during a national round table dialogue; Design series of tool kits on the impacts of private companies (large scale concessions) on women tenure rights in Liberia.	The Natural Resources Women's Platform (Alliance for rural Democracy, Green Advocates, Land Commission, Bureau of National concessions, National Investment Commission, Land commission)	21,700	28,500
7	Community forestry and Community Rights Law (CRL): Document the customary land claims of pilot community forestry in Rivercess; Align community governance structures with the requirements under the Community Rights Law (CRL); Validate identified community forest lands with the Forest Development Agency; Facilitate acquisition of community forest status for five communities in Rivercess.	SDI (ARD/PROSPER, NEAL and CJPS)	30,500	8,000
8	Gender, women's tenure rights in REDD+: Do a gender analysis of Liberia's national REDD+ frameworks and strategies with a focus on: institutions, strategies, pilot projects, funding, and women's tenure rights; Organize a multi-stakeholder validation workshop with women's groups, CSOs and government officials to discuss the REDD+ policy and pilot projects study findings.	Foundation for community initiatives (FCI)	35,000	15,000

Africa

	Activities to achieve priority outcomes	Actors	Budget (funded)	Proposed Additional Budget (Unfunded)
	Liberia continued			
9	REDD+ and climate change- institutional arrangements- and CSOs' participation: Facilitate the setup of the National Climate change Secretariat and the appointment of a climate change advisor for the Government of Liberia; Organize four separate working focus group discussions with the Land Commission, the forestry Development authority, the Environmental Protection agency and REDD technical working group to encourage re-engagement of the national REDD process; Stock taking on the current REDD+ efforts and draft a two page strategy for engaging the REDD process; Organize civil society and local community consultative meetings and facilitate civil society inputs into the REDD + process; Facilitate CSO and communities' participation in the regular REDD + technical meetings; Hold consultative meetings on the potential for re-establishing the National Climate Change Secretariat.	Green Advocates (GA) (Alliance for Rural Democracy, Natural Resources Women platform, Concern citizen Caucus for Rivercess, Sinoe County Human and Natural resources rights Movement, Whistle Blower Union, Talking Congress of Grand Kru, Bomi county Advocacy Union, Nimba county environmental and economic advocates, GCAP- Grand Gedeh, Rivergee Citizen Union, etc..Forestry Development Authority, REDD technical working group, the EPA, UNDP, , Land commission, Economic Social and Cultural network - Liberia		60,000
	Total Liberia:		**250,000**	**321,500**
	Cameroon			
1	Take stock of community concerns that need to be taken into account in cross-sectoral reforms (land, land use planning, forests, and mines): define the types of rights claimed by the communities vis-a-vis rural and collective land tenure.	GDA, CED, Cameroon Ecology, CAFT, REFACOF, IUCN, ICRAF, REPAR, Senate Commission and of the National Assembly in charge of reviewing draft laws, the Presidency and First Ministry	34,010	15,000
2	Advocate for implementing new legal provisions on land use planning prior to any allocation of new large-scale land acquisitions (LSLA) and campaign for the suspension of planned allocations.		15,000	5,000
3	Organize a conference with stakeholders on the land use planning and related laws to discuss RRI generated policy briefs and advocacy statements.		50,000	
4	Document case studies in the South-West and the North of Cameroon and organize national and local level dialogues around an advocacy strategy for recognizing participatory mapping as a formal tool for territory and resource management.	Cameroon organizations in RRI, ,local communities, policy makers, MINATD, CSOs, private sector, customary chiefs, Sectoral Ministries, parliamentarians/REPAR)	30,000	10,000
5	Organize a dialogue around an advocacy strategy targeted at the Ministry for Territorial Administration and Decentralization (MINATD) for establishing the village as a legal, decentralized entity.		30,000	10,000
6	Document women's customary tenure rights in the East, South-West and the North and Compare these to modern law and disseminate findings to women for their use in advocacy activities.	RRI members engaged in Cameroon	10,000	15,000

Africa

Activities to achieve priority outcomes		Actors	Budget (funded)	Proposed Additional Budget (Unfunded)
Cameroon continued				
7	Organize regional workshops to sensitize local women and IPs for their participation in national and regional REDD+ processes;	RRI members engaged in Cameroon	20,000	15,000
8	Document best practices of women's contribution to climate change mitigation and forest resources management.			
9	Take stock and update the status of IP land rights using case studies of the Baka/Baguieli and Mbororo pastoralists;	RRI members engaged in Cameroon	30,000	10,000
10	Advocate for collective IP tenure rights and alternatives for securing their lands.			
11	Organize a training workshop for journalists on the agenda and key messages of RRI in Cameroon and globally.	RRI members engaged in Cameroon (journalists from the newspapers, radio and television).	10,000	
	Total Cameroon:		**229,010**	**80,000**

DRC				
1	Civil society engagement on tenure and rights in the land reform process: draft and discuss the structure and internal dynamic of the CSO think-thank on tenure; produce strategic analyses on tenure rights and on land use planning; develop advocacy strategies on FPIC, participatory mapping and on gender; organize back to back a workshop with the members (national and provincial) the CSO think tank on tenure around the papers produced + a national dialogue with the different stakeholders (private sector, traditional authorities, CONAREF, the CSO think-thank on tenure).	CONAREF, RRN and CODELT, CONAPAC, Parliament (Committee on the Environment and Natural Resources); Provincial traditional leaders and the national secretariat of traditional leaders; Departments: MAF, MECNT, Territory planning, decentralization Prime Minister; Presidency. Technical and Financial Partners (FAO, UN-Habitat, World Bank, DFID, GIZ, NORAD, UNREDD).	121,500	140,000
2	Advocate for community tenure rights on land and forest policies – draft position and advocacy / policy briefs for the legal recognition of community forest concessions, local communities land, and draft an analysis paper showing the incoherencies between the customary authorities draft bill and the bill on community forest concessions and the land of local communities.	Secretary generals of various ministerial departments, RRN and CODELT, CONAPAC ; Parliament (Committee on Environment and Natural Resources); CONAREF ; Provincial traditional leaders and the national secretariat of traditional leaders; Departments: MAF, MECNT, Territory planning, decentralization Prime Minister; Presidency. Technical and Financial Partners (FAO, UN-Habitat, World Bank, DFID, GIZ, NORAD, UNREDD).	22,000	

Africa

Activities to achieve priority outcomes	Actors	Budget (funded)	Proposed Additional Budget (Unfunded)
DRC continued			
10 Securing community tenure rights in REDD+ and land reform processes: advocate for community tenure rights in REDD+ processes and in the land use planning reform process; follow up the implementation of social safeguards and develop methodology and indicators on FPIC, and implement three community forestry and REDD+ pilots in the provinces.	Customary authorities, TFP, provincial governments, CSOs, TFP, national REDD+ coordination, INGOs, CSOs, traditional authorities, national REDD+ coordination, TFPs, national and provincial parliament.	38,000	60,000
Total DRC:		**181,500**	**200,000**
Burkina Faso			
1 Engagement with the private sector and alternative economic models: Organize awareness meetings with decision makers on "peasants models" (paysans modeles) as viable alternative economic models; Advocate for the recognition of community tenure rights in the Bagre growth pole project (BGPP) and CSOs' participation in the drafting of BGPP national policies; Advocate for community and women's tenure rights in the mining code and in its regulations	The TENFOREST steering committee along with the Association of Municipalities, the Farmer Confederation of Burkina Faso, national elected officials and resource persons from the Ministry of the Economy and Finance, the Ministry of Agriculture, the World Bank, the African Development Bank, local authorities and local CSOs.	40,000	4,000
2 Securing community and women's tenure rights at the local level: Develop and implement local land charter; Advocate and support women's acquisition of land certificates (Attestations de possession fonciere- APF)	The TENFOREST steering committee along with the concerned local authorities, decentralized state technical services, partners active in the community, local CSOs, the private sector (consultants), community partners (PNGT II PACT COGEL) and the Ministry in charge of territorial communities.	50,000	10,000
3 Integration of gender, women's tenure rights and climate change in local governance: Organize information and awareness sessions in the drafting of local development plans (PLD); Support and participate in the drafting of communal development plans (PCD)	The TENFOREST steering committee along with local authorities, the private sector (consultants), Community Partners (PNGT II PACT COGEL) and the Ministry in charge of territorial communities.	20,000	16,000

Africa

	Activities to achieve priority outcomes	Actors	Budget (funded)	Proposed Additional Budget (Unfunded)
	Burkina Faso continued			
4	CSOs' participation and representation in national REDD+ and FIP processes to advocate for community and women's tenure rights: Organize a training workshop around REDD+ , FIP, and tenure for TENFOREST members and government officials; Develop an advocacy strategy; Organize one exchange visit in a REDD+ country to learn experiences from CSOs and government (Cameroon or Tanzania)	The TENFOREST steering committee, the Environment Ministry, CSOs and donors.	30,000	20,000
5	Put in place a scientific committee and watchdog group on gender and tenure reforms	The TENFOREST steering committee		10,000
	Total Burkina Faso:		**140,000**	**60,000**
	Mali			
1	Support creation of local land commissions/ COFO (trainings and action plans) and conduct an assessment workshop; analyze draft laws and revive national advocacy and technical committees on decentralization	HSI (lead) Sahel Eco, IUCN, TONUS, CMAT, RLD Along with: The Permanent Secretariat of the Higher Council of Agriculture, CNOP, the Regional Executive Agricultural Council, Justice services, local communities, locally elected HCC Deputies, CADD, GP / DCF; AEDD and MEA, farmer groups	60,000	25,000
2	Promote women NTFPs enterprises analyzing the forest rules and regulations and defining options for securing women's rights to land and forest resources.	Sahel ECO (lead), GP/DCF, ICRAF with FENAFER, CNOP, forest companies, the DNEF.	20,000	
3	Local public debates and national dialogues on LSLA with communities, local collectivities, the government, and private companies, and CSOs on LSLA.	TONUS (lead), CMAT, HSI, Sahel Eco and RLD, Réso-climat, SOGC, AEDD (stakeholder), RLD, Alliance Ecosystème, GCOZA, Communities, Grassroots orgs.	40,000	10,000
4	Analyze national climate change policies, mapping climate change projects in Mali and their impacts on tenure rights, and draft an advocacy document for pro-community tenure rights and gendered climate change policies.	Reso Climat/HSI (lead), GP/DCF, UICN	20,000	
5	Advocacy with the government, the HCC, and the national commission on dialogue and reconciliation and propose measures to take community tenure rights into account.	APCAM, Commission Dialogue et réconciliation, Ministère de la réconciliation, CMAT, Les CR-ONG	15,000	
	Total Mali:		**155,000**	**35,000**

Africa

	Activities to achieve priority outcomes	Actors	Budget (funded)	Proposed Additional Budget (Unfunded)
Africa	**Senegal**			
1	Prepare policy briefs, position documents and solid arguments on the importance of taking collective land tenure rights into account in the land reform process and by the national land commission: peasants organizations, herders/pastoralists, women, and local elected officials	IPAR, the NGO coalition (CONGAD), the national council of rural communities (CNRS), the pastoralists association, the Gender watchdog group, MCA, OXFAM	10,000	
2	Draft the module on forest resources of Senegal Land Governance Assessment Framework (LGAF)	IPAR, the forest service, consultant, MCA, OXFAM	10,000	
3	Analyze the 1964 land policies and its regulations and the incoherencies between the land and decentralization laws and policies, and the place of local conventions; produce a policy analysis paper	Consultant, IPAR, MCA, the Ministry of Land, the local elected officials unions (UAEL)	5,000	
4	Review from a community tenure rights perspective of the main studies commissioned by the Senegalese government and its financial and development partners (World Bank, African Development Bank, CIRAD, etc.) to the land reform process	RRI consultant/fellow/Partner IPAR, CONGAD	5,000	
	Total Senegal:		**30,000**	**-**
	Facilitation, Program Coordination, and Technical Assistance			
F	RRI Africa Regional Facilitation		165,000	
T	RRG Africa Program Coordination and Technical Assistance		370,722	
	Total Africa:		**1,595,012**	**766,500**

Activities to achieve priority outcomes	Actors	Budget (funded)	Proposed Additional Budget (Unfunded)
Country and Regional Programs: Latin America			
Regional			
1. Deepen analysis of emblematic cases of investment and mapping the overlapping between new and prospects megaproject and forest and collective lands in the Pacific region of South of Panama, Colombia, Ecuador, North of Peru, to develop cross-regional advocacy strategy with government and private sector.	IBC, AAS, PCN, REDAD, ECOCIENCIA, FISCH, CDES, CIAM, WWF, ILSA	80,000	
2. Regional Dialogue and media campaign, previous to the COP 20, on Megaprojects and their impact on collective tenure rights and climate change; calling attention to the successful contribution of community tenure and community forestry on carbon emission reduction from deforestation and degradation.	IBC, AAS, ILSA, PCN, FISCH, ECOCIENCIA, CDES, REDAD,	120,000	
3. Craft join advocacy and communication strategies to elevate the importance of securing forest use and tenure for forest communities in key regional and global conferences (Mesoamerican Pre-Congress of Protected Areas (March, Costa Rica); World Conference on Indigenous Peoples (September, New York); UNCCC COP-20 (December, Peru), providing support for cross regional (CA-SA) and cross-country alliances among IP organizations, NGOs, women's groups, forest communities and Afro-descendant organizations to agree on common agendas, objectives, target audiences and key messages.	ONAMIAP, AIDESEP, ACOFOP, Utz Che, AMPB, AOFC, PCN, FISCH, CIDOB, CNAMIB, CCNM.	20,000	25,000
4. Support cross-regional (Central and South America) strategic advocacy actions of key women organizations that lead to strengthening the work around gender justice and collective forest tenure rights, facilitating exchange of lessons learned, and elevating the role of women.	ONAMIAP, CHIRAPAQ, IPHAE, AIDESEP, CIDOB, CNAMIB, PCN, Utz Che, ACOFOP, NITLAPAN,	20,000	20,000
5. Organized and implement advocacy strategy of Afrodescendant organizations in key countries with weak policies on Afro-community rights, to advance recognition of their collective tenure rights, and consolidate the formation of an international representative body (Latin America and the Caribbean).	CCNMA,PCN, FISCH, ONECA,		35,000
6. Strengthening regional collaboration with CIAT's gender program (CRP-FTA) to build knowledge on policy advocacy on integrating gender justice in forest and tenure in the region.			10,000
Total Latin America Regional:		**240,000**	**90,000**

Activities to achieve priority outcomes	Actors	Budget (funded)	Proposed Additional Budget (Unfunded)
Latin America			
Guatemala			
1 Establishing two working groups for the preparation of draft proposals and negotiation around the climate change regulations and forest law	(ACOFOP), Utz CHe, AOFC, Fundamaya, 48 Cantones, Autoridades Ixiles, 48 Cantones	48,000	
2 Establishing one working group for the preparation and negotiation of proposal for the modification on taxative lists of non-timber forest products regulations			
3 Regional exchanges and community base national assemblies to strengthen national alliances and joint action between community forestry organizations and Indigenous Peoples organizations	(Utz Che) Fundamaya, AVSF, 48 cantones, Autoridades Ixiles, ACOFOP	57,000	
Total Guatemala:		**105,000**	-
Peru			
1 Generate an advocacy strategy to advance pending community land titling.	Colectivo Territorios Seguros, IBC, ONAMIAP, AIDESEP, REDAD, DAR, SPDA, CHIRAPAQ	40,000	
2 Generate and present observations and recommendations about technical and legal critical aspects to improve community land titling processes.			
3 Produce and disseminate opportune and relevant information about current status of titling process and land tenure demands of indigenous people			
4 Generate and Implement advocacy strategy to forced Ministry of Culture advance procedures to adapt Territorial Reserves to Indigenous Reserves and create new Indigenous Reserves.	AIDESEP, COMARU, ORAU, ORPIO, DAR, FPP, IBC	50,000	
5 Monitor the conduction of studies and fieldwork data collection to support the creation of Indigenous Reserves.			
6 Hold meetings with members of the multi-sectorial commission for the protection of indigenous people.			
7 Conduct meeting with indigenous and civil society organizations to elaborate an advocacy strategy campaign that highlights issues related to secure tenure of IPs and other forest communities to be promoted before the COP 20 in Lima 2014	Colectivo Territorios Seguros, ONAMIAP, AIDESEP, IBC, REDAD, DAR, SPDA, CHIRAPAQ	25,000	
Total Peru:		**115,000**	-

Latin America

	Activities to achieve priority outcomes	Actors	Budget (funded)	Proposed Additional Budget (Unfunded)
Bolivia				
1	Hold meetings to elaborate a strategy for the strengthening of the indigenous movement.	CIDOB, CNAMIB Fundación Tierra, CEJIS, Helvetas Swiss Intercooperation, RAMA	35,806	
2	Visit to indigenous territories to inform about current division of indigenous organization and invite to participate in the reunification strategy.			
3	Conduct a National Consultative Assembly of Indigenous people			
4	Elaborate the methods and strategies to work with women indigenous leaders in lowland indigenous territories.	CNAMIB, CIDOB, IPHAE, CEJIS	20,000	
5	Participatory Workshops with women indigenous leaders to debate and agree strategies and proposals for the strengthening of indigenous organizations.			
6	Participation in the National Consultative Assembly of indigenous people.			
	Total Bolivia:		**55,806**	-
Colombia				
1	Conduct a participatory workshop with Afrocolombian representative leaders and organizations to generate and agree a proposal to regulate Law 70.	PCN, FISCH, AAS, ILSA, RAMA	30,000	
2	Hold meetings with government officials from Minister of Agriculture and Rural Development to advocate the conclusion of regulation of Law 70 in sections 4, 5 and 7.			
3	Conduct a legal analysis to discuss with the government the implications of Land and Rural Development Law on collective land tenure rights.			
4	Generate cartography of REDD+ projects in Colombia.	ILSA, PCN, FISCH, WWF, ILSA, RAMA	35,000	
5	Conduct 2 case studies of early REDD+ projects currently in implementation.			
6	Produce an analysis of the impacts of the activities implemented by the investment project in community lands, and women's land rights.	AAS, PCN, FISCH, ILSA, RAMA, WWF	35,000	
7	Hold meeting to inform government and donors funding the projects about the findings of monitoring and the demands of communities.			
	Total Colombia:		**100,000**	-

Activities to achieve priority outcomes	Actors	Budget (funded)	Proposed Additional Budget (Unfunded)
Facilitation, Program Coordination, and Technical Assistance			
F RRI Latin America Regional Facilitation		165,000	
T RRG Latin America Program Coordination and Technical Assistance		319,728	
Total Latin America:		**1,100,534**	**90,000**

Latin America

Activities to achieve priority outcomes	Actors	Budget (funded)	Proposed Additional Budget (Unfunded)
Global Programs: **Strategic Analysis**			

Core Tenure Analysis			
1 RRI Annual Review of the State of Rights and Resources	RRG, consultants	17,000	-
2 DRC Tenure Baseline Study: Concluding research activities, Final restitution workshop	FPP, RRN, CODELT, Tropenbos, RFN, RFUK, WWF, UN Habitat, WRI, CIRAD, DGPA & RRG	108,000	-
3 Regional tenure tracking briefs based on Flagship report data		5,000	-
4 Tenure Security Index		10,000	-
5 DRC Tenure Baseline Study: Field Research in Katanga and Bandundu Provinces	FPP, RRN, CODELT, Tropenbos, RFN, RFUK, WWF, UN Habitat, WRI, CIRAD, DGPA & RRG	-	50,000
6 Scoping Exercise to Develop Global Network of Tenure Experts	Consultants, Interlaken Organizers	-	7,000
7 Sub-Regional Tenure Tracking in Central America and Sahel to capture tenure transitions in these sub-regions	PRISMA, Mesomamerican Alliance, Helvetas	-	20,000
Total Tenure Analysis:		**140,000**	**77,000**

Customary & Community Land Rights Analysis & Advocacy			
1 Contested Landscapes and Customary Claims: Methodological development and analyses in a first set of countries	Tebtebba, Samdhana, FPP, AMAN, Fellows, Mapping group	60,000	-
2 Contested Landscapes and Customary Claims: Synthesis workshop to share findings and plan how to rally civil society action towards defining their claims in specific countries	-	-	17,000
3 Community Tenure Tracking in Forest and Non-Forest Areas: Scoping Studies on area recognized under different legal instruments (Indigenous Lands/Territories, Agrarian Lands, CBNRM, Conservation areas).	RRG, Consultants	30,000	-
4 Community Tenure Tracking in Forest and Non-Forest Areas: Using the scoping analyses to begin developing a global baseline	RRG, Consultants, Community Mapping group	30,000	-
5 Comparative Assessment on Options for Legal Recognition: Assessment of the implications & processes of various forms of legal recognition of community rights	Legal Reference Group, Partners, Consultants	25,000	-
6 Policy brief on community lands in post-2015 targets		10,000	-
Total Customary & Community Land Rights:		**155,000**	**17,000**

Strategic Analysis

Strategic Analysis	Activities to achieve priority outcomes	Actors	Budget (funded)	Proposed Additional Budget (Unfunded)
	ATEMs/Private Sector			
	1. Further develop and promote methodologies for assessing, quantifying and addressing land tenure risk	The Munden Project	100,000	-
	2. Advance current work to engage with credit ratings agencies and insurers around tenure risk	The Munden Project	50,000	-
	3. Document, assess and promote alternative business models that leverage supply chains to support community enterprises	In-house; Consultant	50,000	-
	4. Conduct comparative assessment on constraints to and economic contributions of S/M forest enterprises (e.g., Mexico, Ontario, Nepal, Finland, Cameroon)	In-house; Consultant	25,000	-
	5. Expand global efforts to monitor, measure and report on private company performance in land and forest operations, and promote transparency in land deals	TBD	15,000	-
	6. Develop database of industrial concessions in emerging market economies, including geo-referenced overlays with community claims and demarcated areas	RRG; Forest Trends; Consultant	25,000	-
	7. Expand and link "top-down" and "bottom-up" analysis of investors in critical countries, regions, and sectors	RRG	-	20,000
	8. Develop analysis of tenure risk as faced by major sectors, including mining, oil palm, forestry, and infrastructure	RRG; Consultants	-	115,000
	Total ATEMs/Private Sector:		**265,000**	**135,000**
	Rights and Climate			
	1. Tenure and Carbon Rights Analysis	Legal Reference Group, P/C	50,000	-
	2. Assessment of carbon in community forest lands	RRG, TMP	50,000	-
	Total Rights and Climate:		**100,000**	**-**
	Conservation			
	1. Assess relationship of protected areas to community rights in an initial set of countries	RRG, Maliasili, WCPC	50,000	-
	2. Produce policy analytical paper on evidence base for community tenure as a foundation for conservation	RRG, Maliasili, Consultants	40,000	-
	3. Assess relationship of community rights in a wider range of countries, resulting in a more global scope of analysis		-	25,000
	Total Conservation:		**90,000**	**25,000**

Activities to achieve priority outcomes	Actors	Budget (funded)	Proposed Additional Budget (Unfunded)
Gender Justice			
1 Develop methodology to track data on gender in community forest regimes		10,000	
2 Conduct a scoping study on gender impacts of LSLA		15,000	
3 Review of integration of women's tenure rights and participation in national REDD+ strategies and frameworks		25,000	
4 Comparative study on how gender-sensitive tenure and policy reforms interface with women's rights in customary, collective tenure regimes (focus on: Burkina, Uganda, China, Nepal, Bolivia, Nicaragua)		-	55,000
Total Gender Justice:		**50,000**	**55,000**
Facilitation, Program Coordination, and Technical Assistance			
T RRG Strategic Analysis Program Coordination and Technical Assistance		681,199	
Total Strategic Analysis:		**1,481,199**	**309,000**
Global Programs: Networking Support			
Consolidate engagement with community, Indigenous Peoples and government networks			
1 Support engagement of CSOs and IP networks in international and regional events (such as World Conference on Indigenous Peoples, IUCN World Parks Congress, COP 20, post 2015 agenda and regional institution meetings)	APFNet, ASEAN Social Forest Network, Meso-american Alliance, ACRN, etc.	30,000	-
2 2014 Annual Meeting of MegaFlorestais – Cameroon	MINFOF	100,000	-
3 Conduct assessment of MegaFlorestais network	Consultant	20,000	-
4 Support to MegaFlorestais' activities	Consultant	60,000	-
5 Support to cross regional exchanges	Tbd	-	20,000
6 Support to the Independent Advisory Group to UN-REDD	Tbd	-	5,000
7 Support to the Civil Society Advisory Group to ITTO	CSAG, GACF	-	5,000
Total Consolidating Networks:		**210,000**	**30,000**

Strategic Analysis (side label)

Networking Support (side label)

Activities to achieve priority outcomes	Actors	Budget (funded)	Proposed Additional Budget (Unfunded)
Engage and support the next generation of leaders			
1 Next Generation of MegaFlorestais Leaders – Oaxaca (Mexico)	CONAFOR	90,000	-
2 Next generation of IP and community leaders – 2014 Meeting with Latin America Focus	Instituto del Bien Común	-	30,000
Total Next Generation Leaders:		**90,000**	**30,000**
Engage and influence new constituencies and mobilize support from expert groups			
Promote community tenure in REDD+ (Rights & Climate)			
1 Support Lawyers for Community Tenure	ASoG	25,000	-
2 Organize events/activities to influence Lima UNFCCC COP		30,000	-
3 Conduct the 15th Dialogue on Forests, Governance and Climate Change on carbon rights and community tenure		25,000	50,000
Influence private sector & governments to address tenure impacts and adopt ATEMs (ATEMs/PS)			
4 Support to the Private Sector working group and organization of a dialogue	GW, IFC, Oxfam, Nestlé, Rio Tinto	30,000	-
5 Co-organize a workshop on FLEGT opportunities and risks for Community Forests	Chatham House	10,000	-
Influence conservation sector to address PA-community rights conflicts and adopt more proactive stance on community rights (Realizing Rights)			
6 Support to the Conservation working group and events at World Parks Congress	IUCN, CIHR, Maliasili Initiatives	30,000	-
Generate tenure data and analysis to inform global targets and advocacy (Tenure Tracking & Realizing Rights)			
7 Support to the Mapping and documentation group to contribute to assessments and baselines on customary and community lands and activities around the World Conference on Indigenous Peoples	WRI, IBC, AMAN, ILC	25,000	-
Gender			
8 Support to women's networks and organizations, taking forward Gender strategy	REFACOF, Asia, Africa, LA	25,000	25,000
Total Engaging New Constituencies:		**200,000**	**75,000**
Program Coordination and Technical Assistance			
T RRG Networks Program Coordination and Technical Assistance		181,395	
Total Networking Support:		**681,395**	**135,000**

Networking Support

Activities to achieve priority outcomes	Actors	Budget (funded)	Proposed Additional Budget (Unfunded)
Global Programs: Communications & Outreach			
Website & Online Platforms			
1 Website(s) hosting	RRG	5,000	
2 Website maintenance and technical support	RRG	10,000	
3 Updating email/web outreach (including CMS systems used for Tenure Trends, Quarterly Updates, Monthly Updates, Web 2.0)	RRG	15,000	
4 Develop / Host new Tenure Tracking Platform	RRG	15,000	
Total Website & Online Platforms:		**45,000**	-
Representation & Outreach			
1 Develop materials, work with P&C to execute Country / Regional media campaigns (ex. Avvaz.org for Int'l women's day rally in Liberia, MesoAmer Congress)	RRG, Consultants, P&Cs	15,000	
2 Launch of RRI Annual Review of the State of Rights and Resources 2013-2014 and the next RRI Flagship	RRG, Consultants, P&Cs	70,000	
3 Launch of Stora Enso and APP Papers (including media outreach, press releases, etc.)	RRG, Consultants	8,000	
4 Cision – Annual Membership & Press tracking	Cision	15,000	
5 Community Land Rights Alliance Promotion / Outreach	RRG, Consultants,	12,000	
6 Private Sector Dialogue outreach	RRG, Consultants,	12,000	
7 Data visualization and localized displays of RRI Tenure Data	RRG, Web Consultant	10,000	5,000
8 Develop and produce new series of policy briefs for private sector audience focusing on specific RRI issues: E.g. Land Tenure and FLEGT/REDD; Land Tenure and Investors; Land Tenure and Rights, Land Rights Post 2015, etc.	RRG, P&C, Consultants	18,000	
9 Translating RRI advocacy materials into required emerging economy languages	RRG, Consultants	13,000	5,000
10 Reprinting and dissemination of existing RRI Publications	RRG	20,000	15,000
11 Outreach for WRI-RRI paper climate change mitigation by secure IP and community rights	RRG, WRI	10,000	
12 Outreach / Site visit in advance of WCIP, WPC, or UNFCCC in Lima	RRG	10,000	20,000
13 MegaFlorestais video, promotion materials in advance of 10 year anniversary	RRG	20,000	
14 Increase use of targeted outreach to respond to fast-breaking strategic opportunities to reach a wider audiences (including FP2 targets) as needed	RRG	15,000	
15 Outreach (press release/media engagement) around Dialogue on Carbon Rights, WB MF	RRG, Consultants	5,000	

Activities to achieve priority outcomes	Actors	Budget (funded)	Proposed Additional Budget (Unfunded)
**Representation & Outreach continued**			
16 Outreach around Latin America Dialogue to advance RRI coordinated messages around the COP	RRG, Consultants		10,000
17 Intro to RRI video	RRG		15,000
18 Build / promote RRI journalists networks (ex. Indian journalists to Nepal)	RRG		15,000
Total Representation & Outreach:		**253,000**	**85,000**
Production of Materials			
1 General (thumb drives, folders, banners, business cards, etc.)	RRG	10,000	
2 Production of State of Rights and Resources 2013-2014	RRG	22,000	
3 Production of RRI Flagship Report	RRG	37,000	
4 Develop and produce new RRI brochure(s)	RRG	10,000	
5 Production of Tenure Tracking reports (Flagship Regional briefs, IFRI data, etc.	RRG	8,000	
6 Production of ATEMs and Private Sector analyses (ex. two reports analyzing tenure risk in major sectors, TMP paper on Methods to address Tenure Risk, brief on ATEMs Business models, and a briefs quantifying economic contribution of ATEMs)	RRG	10,000	
7 Production of Conservation analyses (ex. Assessing relationship between protected areas and community lands, and relationship between tenure security and conservation initiatives)	RRG	4,000	
8 Production of Rights and Climate analyses for use in advance of UNFCCC in Lima (ex. Tenure and carbon rights analysis in ENG and ESP)	RRG	3,000	
9 Production of Stora Enso and APP papers	RRG, Consultants	14,000	
10 Production of Technical Paper on Laos FDI	RRG, Consultants	2,000	
11 Production of Megaprojects Report, Map and Brief in ENG, ESP, POR	RRG, Consultants	14,000	
12 DRC Series (editing and printing 5 working papers + editing, designing, and printing 1 Synthesis Brief)	RRG	15,000	
Total Production of Materials:		**149,000**	**-**
Capacity Building Workshops & Trainings			
1 Training of RRI Partners and Collaborators in regions, tied to regional events (Lima COP, REFACOF Mtg)	RRG, P&C	15,000	10,000
2 Strategic need for additional capacity building, media outreach or training of P&C (as identified by GP and CRP, such as Liberia CSO platform, regional convening around Indonesia CC decision)	RRG, P&C	25,000	25,000

Communications & Outreach

Activities to achieve priority outcomes	Actors	Budget (funded)	Proposed Additional Budget (Unfunded)
Communications			
Capacity Building & Training continued			
3 Communications Focal Points monthly WebEx	RRG, Partners	5,000	
4 RRG internal staff communications training - impact writing, reporting, presentations, etc.	RRG	8,000	
5 Central communications meeting with partners, collaborators in 2014	RRG, P&C		40,000
Total Capacity Building:		**53,000**	**75,000**
Program Coordination and Technical Assistance			
T RRG Communications Program Coordination and Technical Assistance		275,026	
Total Communications & Outreach:		**775,026**	**160,000**
Coalition Coordination			
Coalition Coordination			
Coalition Governance			
1 January Governance Meeting		50,000	
Total Coalition Governance:		**50,000**	**-**
RRG Board			
1 January Board Meeting		20,000	
2 Mid-year Board Meeting		10,000	
3 Exceptional Board Meetings		15,000	
Total RRG Board:		**45,000**	**-**
Regional and Global Planning Meetings			
1 Asia 2014 Planning Meeting		20,000	
2 Africa 2014 Planning Meeting		50,000	
3 Latin America 2014 Planning Meeting		30,000	
4 Global Programs Planning Meeting		45,000	
Total Planning:		**145,000**	**-**
Monitoring, Evaluation and Learning System			
1 Independent Monitor		70,000	
Total M&E & Learning:		**70,000**	**-**

Activities to achieve priority outcomes	Actors	Budget (funded)	Proposed Additional Budget (Unfunded)
Coalition Review Process			
1 Consultant		25,000	
2 Consultation Meetings		40,000	
Total Coalition Review:		**65,000**	-
Program Coordination and Technical Assistance			
T RRG Coalition Coordination and Technical Assistance		350,372	
Total Coalition Coordination		**725,372**	-
Strategic Response Mechanism			
1 SRM Agreements		624,645	-
Program Coordination and Technical Assistance			
T SRM Program Coordination and Technical Assistance		-	
Total SRM:		**624,645**	-
Operations			
1 Accounting & Auditing		260,085	
2 Collaborative Agreement & Contract Management		30,397	
3 Donor Engagement		80,067	
4 Fundraising		36,249	
5 Facilities		361,212	10,000
6 Fixed Asset Depreciation		120,000	
7 General Operations		145,365	34,000
8 Human Resources		107,515	10,000
9 IT, Systems, & Telecommunications		190,543	70,000
10 Institutional Management		123,448	
11 Staff Development & Capacity Building		74,721	31,000
Total Operations:		**1,529,602**	**155,000**
Contingency		**100,000**	-

Coalition Coord

SRM

Operations

| Activities to achieve priority outcomes	Actors	Budget (funded)	Proposed Additional Budget (Unfunded)
Strategic Initiatives			
International Land and Forest Tenure Facility			
1 Conduct national assessments to assess needs, demand for proposed Facility services, and co-financing options	Regional Consultants; Paul De Wit	80,000	160,000
2 Update analysis of the costs and best practices of securing land rights, and experiences from prior projects and initiatives	Consultant	-	150,000
3 Engage and consult with Indigenous Peoples, community groups, governments and private investors to receive input, adjust design and reach agreement	RRG: RRI Partners & Collaborators	100,000	150,000
4 Organizational design of Facility, including governance, staffing, safeguards and accountability mechanisms, links with existing organizations (e.g. World Bank, FAO, Governments)	Indufor; Consultants	180,000	100,000
5 Design preliminary pipeline of tenure reform projects in priority countries	Regional Consultants	-	80,000
6 Launch and test 3 to 4 pilot projects		-	1,000,000
Total Facility Inception Phase Activities:		**360,000**	**1,640,000**
Program Coordination and Technical Assistance			
T Tenure Facility Program Coordination and Technical Assistance		221,393	130,000
Total Facility:		**581,393**	**1,770,000**
Build and Advance Alliance for Community Land Rights			
1 Support for Alliance Coordination	Maliasili	20,000	-
2 Bellagio +/- meeting		30,000	-
Total Alliance Activities:		**50,000**	**-**
Program Coordination and Technical Assistance			
T Alliance Program Coordination and Technical Assistance		126,716	50,000
Total Alliance:		**176,716**	**50,000**
Total Strategic Initiatives:		**758,109**	**1,820,000**
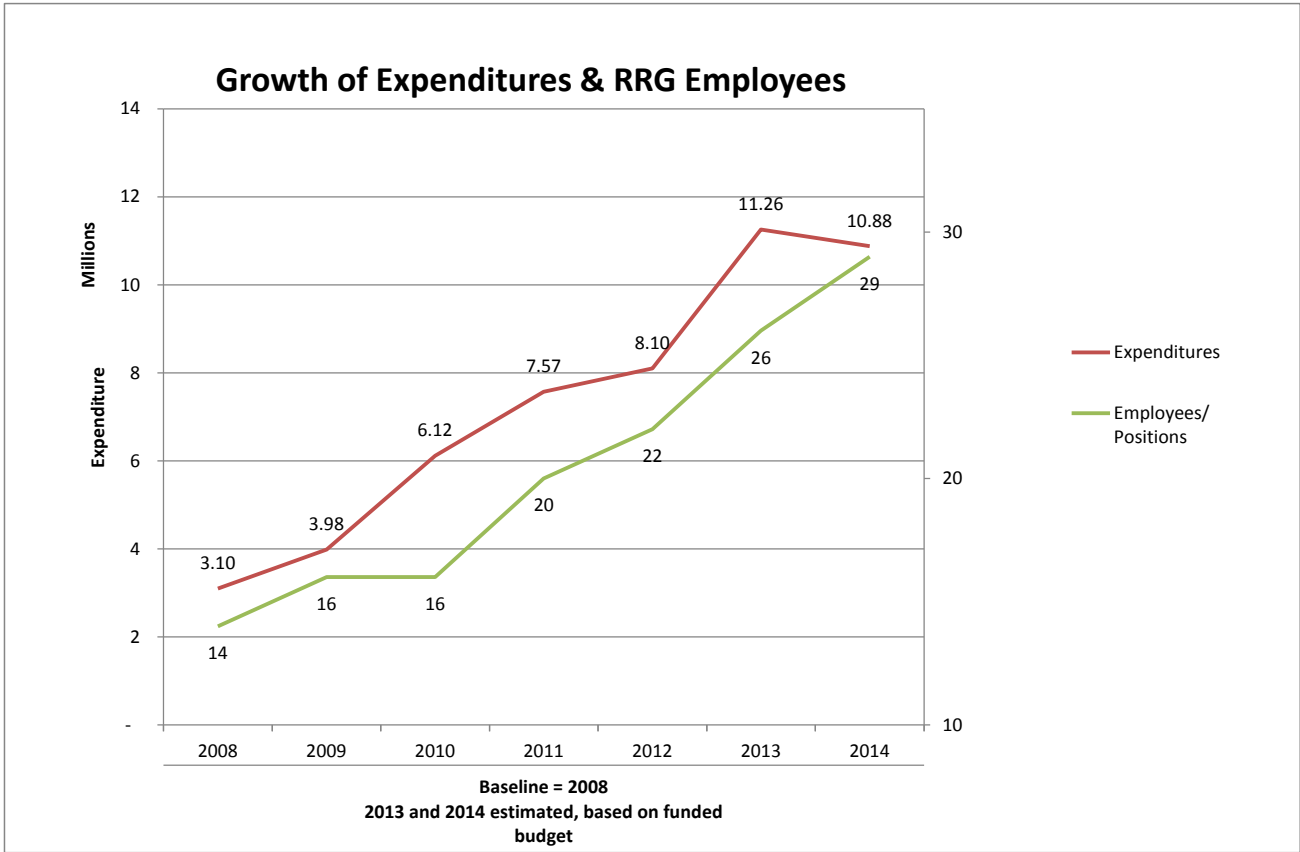
Strategic Initiatives

Growth of Expenditures & RRG Employees

Baseline = 2008
2013 and 2014 estimated, based on funded budget
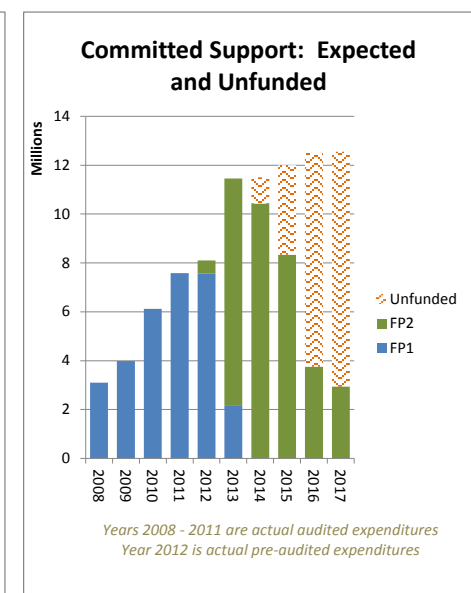
Expenditures

Employees/ Positions

Notes and assumptions:
· 2008 - 2012 are expenditures per audited financial statements.

· 2013 expenditures are estimated
· 2014 expenditures are extrapolated from proposed budget
· Employees/Positions counts are full-time employees at the end of each year, including temporary vacancies (2014 based on positions budgeted)
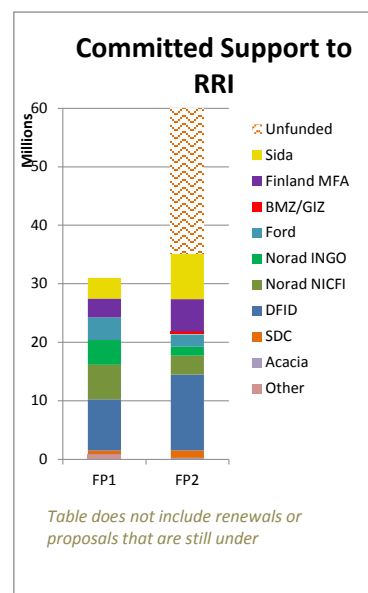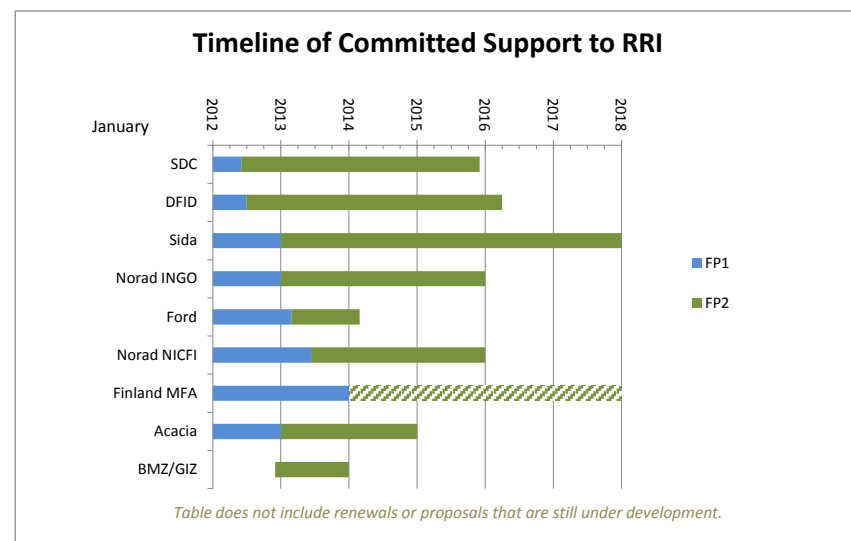
Growth of Agreements Issued & RRG Employees

Baseline = 2008
*2014 agreement total estimated
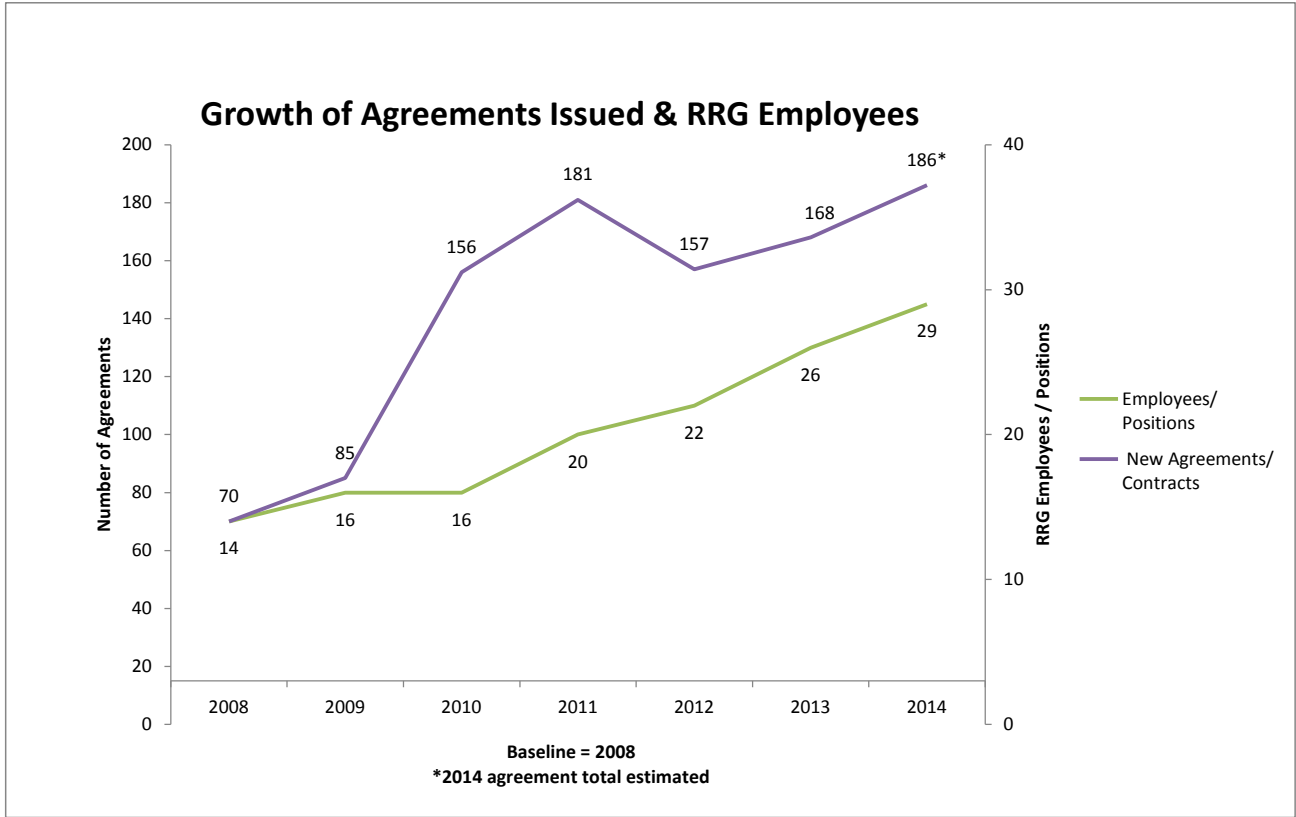
Notes and assumptions:
· Number of agreements/contracts includes all collaborative agreements and agreements with program consultants.
· Number of agreements/contracts only includes new agreements issued each year. It does not capture agreements than have carried over from the previous year. Thus, a multi-year agreement is captured only once.
· A total of 193 agreements were managed in 2013, including agreements continuing from previous years.
· Employees/Positions counts are full-time employees at the end of each year, including temporary vacancies (2014 based on positions budgeted)

Division of Expenditures
RRG & Partners/Collaborators
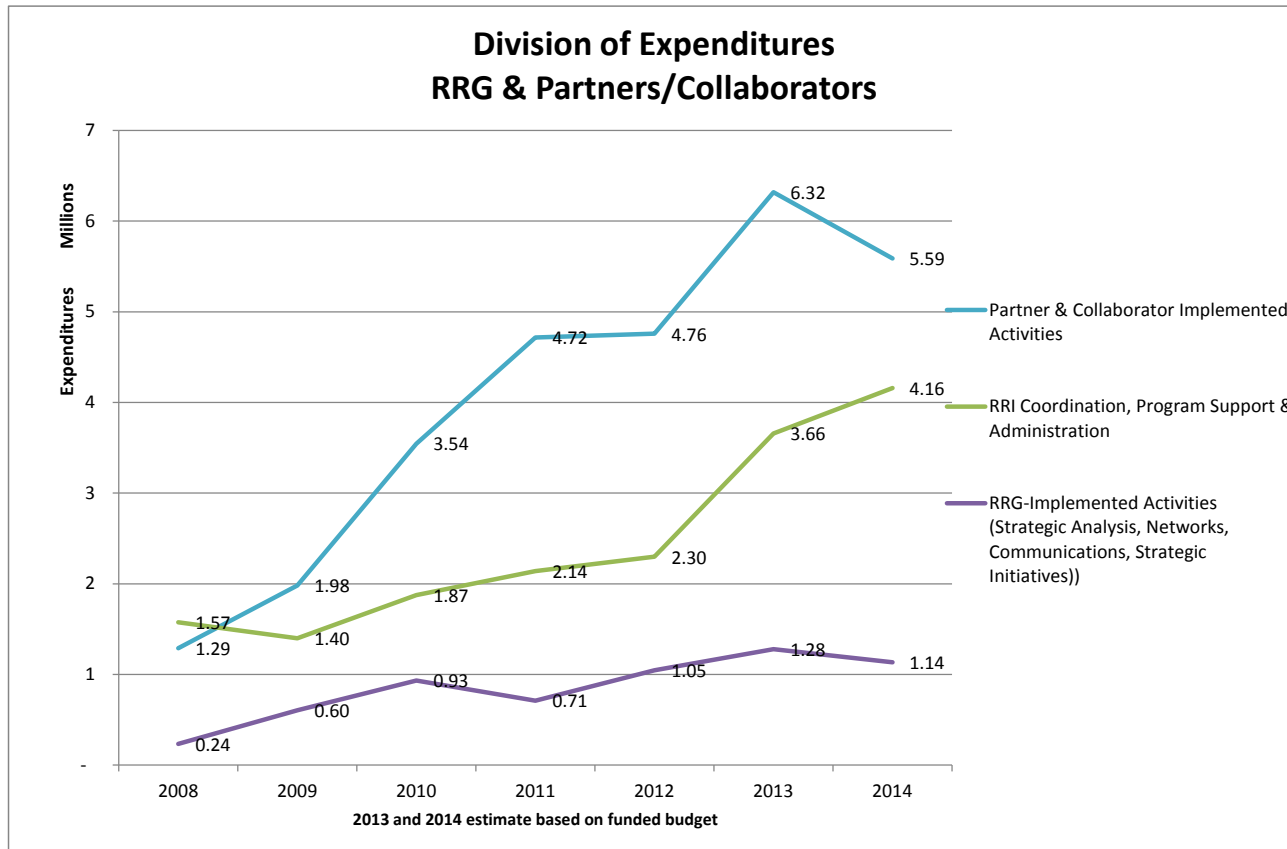
Notes and assumptions:

· 2008 - 2012 are expenditures per audited financial statements.

· 2013 expenditures are estimated
· 2014 expenditures are extrapolated from proposed budget
· Partners & Collaborators include all collaborative agreements, program consultants, and participant travel/lodging paid or reimbursed by RRG.
· RRG-Implemented Activities includes only activities implemented directly by RRG
· RRI Coordination, Program Support & Administration includes all RRG employee salaries & benefits and all operations costs.

· In cases of ambiguity, expenses are included in RRG Program Support & Administration

Framework 2 Funding Agreements

2013 – 2017

Donor	Start	End	Approx. US$
Committed			
Acacia	1/1/2013	12/31/2014	650,000
Acacia Conservation Fund			
BMZ/GIZ	12/1/2012	12/31/2013	514,580
German Society for International Cooperation			
DFID	7/1/2012	6/30/2016	12,940,800
UK Department for International Development			
Finland MFA	1/1/2014	12/31/2017	5,516,000
Ministry for Foreign Affairs of Finland			
Ford Foundation	6/1/2012	5/31/2014	2,133,000
Core Support, plus Climate/CLUA, Women & REDD in Africa grants			
Norad INGO	1/1/2013	12/31/2015	1,522,512
Norwegian Agency for Development Cooperation			
support window for International NGOs			
Norad NICFI	6/16/2013	12/31/2015	3,214,192
Norwegian Agency for Development Cooperation			
Climate & Forests Initiative			
SDC	12/1/2012	11/30/2015	1,289,967
Swiss Agency for Development Cooperation			
Sida	1/1/2013	12/31/2017	7,848,050
Swedish International Development and Cooperation Agency			
other	*various*	*various*	90,789
WWF, Forest Trends, OxFam, IIE, FPAC, others			
Total Support, Committed			35,299,890
Total Budget, FP2			60,000,000
Unfunded Need			**24,700,110**

Donor	Start	End	Prospective US$
Prospective Funding			
Ford Foundation	3/1/2014	2/28/2015	1,000,000
Core Support			
Omidyar Network *(uncommited)*			1,000,000
Framework Core Support			

Timeline of Committed Support to RRI

Table does not include renewals or proposals that are still under development.

Committed Support to RRI

Table does not include renewals or proposals that are still under

Committed Support: Expected and Unfunded

Years 2008 - 2011 are actual audited expenditures
Year 2012 is actual pre-audited expenditures

RRI ANNUAL PROGRAM MONITORING REPORT:

Progress on previous years' outcomes

Name of Program: Africa

Country: Liberia *

Objective/Outcome:	Contribution to RRI output (1 to 4)	Explanation of progress/results (for the current reporting period)	Progress made (0-4)
Tenure legislation, policy and regulatory frameworks that recognize and or strengthen the rights of local communities and Indigenous Peoples in a subset of countries in Africa, Asia, and Latin America	**Board Book Outcome:** ➢ *Women and men's rights and perspectives are equally included in forest and land policy.* **Concept Note Objective:** - Women's empowerment through the development of a work plan for women to take actions aimed at addressing gaps identified in the Land Policy document in relation to their ownership rights.	- The data has been collected from the Lofa, Gbarpolu and Rivercess counties. Consultants are still in the process of finalizing the findings after which a validation meeting will be held. - So far, the analysis has proven to a large extent that very important issues around women property rights have yet to be communicated to the communities and women in particular. - Preliminary findings from the study have shown that Liberia's tenure situation needs serious reforms to better the welfare of communities.	4
	BB Outcome: ➢ *Land and forest legislation and policy recognize and protect community rights.* **CN Objective:** - Impact national land policy and practice in Liberia to promote and strengthen community land tenure as a critical policy issue. - Expanding the pool of actors interested in protecting communities land rights by expanding and strengthening support to the Community and Civil Society Platform on land.	- A series of forums with stakeholders, policy makers and Community leaders to share SDI's inputs on the NLP have been held. - A 4 months nationwide consultation process was undertaken with the Land Commission and a national validation workshop was held to present SDI's recommendations. -Meetings to discuss the Land Rights Policy with urban farmers and Universities were held. - SDI is now gearing up to work on the NLP translation into legislation and presently working with the Land Commission to produce a guide on the implementation of the NLP. - A Policy Guide as well as a guide to help communities negotiate with investors ("Getting a fair due") have been produced. - A Billboard was produced through a joint collaboration with the Land Commission.	4

Strategic national-level coalitions of CSOs or global climate or forest trade initiatives actively committed to and engaged in advancing national-level tenure and governance reforms.	**BB Outcome:** ➢ *Women and men's rights and perspectives are equally included in forest and land policy.* **CN Objectives:** - Rural women's platforms are structured and members have acquired skills in advocacy and engagement that inform interactions with relevant stakeholders, the media, CSOs and donors in 5 counties (Gbarpolu, Lofa, Grand Bassa, Cape Mount and River Cess Counties). - An advocacy plan is produced and published in Liberian newspapers for large diffusion and placed on FCI's website when finalized. - The land Commission is informed of FCI's views and recommendations on the Draft Land Policy.	- 3 (three) rural women's platforms have been established in Gbarpolu, Cape Mount and Grand Bassa counties. - A total of 5 platforms have been established with their leadership, constitutions and byelaws and are functioning with an average of 25 members from women groups and the larger community. These platforms now hold regular monthly rotational meetings where burning issues around natural resource governance are discussed and action plans developed. Some platforms such as Lofa is unique due to the women groups connection with youth groups for their monthly meetings. Sustainability plans have been developed and are operating in the Lofa and Gbarpolu counties. - A major crosscutting advocacy issue which has arisen in the platform discussions is the non-involvement of women in decision making processes in relation to land. The Gbarpolu platform has thus developed an advocacy plan from Sept. 2013 to March 2014 to mobilize and engage the clan chief in on the need for women's involvement in land decision making processes. - Capacity building, through training, has resulted in women being more assertive in their communities and groups and aspire to access leadership positions in the communities. This is the case of Sucrumu community in Lofa county where one of the women group members has been appointed Town Chief. - FCI was able to provide inputs to the Land Commission's draft policy brief through a multi-stakeholder dialogue meeting organized by SDI. The dialogue discussed gaps in the policy and was able to clearly point out the lack of specific mention of women rights despite the "progressive" nature of the draft policy.	4
	BB Outcome: ➢ *Grassroots actors lead forest management and enterprise.* **ACTIVITY** *Develop Strategies for Sustainable Forest Management in Pit Sawing in Liberia.* (13RFLR03 - 13 GREE 03) **Outcomes:** **-** Pit sawyers develop and implement right based strategies for Sustainable Forest Management in their chain sawing operation which may help them establish and manage nurseries, reforestation and Non Tiber Forest Product value chains. - Pit sawyers, under a regulated regime, will establish a cooperative and obtain and operate their first forest use permit using sustainable forest management practices.	-The 1st multi stakeholder dialogue was held to discuss the implementation challenges in the regulation and has agreed to reengage with the FDA with a letter to the Managing Director Hon. Harrison Karnwea. It was also agreed that there is a need for administrative action by the Board of the FDA to amend or interpret the regulation in order to clarify terms such as land or forest on which Pit sawing Permits are issued. -The 2nd MSD was held in Sept. in order to establish a Pit swing Cooperative in order to apply for a Pit sawing permit. A location has yet to be determined after a series of field visits. - A toolkit on pit sawing sustainable forestry	4

		management as well as a tool kit to assess NTFP value chains are being developed. -Consultations with pit sawyer unions have been facilitated. -Consultations to select local community leaders as well as the selection of a project site to support communities in their FPIC processes are underway.	
	BB Outcome: ➢ *Grassroots actors lead forest management and enterprise.* **CN Objective:** - CFDCs and local forest communities consult through a participatory process and design a rights based model/ approach to equitable and Sustainable Community Forest Management in Liberia. - A user-friendly manual on "How to Establish a Rights' based and equitable Sustainable Community Forest" is produced. - A site is identified and selected by local communities and the leadership of the CFDC for a proposed rights based equitable and sustainable community forest management area.	-Two workshops were held in Chebioh's Town and Gbapa, Sinoe County, near the Sapo National Park to review past community forestry interventions in the Fauna and Flora International (FFI) communal forest intervention communities and to inform the design of the training manual for the establishment of community forestry. - A training manual on "How to Establish a Right Based and Equitable Sustainable Community Forestry" in underway. - The location for the establishment of a community forest has yet to be decided. - A lawyer has been hired to give legal and technical support to CFDCs.	4
	BB Outcome: ➢ *Grassroots actors lead forest management and enterprise.* **CN Objective:** - Documentation of CFDCs with interest and pursuing NTFP value chains. - Information-sharing and communication capacity of CFDCs with the NBST are strengthened and lead to improvement in the relationships between communities and the CFDCs. - Marked improvements in benefit sharing and decision-making, facilitating more equitable community forest management.	- Awareness was raised on NTFP value chains amongst CFDCs representatives. - Participation of 37 CFDCs from Gbarpolu, Lofa, Grand Cape Mount, Grand Bassa and Rivercess Counties attended 2 workshops held in Tubmanburg and Buchanan. - Training by the ASNAPP for the CFDCs was provided. - Two day planning and action events were organized between 31 CFDC Union Members from the Forest Management Contract and Timber Sales Contracts across Liberia resulting in a position statement addressed to the Members of the National Legislature. - Proactive engagement have been initiated between CFDCs affected by logging operations and members of the National Benefit Sharing Trust Board (NBST) - Pressure was put on the Ministry of Internal Affairs by CFDCs and a letter was sent to the President to transfer the share of land rental fees into the NBSTB accounts. - Media coverage was provided for additional visibility to the community campaign questioning government's commitment of sharing forest resource benefits with communities by transferring their share of rental fees to the NBSTB.	4

	BB Outcome: ➢ *Government and private sector respect rights.* **CN Objective:** - Promote a new palm oil development model for Africa that protects community rights and Liberia's forests from uncontrolled clearance and planting with monoculture palm oil. - Deliver up to date information on companies palm oil development plans, and informed community representatives from different affected areas who will engage these companies collectively through a multistakeholder dialogue.	*FPP was unable to attend our Liberia Planning Meeting. No inputs on FPP's outcomes at this point.*
Private sector entities actively support tenure and governance-related reforms, and support community-governed production and management in the countries where they operate.	**BB Outcome:** ➢ *Government and private sector respect rights.* **CN Objective:** - (Potential for) Reform and transformation of large scale concession land development in Liberia, profile supply chains of selected logging and agro-industrial businesses. -Identification of how government agencies, external actors (bilateral, companies, etc.) and Civil Society Organizations interact, their power dynamics, and how to influence each actor to maximize impact and then analyze power relations among those actors.	-Two workshops on human rights instruments and the RSPO have been held to train community leaders on the international instruments available. - A multi stakeholder dialogue is scheduled to take place before the end of the year. - A brochure to inform on processes of the RSPO is being developed for an effective use of the RSPO mechanisms on the ground. - A Manual on FPIC is being developed to inform/prepare communities for their dialogues with the private sector and the government. 4
	BB Outcome: ➢ *Government and private sector respect rights.* **CN Objective:** - Facilitate community organizing to build inclusive local citizen-led structures in each district which could engage relevant stakeholders on issues of community rights particularly in relation to palm oil plantation expansion. - Conduct sensitization on key community rights issues in order to raise awareness and understanding of community rights issues across the diverse sections of the affected communities including women, youth and elders and to increase the engagement with these issues at the district and county levels by a larger portion of the affected communities. - Contact groups become well informed about the provisions of the contract and Sime Darby's responsibilities, act as a resource to their local communities, engage effectively with local leaders, the company and the government and support SDI's advocacy efforts for pro-rights reforms by monitoring activities within the district. - Support communities during negotiations with companies and the government community mobilization prior to negotiations and broader community awareness of negotiations if they do occur. - Negotiations are conducted in a transparent way with communities supported to advocate for their rights with thorough FPIC processes conducted and developments complying with robust ESIAs.	- A regular community radio show is being hosted and ground level community meetings held using materials produced by SDI (simplified versions of a contract, maps of the district concessions and an "Investor guide") and conducted by two SDI contracted local CBOs (DOMAFEIGN and Working Effectively Together - WET) in Gbarpolu County where more than 50% of Sime Darby's concessions are found. - The launch of the Investor's guide and discussions on the New Land Policy have taken place during a mass multi stakeholder meeting in Bopolu with 90 participants including the Gbarpolu Student Association, Paramount Chiefs, Clan Chiefs and District Commissioners. - Support to communities in RSPO complaints (EPO) was provided as well as information regarding FPIC to Sime Darby and GVL and other concessionaires. 4

* Notes:

1. The format for this year's planning meeting in Liberia took the form of 3 different "strategic" meetings (4 hours) with each one of our 3 collaborators instead of one collective planning meeting over 2 days due to some unresolved coalition issues. Given the limited amount of time available to discuss the results for 2013 with each collaborator, this APMR document was in part completed with the inputs that our collaborators sent to us following the meetings.

2. Please note that FPP was unavailable to meet with RRI during the week of our planning meetings in Liberia and will have to send us theirs inputs at a different time.

3. Because some of the Board Book objectives were sometimes formulated in too general terms and due to the fact that some of these objectives have slightly changed after RRI January Board meeting, we have decided to include the objectives indicated in our Collaborators/Partners' Concept Notes and evaluate them against those objectives when applicable. This explains why we have included both the "Board Book Outcomes" as well as the Concept Note Objectives" in this AMPR document.

Contact details:

Green Advocates - Alfred Brownell (alfredbrownell@gmail.com)
　　　　　　　Francis Colee (francis.colee@elaw.org)

Sustainable Development Institute - Jonathan Yiah (jyiah@sdiliberia.org)
　　　　　　　Silas Siakor (ssiakor@sdiliberia.org)

Foundation for Community Initiatives – Julie Weah (fcommunityinitiatives@yahoo.com)

Annex 2: Annual Program Monitoring Report (APMR) Template

RRI ANNUAL PROGRAM MONITORING REPORT:

Progress on previous years' outcomes

Name of Program: Africa
Country: Mali *

Objective/Outcome:	Contribution to RRI output (1 to 4)	Explanation of progress/results (for the current reporting period)	Progress made (0-4)
Tenure legislation, policy and regulatory frameworks that recognize and or strengthen the rights of local communities and Indigenous Peoples in a subset of countries in Africa, Asia, and Latin America	**Board Book Outcome:** ➢ *Support the devolution of authority over natural resources.* **Concept Note Objective Project 1:** → Understand how to create and operationalize a Land Commission for collectivities and technical services in Mali. → Translate the knowhow of communities in terms of prevention and natural resource conflict management without appealing to courts. → Valorize and protect the rights of different forest resources users at the local level. **CN Objective Component 1 :** → The elected officials, producers and operators of visiting communes own the content and the stakes of transferring the competences and resources in terms of Forest Resources Management (FRM) → Visiting Communes consider action for the decentralized management of their forests.	Because the Inter-Ministerial Decree, which was supposed to transfer resources for the operationalization of Mali's 147 Land Commissions, has failed to be issued, the objective of this project was to assess which of these LCs are actually operational and identify the obstacles that impede the good functioning of these LCs. Three (3) Communes: Yanfolila, Danderesso and Tominian in the regions of Sikasso and Ségou were used as case studies to demonstrate the need for a functioning budget, for LCs to be representative of all categories of the population and for capacity building to ensure the decentralization process is a success. Additionally, the Mayors and Governors of these Communes have signed a contract with the Permanent Secretariat of the guiding agricultural law (loi d'orientation agricole) and a training on conflict intermediation has been scheduled. Internal functioning tools for theses LC have also been developed.	**4**
		In the context of Mali's decentralization process (through a series of Decrees) GEDEFOR has been experimenting different tools for the transfer of competences in pilot Communes. Visits were therefore organized in these pilot Communes to learn from best practices. 15 elected officials (amongst which the 1st vice president of the High Council of Collectivities – HCC) have visited GEDEFOR's pilot Communes over 3 days and have developed an action plan with the lessons learned. The main finding of this visit is that GEDEFOR does not do any more than what other NGOs already do in terms of decentralized management. The elected officials have regained confidence in their capacity to manage their natural resources and were able to give GEDEFOR some advice natural resource management.	**4**
	BB Outcome: ➢ *Analyze the political/security crisis' impacts on land tenure.* **CN Objective Project 2:** → Evaluation of vulnerabilities → Analyze the changes in rules around the access and control of natural resource products in a crisis situation. → Contribute to the peace efforts and reinitiate the social and economic dynamics in Mali.	This study was conducted by Réseau Réussir la Décentralisation and a restitution workshop was held on 8 Oct. 2013 under the auspice of the HCC which established an Evaluation Commission to give recommendations for the study's final report. The establishment of this Commission reveals the strong interest this study has generated at a high level. The main findings of this study is the link that can be made between peace and natural resource management, issue which needs to be fully integrated in Mali's reconciliation process. The affected areas will need to think about the issue of land redistribution once the displaced populations (including the transhumant/pastoralist) return to the affected areas in order to avoid potential conflict over NR.	**4**

BB Outcome: ➤ *Consolidation and dissemination of prior gains.* **CN Objective Project 3:** → Evaluate the credibility of local conventions on the ground as well as the implementation capacities of management entities. → Evaluate the effects of the application of measures established by local conventions on the status of natural resources. → Document the rules and practices pertaining to the evolution of communities' rights in natural resource management.	A National Guide to accompany Local Conventions has already been developed in order to address the technical aspect of Local Conventions. The next step should have been the legal recognition of these Local Conventions but this phase was postponed due to the political crisis. The focus for 2013 was thus to capitalize on existing Local Conventions in a periurban context and identify the threats posed by urbanization. This was also an opportunity to assess how these Conventions are being implemented. As a result, a capitalization document was produced including "papers" for each of the focus zones and has identified the need for a Global Convention to be established. The link between these Conventions and the Pastoral Chart (often violated) was also identified as something to be investigated.	**4**
CN Objective Project 4 : → Hold enlightened discussions on the probable consequences of carrying out the Great Green Wall project as well as private investments in the area. → Analyze the stakes and risks of this project as well as the ways to mitigate them. → Come up with innovative approaches that are socially anchored to present to decision makers and technocrats.	Because the Great Green Wall project is an integrated concept that involves the sustainable management of lands, including community lands, this project was identified as a strategic area on intervention. The scope was however downscaled to focus on Mali exclusively (as opposed to it being a regional activity) because of the amount of funds available. A contract was signed between Helvetas and Mali's Ministry of Water and Forests (Ministere des Eaux et Forets) and contact established with its GGW focal point. The main outcomes of this collaboration are: 1. The creation of a reforestation space with a natural resource management plan that can be replicated. 2. A mapping of the GGW trajectory which has resulted in the Ministry's decision to lower the initial trajectory in order to avoid certain villages that would otherwise have been affected by the GGW trajectory. 3. Assessment of the social and environmental impacts of the GGW project. 4. Sub regional analysis of what Mali's neighboring countries (Burkina and Senegal) are doing in relation to the GGW project. In addition, this study has shed light on other questions which need to be explored: 1. How involved is Mali's Ministry of Borders (Ministere des Frontiere) in this regional level project. 2. How to incorporate the notion of collective management of local land in the GGW project? 3. How to apply agroforestry at a larger scale taking transhumance and forest tenure into account. This project earned the grade 3 because of the slow pace at which the Ministry operates.	**3**

Market, trade, investment or conservation legislation and policies adopted or implemented by governments that strengthen Indigenous Peoples' and local communities' rights, enterprises, benefits and incomes in a subset of countries in Africa, Asia, and Latin America			
Strategic national-level coalitions of CSOs or global climate or forest trade initiatives actively committed to and engaged in advancing national-level tenure and governance reforms.	**BB Outcome :** ➢ *Promote Small and Medium Community Forestry Enterprises (SMCFE) and agroforestry as alternatives to Large Scale Land Acquisitions.* **CN Objective Component 3 :** → Develop and publish a capitalization document that highlights successful experiences, the main challenges and make propositions. → Elaborate an action plan for the RRI coalition to promote NFTP enterprises for 2014.	This project's intention was to capitalize on previous SMCFE studies which have been halted due to the crisis. The idea behind the promotion of SMCFEs is that if people are involved in the management of natural resources, they will feel more concerned by the preservation of natural resources. The promotion of SMCFE's is also a way to get women involved in NR management due to the fact that women are particularly involved in NFFP type of enterprises. The questions which will be addressed in this capitalization document are: what are the barrios SMCFEs face (market access, financing etc.) and how are they involved in decision making around NR management. Data has been collected using questionnaires submitted to support NGOs. Stakeholders will then be invited to participate in a restitution workshop in order to establish an action plan.	**4**
	CN Objective Component 2 : → Farmers (the focus group of the two projects: industrial agriculture and agro ecology) develop arguments for and against each one of these options. → Change in decision makers' perception and behavior as well as in the support structures.	This activity (co-financed by Groundswell) has been cancelled due to the fact that Groundswell is no longer represented in Mali following the crisis.	**0**
Private sector entities actively support tenure and governance-related reforms, and support community-governed production and management in the countries where they operate.	**BB Outcome:** ➢ *Promote communities 'rights in mining areas and analyze the environmental impact of industrial and artisanal mining.* **CN Objective Component 1 and 2 :** → The level of knowledge and appropriation of the mining code by the different actors of the mining sector (local populations, civil society, territorial collectivities, mining companies and other actors of the private sector) is improved. → The insufficiencies of the mining code as well as the bottlenecks of its effective application on the ground are sufficiently evaluated and in a participatory manner with the whole set of actors/stakeholders of the mining sector in particular with residents in the mining areas. → The factors of land speculations as well as the abuses of local populations' land rights in the mining areas are identified. → The level of inclusion of the mining code in the rural communes' development plans (PDSEC) is evaluated.	In light of the numerous studies of the mining code that already exists, this analysis (which was supposed to be conducted by IUCN before Sahel Eco took the lead) is to adopt a gender approach to the analysis of the mining code as well as include visits on the sites of decentralized collectivities. So far the consultants have been hired and activities have begun. A restitution workshop with also be held as soon as the report is finalized.	**4**

Contacts:

 Helvetas Swiss Intercooperation - Pierre-Yves Suter (Pierre-Yves.Suter@helvetas.org)
                                    Célestin Dembélé (Celestin.Dembele@helvetas.org)

 Sahel Ecology - Mamadou Diakité (madoudiakite2003@yahoo.fr)

Annual Program Monitoring Report (APMR) Template

RRI ANNUAL PROGRAM MONITORING REPORT:
Progress on previous years' outcomes

Program: Africa
Country: Burkina Faso

Objective/Outcome:	Contribution to RRI output (1 to 4)	Explanation of progress/results (for the current reporting period)	Progress made (0-4) with regards to baseline (as per SRF)
Tenure legislation, policy and regulatory frameworks that recognize and or strengthen the rights of local communities and Indigenous Peoples in a subset of countries in Africa, Asia, and Latin America	**Board Book Outcome:** ➤ *Promote effective dialogue among women's groups and leaders, opinion makers and governmental bodies to ensure follow-up on reforms to guarantee women's tenure and access to land and forests* **Concept Note Objective :** → An additional manual on gender is included in the methodological guide for the local planning and adopted at the national level. → Local actors (populations, traditional chiefs, opinion leaders and decentralized authorities) are informed and sensitized on Attestations of Land Possession (APF) and accepted their acquisition by women. → The process of acquisition of APFs by women is initiated in one rural community. **Medium term objective:** → Increase the surface of forest and land resources under the control of women. → Secure women's access to land for them to benefit from the advantages liked to the exploitation of land and forest resources.	TENFOREST's gender manual was published in 2012 but had not yet been adopted at the national level, which was achieved through a national validation workshop on local planning. This was a timely process in light of the Communal elections (Nov./Dec.) which are to be followed by the implementation of the methodological guides (including the additional gender manual) at the collectivity level. Thanks to TENFOREST's action, the Ministry of Economy and Finance has decided to review their guide so as to include the gender dimension. TENFOREST was also recognized as the lead on gender and climate issues by the Ministry. The next steps will be to follow-up on the implementation of this guide in the 352 rural Communes through the dissemination of the gender manual and capacity building of collectivities as they review their communal plans.	4
	Board Book Outcome: ➤ *Build capacity for women, community leaders and officials charged with natural resource management on the guides for implementation of local land charters (CFL), regional development plan (PRD) and commune development plan (PCD) as well as new laws.* **CN Objective:** → Local actors from collectivities are better informed on the CFL guides and the PRD/PCD through training and information sessions. → Communities are informed on the law 034 through training sessions and an information circuit, support and communication tools. → Development of CFLs that include a gender dimension are privileged through the organization of advocacy by the platform and its member organizations.	-Seventy (70) radio programs on the law 034 (pertaining to the rural land regime) have been developed and recorded. - Expected diffusion of the radio program in local radio stations. - Two (2) training sessions on the law 034 have been held in Tenkodogo and Léo. - An order has been submitted for printed copies of law 034 for its diffusion targeting the Ministry of Agriculture (DGFOMER) - Two (2) training sessions on the methodological guides for local planning and the CFL have been held in Tenkodogo and Koudougou. - Beneficiaries and alliances have been identified and advocacy activities in relation to gender sensitive CFL have yet to be implemented.	4

Market, trade, investment or conservation legislation and policies adopted or implemented by governments that strengthen Indigenous Peoples' and local communities' rights, enterprises, benefits and incomes in a subset of countries in Africa, Asia, and Latin America	N/A		
Strategic national-level coalitions of CSOs or global climate or forest trade initiatives actively committed to and engaged in advancing national-level tenure and governance reforms.	**Board Book Outcome:** ➤ *Strengthen TENFOREST's organization and governance, including support for its communication and fundraising capacity.*	No activities related to this objective.	
Private sector entities actively support tenure and governance-related reforms, and support community-governed production and management in the countries where they operate.	**Board Book Outcome:** ➤ *Research/action on enterprises related to Non Timber Forest Products (NTFP) supply chains (production, transformation, and commercialization) and develop advocacy tools demonstrating the comparative advantage of these enterprises as opposed to mining and agro industry.* **CN Objective :** → Land rights of model farmers are taken into account in the development of cities in Burkina Faso. → The concept behind the Bagré growth poles is well understood and the risks to the rights of local communities are well understood.	This is an ongoing process that will depend on the results of negotiations with collectivities during the urbanization process. So far a synthesis document for the diagnostic study on the rights of farmer models (paysans modèles) has been developed and produced by RESEAU MARP. Alliances have yet to be formed and information/sensitization activities as well as the advocacy should begin shortly. The NGO DAKUPA has been identified to conduct the activity and has organized a number of meetings with the Directors of the economic growth poles (DGAT) in Ouagadougou, in Bagré with the town hall, agents of Bagré growth poles, local actors and resources persons. Visits to the sites were organized (10 Oct. and 11 Oct.) and a memorandum has been drafted. On the gender and mining: A provisionary report on the inclusion of the gender dimension in Burkina's mining code has been delivered and observations/amendments following the restitution workshop are being included in the report.	4

Because some of the Board Book objectives were sometimes formulated in too general terms and due to the fact that some of these objectives have slightly changed after RRI January Board meeting, we have decided to include the objectives indicated in our Collaborators/Partners' Concept Notes and evaluate them against those objectives when applicable. This explains why we have included both the "Board Book Outcomes" as well as the Concept Note Objectives" in this AMPR document.

Contacts:

TENFOREST - Alain Traoré (traore_alain@yahoo.fr)
                   Georgette Koala – (pengdwende_bf@yahoo.fr)

RRI ANNUAL PROGRAM MONITORING REPORT:

Progress on previous years' outcomes

Name of Program: RRI Asia Program
Country: China

Objective/Outcome:	Contribution to RRI output (1-4)	Progress made (0-3)	Explanation of progress/results (for the current reporting period)
Develop broader recognition of the importance of gender and ethnic dimensions of forest tenure, and ensure current analyses contribute to future legal and policy reform	1.Tenure legislation, policy and regulatory frameworks that recognize and or strengthen the rights of local communities and Indigenous Peoples in a subset of countries in Africa, Asia, and Latin America	1.5 (expected: 2.5)	Peking University (PKI) conducted field research in Qinghai, Gansu, and Yunnan provinces on the differences in tenure allocations between majority *han* Chinese and ethnic minority communities, the differences between forest quality and livelihoods between *han* and ethnic-community dominated State Forest Enterprises, and the relationships between the state and these communitie, as well as barriers to access/use of forest resources under the National Forest Protection Program (NFPP) and the Sloping Land Conversion Program (SLCP) conservation/reforestation schemes. This research fills a vacuum as existing data on these issues is limited and weak, despite their importance, and because ethnicity remains a highly sensitive topic in China. Preliminary findings indicate severe disparities between *han* and minority communities' landholdings under collective forest reform, particularly in Tibetan Autonomous Regions surveyed in Qinghai and Gansu province, where all forests were nationalized (declared State property) in the 1950s due in part to the historical Tibet-China conflict. This disparity is less marked in villages surveyed in Yunnan. However, in villages where collective forest reforms were instituted, there has been a significant shift from collective to household ownership in the past decade. While PKU is still in the process of analyzing and compiling survey data, they theorize that forestland under customary management by ethnic groups is more likely to be seized by the government and converted to enterprise or protected status, resulting in the inability of local communities to access forest resources for subsistence purposes. Full analysis will be published in early 2014, along with a set of policy recommendations that include expansion of landholdings and compensation to ethnic communities under the NFPP and SLCP programs to increase household incomes.

In parallel, Landesa's work on gender explored new collaborations to enhance women's forestland tenure security and promote policy change and legal reform (with the All-China Women's Federation), and to empower rural women by raising awareness of their rights to forestland (with the Cultural Development Center for Rural Women (CDCRW), a national NGO). The former partnership is significant, as ACWF is highly regarded by Party leadership and has successfully championed women's agrarian land rights for many years. With Landesa's support, the ACWF advocacy platform on women's land rights was broadened to include forest as well as agrarian land, which had previously been a blind point for the organization. This marks a breakthrough in efforts to educate top-level leadership on women's forestland rights and promote gender justice in further reforms to China's collective forest tenure regime. ACWF's proposal was submitted to two executive institutions (State Forestry Administration, Ministry of Agriculture) and two party agencies (National Peoples' Congress, Chinese People's Political Consultative Congress). The proposal noted that the current Forestry Law lacked gender sensitivity in the design and implementation of collective forest reforms, with an additional article needed to state that women had equal rights to forestland. It also called for scaled up efforts to formally register women's land rights by recording women's names on forestland certificates, gender-equal compensation for land acquisitions, clarity on co-ownership (inclusion of women's and men's names as co-representative on a household land contract) and standardized implementation |

			across provinces. Landesa received positive feedback from policymakers, many of whom were not aware of these issues. In November, Landesa worked with CDCRW to produce a pamphlet on women's forestland rights and distributed it to rural communities (ACWF local chapters) to increase women's knowledge of their rights under statutory law. However, these efforts have not yet resulted in policy change at the central level, mainly due to the delay of the Forest Law revision (see below). *Baseline data:* - Gender: 17% of issued land ownership contracts, and 38% of issued land certificates, record women's names as well as men's. (Landesa 2011) - Ethnic minority forestland tenure: *See attached presentation, "Impacts of NFPP and Forest Tenure Reform in Western China Minority Regions."*
Inform all stakeholders of current and second generation issues in collective forest reforms, and influence revision of Forest Law and regulatory frameworks		1.5 (expected: 3)	With RRI support, PKU has spent 2013 compiling research conducted in two extensive surveys of collective forest tenure reform, conducted in 2006-7 and 2011-2, which generated new, national-level data and analysis to inform the State Forestry Administration's assessment of collective reforms. This is arguably the largest and most credible survey of reforms to date. PKU has also leveraged funds from the World Bank and Sida for this analysis, which will be finalized in early 2014 and published as an 8-9 chapter book at the 2014 World Bank Land and Poverty Conference. ***Please see above and below sections of this report for description of current/forthcoming information dissemination of the RRI Coalition's work on gender, regulatory takings, and domestic/overseas investments.*
Increase support for revision of Forest Law that further promotes realization of rights		0	In 2012, the Central Committee announced that China's Forest Law would undergo a review and revision beginning in February 2013, with a requisite public comment period. RRI anticipated this opportunity and designated funds to Landesa for drafting a legal analysis of the draft Law that emphasized the need for second-generation reforms. However, the Party has delayed this revision process indefinitely; therefore RRI reallocated these funds. RRI decided at the 2013 Strategy and Planning Meeting that if a new review date for the Forest Law was announced in 2014, Landesa would undertake the same review process with funding from the RRI Strategic Response Mechanism (SRM).
Ensure development of equitable policy for regulatory takings in collective forestlands	2.Market, trade, investment or conservation legislation and policies adopted or implemented by governments that strengthen Indigenous Peoples' and local communities' rights, enterprises, benefits and incomes in a subset of countries in Africa, Asia, and Latin America	2.5	This work was undertaken by Landesa and aimed to use 2011-12 research and analysis (prepared in collaboration with RRI) to engage and conduct policy briefings with State Forestry Administration officials on needed reforms, and provide consultation services to the SFA (which oversees conservation programs) on drafting of new policy measures. Landesa's research to date revealed varying compensation levels for land takings, which were lower in rural areas and overall well below market value. Research was disseminated through various media to over 20 SFA officials and senior forestry researchers. Landesa then provided several rounds of ongoing advice to the National Forest Protection Center and the Planning and Resource Division of the SFA regarding comparative provincial experiences and best practices on payment for ecosystem services. On 28 September, Landesa partnered with the Chinese Academy of Forestry to host a workshop attended by SFA, Ministry of Finance, Forestry Bureau, and representatives from Guangdong province, home to a pilot initiative in increasing compensation levels per *mu* (land measure) for land takings under the NFPP. Participants gave positive feedback and agreed that in principle, compensation should be increased. As a result of Landesa's advocacy efforts, there is now a strong consensus within SFA to improve compensation standards to farmers and communities affected by conservation programs. It is highly likely that China will reform these measures in the coming year, and Landesa is poised to play an ongoing role in this process. However, the Ministry of Finance must still be convinced that this is a high priority, and Landesa does not have direct connection to high-ranking officials there. Major policy recommendations include:

			- Clarify requirements for regulatory takings, enshrined under central law/policy. - Increase compensation standards from current rates (5-15 RMB/*mu*), in line with market rate (approx.. 30 RMB/*mu*). - Consider a classified system with geographic variation to determine compensation
Investigate Chinese and international investments (in China and abroad) in land and forests to improve understanding of corporate practices	4. Private sector entities actively support tenure and governance-related reforms, and support community-governed production and management in the countries where they operate.	2	*Domestic/international investments in China:* In late 2012, RRI and Landesa began to assess and evaluate forestland acquisitions in southern China by multinational pulp and paper firms Stora Enso and APP, in order to identify key issues concerning farmers' forestland rights in LSLAs in China, and to formulate practical recommendations for Stora Enso, APP and Chinese policy makers and multinational investors who plan land acquisitions in China. The Stora Enso research was conducted in close collaboration with company officials as a follow-up to a 2010 RRI-Landesa report exposing Stora Enso's troubling land acquisition practices despite a global commitment to corporate social responsibility. Field research on Stora Enso's land acquisitions in Guangxi province took place in February, followed by a desk review on regulatory frameworks governing collective forest tenure reform and forestland transactions. This report was submitted to RRI in late June, followed by an extensive peer review, and a two-week comment period by Stora Enso. Currently, RRI, Landesa, and Stora Enso are finalizing the report, taking great care to address any factual errors or misunderstandings of Stora Enso's land acquisition processes that arose during field research and correspondence with headquarters and provincial level staff. There is currently no fixed date for the release of this report; rather, all parties are focused on ensuring readiness for wider publication. However, the extended review process has pushed back the dates for editing Landesa's research on APP, and the project has therefore been extended until the end of December 2013. Thus far, Landesa's research remains quite strategic in the context of RRI's China program and its broader work analyzing the impacts of LSLAs in the context of national regulatory frameworks. In addition, as a result of this work Stora Enso has emerged as a key ally for RRI's work in the private sector and as an indicative example of corporate willingness to revise land acquisition practices to mitigate local conflicts and investment risk. In parallel, Landesa has just begun work to conduct preliminary research on domestic LSLAs (within China, by Chinese companies). Fieldwork took place in Fujian province in October 2013, where Landesa conducted interviews with local officials, State-owned companies, and farmers in 10 villages. A second round of fieldwork took place in late October in Guizhou province. Preliminary findings indicate that LSLAs routinely infringe on community and individual rights, even in a province (Fujian) highly regarded as a "model" for collective tenure reform. Once this research is completed, Landesa will compile a set of investment guidelines for Chinese and multinational corporations, and has expressed interest in setting up a multisectoral 'roundtable' to ensure responsible investments in China. *Chinese investments abroad:* In the first half of 2013, Chinese Academy of Forestry completed a desk review using Ministry of Commerce data and other published analyses to report on the scale of Chinese overseas investments. In October, a small team from CAF conducted pilot field research in Cameroon to analyze compliance with national forest and land tenure policy, Cameroon's international human rights commitments, Chinese investment guidelines, and industry best practices. Cameroon was chosen due to the high level of Chinese investment in the forestry, agriculture and extractive industries and the presence of RRI Partners and Collaborators in the country, and the CAF team was accompanied by an analyst form RRI Partner Forest Trends as well as the Facilitator for Central Africa. CAF faced several challenges in conducting this work, starting with the inability, despite their status as a government research institution, to access credible data on investments and information on the companies themselves. However, their ultimate goal for 2013 was to provide an overall, baseline assessment, and to devise and pilot a methodology for

			country-level analysis. RRI is currently rethinking how to expand this work in 2014 and potential collaborations with other institutions.

Progress assessment scale:

(0) *Not attempted*
(1) *No significant progress*
(2) *Medium progress, in line with intended outcome*
(3) *Advanced progress, in line with intended outcomes*

RRI ANNUAL PROGRAM MONITORING REPORT:

Progress on previous years' outcomes

Name of Program: RRI Asia Program
Country: Indonesia

Objective/Outcome:	Contribution to RRI output (1 to 4)	Progress made (0-3) with regards to baseline	Explanation of progress/results (for the current reporting period)
Pursue integrated government policy reform at district, provincial and national levels utilizing newfound political clout of CSOs and UKP4 and emphasizing the need for transparent and accountable policy implementation	1. Tenure legislation, policy and regulatory frameworks that recognize and or strengthen the rights of local communities and Indigenous Peoples in a subset of countries in Africa, Asia, and Latin America	2.5	Constitutional Court ruling 35/2012 had huge impact within larger trajectory of social movements around land rights. Created opportunity for different government institutions (KPK, BPN, BIG, etc.) to join forces to move reforms ahead and cut down sectoral barriers, but coordination is still a long way off. Increased political will for local governments to clean up their act. Challenges: slight difficulty in integrating KPK into tenure reform efforts. Much work is needed to translate NKB12's work and Court ruling to district level (as local goverments are still highly influenced by national regulations), and ensure accountability and transparency in the process. MoF influence remains powerful, so entrenched political power and misinformation sent to provinces/districts (contrary to ruling) should be curbed.
Raise awareness of the role of community forest enterprises (CFEs) in income generation to align goals of community livelihoods and poverty alleviation with national economic development plans	2. Market, trade, investment or conservation legislation and policies adopted or implemented by governments that strengthen Indigenous Peoples' and local communities' rights, enterprises, benefits and incomes in a subset of countries in Africa, Asia, and Latin America	1	Research is underway and a great deal of concern expressed to move forward on this objective, but no concrete outcomes to date. (Ongoing)
Facilitate continued momentum of the CSO Roadmap and establishment of Working Group on Tenure Reform to ensure Government fulfills commitments to rights-based legal and policy reforms	3. Strategic national-level coalitions of CSOs or global climate or forest trade initiatives actively committed to and engaged in advancing national-level tenure and governance reforms.	2	Progress of CSO Roadmap has stalled due to non-commitment in MoF – reforms have changed very little in past year. Working Group (2012) was shut down due to "personnel" issue. However, CSOs worked to revise ministerial regulations on forest gazettement. Regulation remains a challenge, though regulatory process may be revised under pressure from UKP4 and new REDD Agency. Epistema writing revised draft with significant changes related to rights. Pressure coming from KPK and UKP4 to move process forward; need to use both institutions strategically. CSOs should also consider that in

			2014, UKP4 (or its key officials) will be disbanded, so expanding ally base to move permanent government institutions, such as BPN or Bappenas, is strategic. While 10 pilot sites have been effectively shut, there is now more open dialogue and window to discuss conflict, with both MoF and BPN examining ways to mainstream more rights-based conflict resolution practices.
Strengthen advocacy skills of Papuan communities and capitalize on increased political will for responsible private investments to prevent encroachment by LSLAs in West Papua	4. Private sector entities actively support tenure and governance-related reforms, and support community-governed production and management in the countries where they operate.	1.5	Indigenous Peoples and Communities now better equipped to review agreements/contracts for land leases, and more capable of critically applying rights-based criteria (FPIC, etc.). MoF has since decided to delay some MIFEE licenses, ostensibly due to local pressure. Malind district has also committed to facilitate a map-making process delineating spatial data on Malind customary territories, and MoF office of social welfare has offered to facilitate/work closely with communities. However, MIFEE still continues apace and Indonesia has not taken corrective action; loss of customary lands has been devastating to communities, causing rampant food insecurity, poverty, and horizontal social conflict.

Progress assessment scale:

> (0) *Not attempted*
> (1) *No significant progress*
> (2) *Medium progress, in line with intended outcome*
> (3) *Advanced progress, in line with intended outcome*

RRI ANNUAL PROGRAM MONITORING REPORT:

Progress on previous years' outcomes

Name of Program: Asia
Country: India

Objective/Outcome:	Contribution to RRI output (1 to 4)	Progress made (0-3) (Sept. 2013)	Progress made (0-3) (Anticipated, Dec. 2013)	Explanation of progress/results (for the current reporting period)
Strengthen the implementation of Forest Rights Act (FRA) and Panchayats (Extension to Scheduled Areas) Act (PESA) **Reform forestry institutions and programs to align them with the FRA and PESA**	1. Tenure legislation, policy and regulatory frameworks that recognize and or strengthen the rights of local communities and Indigenous Peoples in a subset of countries in Africa, Asia, and Latin America	1.5	3	RRI is funding a consultancy to produce a study in Gadchiroli District, Maharashtra state of tendu leaf trade and impacts of the modified marketing arrangements after ownership of forestland was transferred to communities. This desk review is in progress, fieldwork has started, and the report is likely to be completed by the end of December. This study will identify ways in which the transition from state to community control/ownership, as envisioned under the FRA and PESA, can be carried out smoothly. Preliminary findings demonstrate that institutionalization of community control over forest resources, utilizing PESA and FRA provisions, result in improved community livelihoods.
Promote regulation of speculative activities related to land - Analysis of financial regulations - Recommendations and suggestions to SEBI to alter its regulations - Analysis and recommendations to RBI and new regulations to banks for treatment of projects without clearances	2. Market, trade, investment or conservation legislation and policies adopted or implemented by governments that strengthen Indigenous Peoples' and local communities' rights, enterprises, benefits and incomes in a subset of countries in Africa, Asia, and Latin America	2.5	2.5	RRI has commissioned a study to focus national attention on the impacts of India's Compensatory Afforestation policy, which favors land transfers to industrial/corporate entities, leading to repeated displacement of communities in some cases.. This study aims to garner attention around the negative repercussions of the current procedures, whereby institutions are "compensated" for the loss of forests due to diversion for non-forest uses. It will also highlight the limiting of the access of forest-dependent peoples to their resources and livelihoods, both from diversion of forests to non-forest uses, and the allocation of largely common or communal lands Compensatory Afforestation.
		2	3	RRI is also developing a set of recommendations to modify India's financial regulations in ways that respect community rights. This analysis, to be completed by the end of 2014, aims to assess existing and proposed regulations governing investors and companies operating in the infrastructure, extractive, agribusiness, and energy industries, and build evidence to support more effective regulatory frameworks that protect the interest of rightsholders. It highlights the escalating risks to investors in lands with insecure tenure arrangements due to project delays and potential future liabilities. as a basis for advocacy towards enactment and enforcement of more rights-sensitive regulations.

Strengthen/support capability enhancement at the grassroots level to influence land tenure policies	3. Strategic national-level coalitions of CSOs or global climate or forest trade initiatives actively committed to and engaged in advancing national-level tenure and governance reforms.	2	3	Recent government guidelines accept community-generated maps as the basis for rights claims under the Forest Rights Act.Vasundhara has mobilized support to forest-based communities to build capacity for them to map claims under the FRA applying the guidelines. Thus far, this work has successfully enhanced local capacity – both for technical production of maps, and for claiming customary forests.
Develop standards and accountability mechanisms for Indian investors	4. Private sector entities actively support tenure and governance-related reforms, and support community-governed production and management in the countries where they operate.			RRI has catalyzed a process for monitoring of Indian investment practices in African countries. This work will eventually create a system to track and categorize Indian policies on overseas investments, so that new policy frameworks can be proposed. It will also produce a spatial and historic analysis of Indian investments in Africa, and identify the drivers of investments. In parallel, RRI is updating its map of land conflicts within India, with regular documentation throughout the year. This map will be updated on an annual basis as a reminder of the increasing conflicts over land due to domestic LSLAs on common forest resources.

Progress assessment scale:

- *(0) Not attempted*
- *(1) No significant progress*
- *(2) Medium progress, in line with intended outcome*
- (3) *Advanced progress, in line with intended outcome*

RRI ANNUAL PROGRAM MONITORING REPORT:

Progress on previous years' outcomes

Name of Program: RRI Asia Program
Country: Lao PDR

Note: The 2013 RRI strategy for Lao PDR was largely unimplemented. This was due in large part to several setbacks experienced by Laotian civil society, including the expulsion of HELVETAS Swiss Intercooperation country director Anne-Sophie Gindroz in November 2012 (who was to be a key implementer of several planned RRI activities), and the disappearance of a high-profile human rights activist Sombath Somphone several weeks later. These incidents had significant repercussions for both INGOs and local non-profit associations, or NPAs in the ensuing months, including restrictions and formal authorization requirements on organizations' operations and engagement with local communities and participation in political processes. Subsequently, civil society organizations became extremely reluctant to further engage in rights-based interventions or targeted political advocacy. While the situation has marginally improved, RRI was ultimately unable to fulfill its stated objectives in Lao PDR for 2013, with the exception of RRG-led efforts to influence the draft National Land Policy, and completion of several small-scale activities.

Objective/Outcome:	Contribution to RRI output (1 to 4)	Progress made (0-3)	Explanation of progress/results (for the current reporting period)
Multistakeholder engagement among national, regional, and government district constituencies effectively ensures that rights are respected and effective conflict resolution mechanisms are introduced in revised natural resource policies	1. Tenure legislation, policy and regulatory frameworks that recognize and or strengthen the rights of local communities and Indigenous Peoples in a subset of countries in Africa, Asia, and Latin America 3. Strategic national-level coalitions of CSOs or global climate or forest trade initiatives actively committed to and engaged in advancing national-level tenure and governance reforms.	1.5	Given the abovementioned constraints to civil society activity in Lao PDR beginning in late 2012, the National Assembly and line ministries elected not to include CSOs in the planned national and regional consultation meetings on the draft National Land Policy (NLP) However, LIWG and RRG were able to provide a set of policy recommendations via FAO representatives, and provide minimal financial support to a high-level meeting in May. While several of these recommendations (stated principles on consultation and compensation to communities; clear definition of rights categories), as well as key language from the UN Voluntary Guidelines on the Responsible Governance of Tenure, made their way into a draft version of the NLP, most provisions have subsequently been revoked. However, RRI was able to support participation of seven Lao civil society resource persons to the Asia Regional Workshop on Community Forestry, co-organized by RECOFTC in Hue, Vietnam. Through learning from other countries' experiences, this should better equip the resource persons and their colleagues to participate in forest governance processes, including the integration and implementation of REDD+.
The forthcoming national legislation ensures that FDI and regional investments respect the rights of communities and take their consent before beginning a project.	2. Market, trade, investment or conservation legislation and policies adopted or implemented by governments that strengthen Indigenous Peoples' and local communities' rights, enterprises, benefits and incomes in a subset of countries in Africa, Asia, and Latin America	0	RRI cancelled its planned interventions to expose high-level decision makers to responsible investment models that ensure rights are not violated, and to kick start a process that makes FPIC a key condition for FDI. An earlier draft of the National Land Policy had contained strengthened provisions on compensation and consent required by local communities in the case of land expropriation for investment purposes, including a threshold requirement of ¾ owners/users' consent, though the latest draft merely requires compensation in a "fair and reasonable manner" to users and "occupiers" based on actual market price. Lao civil society partners and key National Assembly members are still voicing their staunch opposition to this change.
[none]	4. Private sector entities actively support tenure and governance related reforms,	n/a	n/a

	and support community-governed production and management in the countries where they operate.		

Progress assessment scale:

(0) Not attempted
(1) No significant progress
(2) Medium progress, in line with intended outcome
(3) Advanced progress, in line with intended outcome

RRI ANNUAL PROGRAM MONITORING REPORT:

Progress on previous years' outcomes

Name of Program: Africa

Country: Liberia *

Objective/Outcome:	Contribution to RRI output (1 to 4)	Explanation of progress/results (for the current reporting period)	Progress made (0-4)
Tenure legislation, policy and regulatory frameworks that recognize and or strengthen the rights of local communities and Indigenous Peoples in a subset of countries in Africa, Asia, and Latin America	**Board Book Outcome:** ➤ *Women and men's rights and perspectives are equally included in forest and land policy.* **Concept Note Objective:** - Women's empowerment through the development of a work plan for women to take actions aimed at addressing gaps identified in the Land Policy document in relation to their ownership rights.	- The data has been collected from the Lofa, Gbarpolu and Rivercess counties. Consultants are still in the process of finalizing the findings after which a validation meeting will be held. - So far, the analysis has proven to a large extent that very important issues around women property rights have yet to be communicated to the communities and women in particular. - Preliminary findings from the study have shown that Liberia's tenure situation needs serious reforms to better the welfare of communities.	4
	BB Outcome: ➤ *Land and forest legislation and policy recognize and protect community rights.* **CN Objective:** - Impact national land policy and practice in Liberia to promote and strengthen community land tenure as a critical policy issue. - Expanding the pool of actors interested in protecting communities land rights by expanding and strengthening support to the Community and Civil Society Platform on land.	- A series of forums with stakeholders, policy makers and Community leaders to share SDI's inputs on the NLP have been held. - A 4 months nationwide consultation process was undertaken with the Land Commission and a national validation workshop was held to present SDI's recommendations. -Meetings to discuss the Land Rights Policy with urban farmers and Universities were held. - SDI is now gearing up to work on the NLP translation into legislation and presently working with the Land Commission to produce a guide on the implementation of the NLP. - A Policy Guide as well as a guide to help communities negotiate with investors ("Getting a fair due") have been produced. - A Billboard was produced through a joint collaboration with the Land Commission.	4

Strategic national-level coalitions of CSOs or global climate or forest trade initiatives actively committed to and engaged in advancing national-level tenure and governance reforms.	**BB Outcome:** ➢ *Women and men's rights and perspectives are equally included in forest and land policy.* **CN Objectives:** - Rural women's platforms are structured and members have acquired skills in advocacy and engagement that inform interactions with relevant stakeholders, the media, CSOs and donors in 5 counties (Gbarpolu, Lofa, Grand Bassa, Cape Mount and River Cess Counties). - An advocacy plan is produced and published in Liberian newspapers for large diffusion and placed on FCI's website when finalized. - The land Commission is informed of FCI's views and recommendations on the Draft Land Policy.	- 3 (three) rural women's platforms have been established in Gbarpolu, Cape Mount and Grand Bassa counties. - A total of 5 platforms have been established with their leadership, constitutions and byelaws and are functioning with an average of 25 members from women groups and the larger community. These platforms now hold regular monthly rotational meetings where burning issues around natural resource governance are discussed and action plans developed. Some platforms such as Lofa is unique due to the women groups connection with youth groups for their monthly meetings. Sustainability plans have been developed and are operating in the Lofa and Gbarpolu counties. - A major crosscutting advocacy issue which has arisen in the platform discussions is the non-involvement of women in decision making processes in relation to land. The Gbarpolu platform has thus developed an advocacy plan from Sept. 2013 to March 2014 to mobilize and engage the clan chief in on the need for women's involvement in land decision making processes. - Capacity building, through training, has resulted in women being more assertive in their communities and groups and aspire to access leadership positions in the communities. This is the case of Sucrumu community in Lofa county where one of the women group members has been appointed Town Chief. - FCI was able to provide inputs to the Land Commission's draft policy brief through a multi-stakeholder dialogue meeting organized by SDI. The dialogue discussed gaps in the policy and was able to clearly point out the lack of specific mention of women rights despite the "progressive" nature of the draft policy.	4
	BB Outcome: ➢ *Grassroots actors lead forest management and enterprise.* **ACTIVITY** *Develop Strategies for Sustainable Forest Management in Pit Sawing in Liberia.* (13RFLR03 - 13 GREE 03) **Outcomes:** **-** Pit sawyers develop and implement right based strategies for Sustainable Forest Management in their chain sawing operation which may help them establish and manage nurseries, reforestation and Non Tiber Forest Product value chains. - Pit sawyers, under a regulated regime, will establish a cooperative and obtain and operate their first forest use permit using sustainable forest management practices.	-The 1st multi stakeholder dialogue was held to discuss the implementation challenges in the regulation and has agreed to reengage with the FDA with a letter to the Managing Director Hon. Harrison Karnwea. It was also agreed that there is a need for administrative action by the Board of the FDA to amend or interpret the regulation in order to clarify terms such as land or forest on which Pit sawing Permits are issued. -The 2nd MSD was held in Sept. in order to establish a Pit swing Cooperative in order to apply for a Pit sawing permit. A location has yet to be determined after a series of field visits. - A toolkit on pit sawing sustainable forestry	4

		management as well as a tool kit to assess NTFP value chains are being developed. -Consultations with pit sawyer unions have been facilitated. -Consultations to select local community leaders as well as the selection of a project site to support communities in their FPIC processes are underway.		
	BB Outcome: ➢ *Grassroots actors lead forest management and enterprise.* **CN Objective:** - CFDCs and local forest communities consult through a participatory process and design a rights based model/ approach to equitable and Sustainable Community Forest Management in Liberia. - A user-friendly manual on "How to Establish a Rights' based and equitable Sustainable Community Forest" is produced. - A site is identified and selected by local communities and the leadership of the CFDC for a proposed rights based equitable and sustainable community forest management area.	-Two workshops were held in Chebioh's Town and Gbapa, Sinoe County, near the Sapo National Park to review past community forestry interventions in the Fauna and Flora International (FFI) communal forest intervention communities and to inform the design of the training manual for the establishment of community forestry. - A training manual on "How to Establish a Right Based and Equitable Sustainable Community Forestry" in underway. - The location for the establishment of a community forest has yet to be decided. - A lawyer has been hired to give legal and technical support to CFDCs.	4	
	BB Outcome: ➢ *Grassroots actors lead forest management and enterprise.* **CN Objective:** - Documentation of CFDCs with interest and pursuing NTFP value chains. - Information-sharing and communication capacity of CFDCs with the NBST are strengthened and lead to improvement in the relationships between communities and the CFDCs. - Marked improvements in benefit sharing and decision-making, facilitating more equitable community forest management.	- Awareness was raised on NTFP value chains amongst CFDCs representatives. - Participation of 37 CFDCs from Gbarpolu, Lofa, Grand Cape Mount, Grand Bassa and Rivercess Counties attended 2 workshops held in Tubmanburg and Buchanan. - Training by the ASNAPP for the CFDCs was provided. - Two day planning and action events were organized between 31 CFDC Union Members from the Forest Management Contract and Timber Sales Contracts across Liberia resulting in a position statement addressed to the Members of the National Legislature. - Proactive engagement have been initiated between CFDCs affected by logging operations and members of the National Benefit Sharing Trust Board (NBST) - Pressure was put on the Ministry of Internal Affairs by CFDCs and a letter was sent to the President to transfer the share of land rental fees into the NBSTB accounts. - Media coverage was provided for additional visibility to the community campaign questioning government's commitment of sharing forest resource benefits with communities by transferring their share of rental fees to the NBSTB.	4	

Private sector entities actively support tenure and governance-related reforms, and support community-governed production and management in the countries where they operate.	**BB Outcome:** ➤ *Government and private sector respect rights.* **CN Objective:** - Promote a new palm oil development model for Africa that protects community rights and Liberia's forests from uncontrolled clearance and planting with monoculture palm oil. - Deliver up to date information on companies palm oil development plans, and informed community representatives from different affected areas who will engage these companies collectively through a multistakeholder dialogue.	*FPP was unable to attend our Liberia Planning Meeting. No inputs on FPP's outcomes at this point.*	
	BB Outcome: ➤ *Government and private sector respect rights.* **CN Objective:** - (Potential for) Reform and transformation of large scale concession land development in Liberia, profile supply chains of selected logging and agro-industrial businesses. -Identification of how government agencies, external actors (bilateral, companies, etc.) and Civil Society Organizations interact, their power dynamics, and how to influence each actor to maximize impact and then analyze power relations among those actors.	-Two workshops on human rights instruments and the RSPO have been held to train community leaders on the international instruments available. - A multi stakeholder dialogue is scheduled to take place before the end of the year. - A brochure to inform on processes of the RSPO is being developed for an effective use of the RSPO mechanisms on the ground. - A Manual on FPIC is being developed to inform/prepare communities for their dialogues with the private sector and the government.	4
	BB Outcome: ➤ *Government and private sector respect rights.* **CN Objective:** - Facilitate community organizing to build inclusive local citizen-led structures in each district which could engage relevant stakeholders on issues of community rights particularly in relation to palm oil plantation expansion. - Conduct sensitization on key community rights issues in order to raise awareness and understanding of community rights issues across the diverse sections of the affected communities including women, youth and elders and to increase the engagement with these issues at the district and county levels by a larger portion of the affected communities. - Contact groups become well informed about the provisions of the contract and Sime Darby's responsibilities, act as a resource to their local communities, engage effectively with local leaders, the company and the government and support SDI's advocacy efforts for pro-rights reforms by monitoring activities within the district. - Support communities during negotiations with companies and the government community mobilization prior to negotiations and broader community awareness of negotiations if they do occur. - Negotiations are conducted in a transparent way with communities supported to advocate for their rights with thorough FPIC processes conducted and developments complying with robust ESIAs.	- A regular community radio show is being hosted and ground level community meetings held using materials produced by SDI (simplified versions of a contract, maps of the district concessions and an "Investor guide") and conducted by two SDI contracted local CBOs (DOMAFEIGN and Working Effectively Together - WET) in Gbarpolu County where more than 50% of Sime Darby's concessions are found. - The launch of the Investor's guide and discussions on the New Land Policy have taken place during a mass multi stakeholder meeting in Bopolu with 90 participants including the Gbarpolu Student Association, Paramount Chiefs, Clan Chiefs and District Commissioners. - Support to communities in RSPO complaints (EPO) was provided as well as information regarding FPIC to Sime Darby and GVL and other concessionaires.	4

* Notes:

1. The format for this year's planning meeting in Liberia took the form of 3 different "strategic" meetings (4 hours) with each one of our 3 collaborators instead of one collective planning meeting over 2 days due to some unresolved coalition issues. Given the limited amount of time available to discuss the results for 2013 with each collaborator, this APMR document was in part completed with the inputs that our collaborators sent to us following the meetings.
2. Please note that FPP was unavailable to meet with RRI during the week of our planning meetings in Liberia and will have to send us theirs inputs at a different time.
3. Because some of the Board Book objectives were sometimes formulated in too general terms and due to the fact that some of these objectives have slightly changed after RRI January Board meeting, we have decided to include the objectives indicated in our Collaborators/Partners' Concept Notes and evaluate them against those objectives when applicable. This explains why we have included both the "Board Book Outcomes" as well as the Concept Note Objectives" in this AMPR document.

Contact details:

Green Advocates - Alfred Brownell (alfredbrownell@gmail.com)
          Francis Colee (francis.colee@elaw.org)

Sustainable Development Institute - Jonathan Yiah (jyiah@sdiliberia.org)
          Silas Siakor (ssiakor@sdiliberia.org)

Foundation for Community Initiatives – Julie Weah (fcommunityinitiatives@yahoo.com)

Objetivo/Resultados	Contribución al producto de RRI (del 1 al 4) Productos (Outputs) 1- 4	Avances (0-4) relacionados a la línea base (según SRF)	Explicación de avances/resultados (para el período de informe actual)
	Legislación sobre la tenencia, políticas y marcos regulatorios		
	Legislación y políticas de mercado, comercio, inversión		
Generar una propuesta alternativa al modelo extractivista, basada en una visión integral y de desarrollo y equidad de género.	Coaliciones estratégicas de organizaciones de la sociedad civil a nivel nacional o iniciativas de clima y comercio forestal a nivel mundial activamente comprometidas e involucradas en el avance de las reformas de tenencia y gobernanza a nivel nacional.	2	La estrategia plantea un objetivo a largo plazo que tiene como finalidad contrarrestar el modelo extractivista impulsado por el gobierno que amenaza los bosques y los derechos de tenencia de las comunidades indígenas. El gobierno actual promueve un modelo de gestión política y económica basado en la inversión en actividades extractivas, la agroindustria y la expansión de la frontera agrícola, generando una fuerte presión sobre pueblos indígenas y sus territorios. Para este fin no escatima en vulnerar derechos indígenas y los marcos jurídicos de protección de sus territorios y de las áreas naturales protegidas como sucedió recientemente con el proyecto de carretera en el TIPNIS que movilizó a las organizaciones indígenas y de la sociedad civil. Para eliminar la oposición a sus proyectos el gobierno busca dividir a la organización indígena coaccionando a sus líderes y a las ONGs que promueven la agenda ambientalista y de derechos colectivos, lo que también ha generado tensiones y conflictos al interior del movimiento social.

Como un primer paso la actividad plantea generar información para argumentar y discutir la inviabilidad del modelo actual, mostrando modelos alternativos que son desarrollados en las comunidades y que generan beneficios a las familias. La actividad plantea estudios de caso en territorios indígenas del Nororiente Boliviano en 2 temas específicos. Uno sobre el aporte de las mujeres a la economía local y otro sobre el sistema de manejo forestal comunitario, ambos desarrollados en la TCO Monteverde como área de estudio. Posteriormente, con los resultados de estos estudios y la participación de organizaciones indígenas y de la sociedad civil se elevará la discusión sobre el modelo extractivista en un evento de amplia convocatoria y nivel nacional.

Se ha desarrollado procesos metodológicos para visibilizar contextos locales y regionales de comunidades y bosques que puedan ser llevados a la discusión al nivel nacional. Alrededor de este proceso se han generado debates sobre las presiones que provienen de las industrias, las empresas y el estado y las iniciativas propias desarrolladas por las poblaciones indígenas que merecen ser apoyadas. El proceso ha involucrado la participación de 4 organizaciones indígenas locales y 10 organizaciones sociales que trabajan en la zona, entre ellas APCOB, SNV, AFIN, ARA y el INIAP (Instituto Nacional de Investigación Agro Pecuaria) entidad de gubernamental.

Se ha logrado producir información que muestra el importante rol que tienen las mujeres en la economía familiar en el contexto comunitario y argumentos para revalorar el trabajo de campesinos y pueblos indígenas y sus iniciativas de desarrollo basadas en el manejo integral del bosque. Este proceso ha fortalecido a las organizaciones indígenas que insertan estos argumentos en procesos de incidencia paralelos que se presentan en la coyuntura actual. Por ejemplo, en el caso del Censo Agropecuario conducido por el gobierno y que está en curso.

La judicialización de dirigentes y organizaciones indígenas por el estado ha sido una limitación para llevar estos procesos al nivel nacional en espacios de diálogo con el gobierno. La división de las organizaciones indígenas dificulta el trabajo, porque es difícil que se reúnan para articularse a nivel nacional. Sin embargo al nivel local se ha logrado un buen nivel de alianza que se articula para identificar las amenazas sobre sus derechos y los espacios de incidencia. |

			Con miras a promover un debate a nivel nacional a fin de año y discutir sobre el modelo extractivista, se ha elaborado un mapeo de actores para lograr una amplia participación de organizaciones indígenas y ONGs y en lo posible de sectores del gobierno.
	Entidades del sector privado que apoyan activamente la tenencia y las reformas gubernamentales, y apoyan la producción y administración por las comunidades en los países donde operan.		

Objetivo/Resultados	Contribución al producto de RRI (del 1 al 4) Productos (Outputs) 1- 4	Avances (0-4) relacionados a la línea base (según SRF)	Explicación de avances/resultados (para el período de informe actual)
1. Crear condiciones sociales, políticas e institucionales para avanzar en la titulación de comunidades indígenas y originarias	Legislación sobre la tenencia, políticas y marcos regulatorios que reconoce y/o fortalece los derechos de las comunidades locales y de los Pueblos Indígenas en un subconjunto de países en África, Asia y América Latina.	2.5	Las actividades se enfocaron en 2 objetivos de incidencia. Uno más amplio sobre el sector público responsable de atender la demanda pendiente de titulación de comunidades e implementada en el marco de la Campaña Territorios Seguros para las comunidades del Perú. Otro más específico sobre el proceso REDD+ en Perú con la intención de insertar en la agenda de negociaciones los derechos territoriales de los pueblos indígenas.
			La Campaña Territorios Seguros para las comunidades del Perú, es la iniciativa de un Colectivo de organizaciones indígenas y de la sociedad civil que en 2012 iniciaron una campaña de sensibilización en la sociedad peruana para revalorar la propiedad comunal y demandar un marco de protección a las comunidades y sus territorios. En 2013 los objetivos del Colectivo están orientados a la incidencia en el gobierno para crear un marco normativo y regulatorio que permita asegurar los derechos de tenencia de las comunidades. Este año, el Colectivo ha sumado nuevas organizaciones, pasando de las 14 organizaciones iniciales a 24.
			Uno de los objetivos principales de incidencia fue el Ente Rector para la titulación de comunidades, que es una entidad del gobierno creada recientemente para definir las políticas en esta materia. El objetivo del Colectivo es acompañar las acciones del Ente Rector para influenciar y fortalecer sus funciones.
			El Colectivo logró establecer un acuerdo con el Ente Rector para conducir un proceso de sensibilización y educación de funcionarios con la finalidad de ayudar a identificar las reformas necesarias para solucionar la problemática de la titulación de comunidades. Se definió la temática de las sesiones y se realizó una primera sesión en la que participaron funcionarios de los Ministerios de Agricultura y Cultura. Las siguientes sesiones quedaron pendientes de realizar de acuerdo a la disponibilidad del Ente Rector que aún no muestra la seguridad necesaria para asumir su rol.
			La estrategia de incidencia se desarrolló en el marco de otros procesos políticos, como el de la Consulta Previa, que exige una definición sobre quienes son o no son indígenas, y por tanto sujetos de derecho, lo que afecta la incidencia sobre el Ente Rector y otros funcionarios que trabajan políticas indígenas. En algunos sectores del gobierno se diferencia comunidades nativas y campesinas de Pueblos Indígenas para aplicar las políticas sectorialmente, lo cual crea una confusión pues se trata de la misma población indígena bajo diferente denominación, pero de esa manera se abre la posibilidad de excluir a una parte de la población indígena como sujeto de derecho dependiendo del interés del gobierno y sectores privados en los recursos y derechos de explotación en territorios de comunidades. Por otro lado, existen sectores de la sociedad, como el minero por ejemplo, que promueve la parcelación individual de las comunidades para facilitar el acaparamiento de tierras. De este modo, hay una preocupación constante por las influencias que hay de los asesores y consultores en el entorno del Ente Rector, a favor o en contra de la propiedad colectiva.
			El desorden normativo, la falta de trabajo intersectorial y de articulación entre el gobierno nacional y regional es un reto grande que dificulta cualquier iniciativa que busca avanzar en procesos de titulación de comunidades. Un ejemplo es el avance del gobierno regional de Loreto que ha titulado 36 comunidades nativas, pero el uso de criterios diferentes a los establecidos en la legislación nacional podría viciar el proceso.
			El Colectivo ha identificado los problemas de los procesos de titulación y ha elaborado un documento que consolida sus observaciones y recomendaciones con la finalidad de apoyar a mejorar los procesos de titulación en los espacios

			A pesar de esta complejidad, se ha logrado que la agenda de titulación de comunidades se inserte en diferentes sectores del gobierno lo cual ha creado un escenario más favorable para producir cambios. Se ha insertado el tema en el interior del país y en el congreso peruano. Al menos cuatro congresistas han mostrado interés en llevar la discusión a las comisiones del congreso sobre pueblos indígenas. El Viceministerio de Interculturalidad del Ministerio de Cultura ha abierto una agenda y va a formar un equipo sobre titulación de pueblos indígenas. Dentro del Ministerio de Agricultura también se viene trabajando un análisis sobre el proceso de titulación de comunidades campesinas y nativas con miras a proponer una normativa específica.
			La incidencia en los espacios de negociación en el marco del proceso REDD+ en Perú ha sido liderada por AIDESEP. En este espacio se ha logrado mayor participación de las comunidades a través de la consolidación de las mesas de REDD+ indígena como interlocutor de la visión y demandas de las organizaciones indígenas sobre REDD+ que en articulación con la organización indígena nacional han llevado la agenda de derechos territoriales a las discusiones sobre el FIP en Perú. Uno de los logros a resaltar son los acuerdos con el comité del FIP para destinar fondos de hasta 14.5 millones de dólares para atender procesos de titulación de los territorios indígenas, el manejo forestal comunitario y la gobernanza. Si bien esto aseguraría una importante fuente de financiamiento para los procesos de titulación aún no se tiene claro cómo se utilizarían estos fondos y la normativa actual continúa siendo un obstáculo para la implementación de los procesos de titulación por lo que esta estrategia es complementaria a la incidencia que se realiza para mejorar el marco normativo y regulatorio de los proceso de titulación.

2. Fortalecer el marco jurídico de la propiedad comunal y de los territorios donde habitan pueblos indígenas en aislamiento voluntario (PIAV)	Legislación sobre la tenencia, políticas y marcos regulatorios que reconoce y/o fortalece los derechos de las comunidades locales y de los Pueblos Indígenas en un subconjunto de países en África, Asia y América Latina.	3	Se desarrollaron actividades para lograr objetivos enfocados en 2 marcos jurídicos de protección para pueblos indígenas. El primero orientado a mejorar la normativa para la inscripción de los derechos de las comunidades nativas en los registros públicos y el segundo con el objetivo de implementar la Ley de protección para los Pueblos Indígenas en Aislamiento Voluntario (PIAV) de manera que se avance con la adecuación de las Reservas Territoriales a Reservas Indígenas y la creación de nuevas Reservas para la protección de PIAV y sus territorios. La primera estrategia concentró la incidencia en la Superintendencia Nacional de Registros Públicos (SUNARP) con quienes AIDESEP y otras organizaciones ya venían trabajando en la elaboración de una Directiva especial para aplicarse a comunidades nativas. Un primer logro fue que se oficializara esta Directiva que facilita la inscripción de derechos de las comunidades nativas en los registros públicos, con términos y soluciones específicas para ellas. La Directiva hace mención al Convenio 169 de la OIT, la Convención Americana de Derechos Humanos, cita las Sentencias de la Corte Interamericana, y se refiere al territorio de los pueblos indígenas, reconociendo su autonomía organizativa. Un segundo logró es que se está trabajando conjuntamente con los funcionarios de SUNARP en una guía para la implementación de la Directiva que promueva y facilite el uso de esta norma por las comunidades y los funcionarios regionales. La segunda estrategia se concentró en la incidencia sobre el Ministerio de Cultura responsable de la política de pueblos indígenas y la protección de los PIAV. Se siguió un proceso de sensibilización al Viceministerio de Interculturalidad para avanzar en los procesos de adecuación y creación de nuevas Reservas para la protección de los PIAV. Se ha logrado que 5 propuestas de Reservas Territoriales presentadas por AIDESEP que abarcan alrededor de 4'285,985.94 de hectáreas en la Amazonia peruana reciban la calificación favorable para iniciar los procesos de reconocimiento oficial que conducen a la creación de Reservas Indígenas para su protección. La incidencia ha sido acompañada por la Plataforma PIAV, conformada por organizaciones y comunidades indígenas de AIDESEP en regiones aledañas a reservas territoriales de PIAV, como COMARU, FENAMAD, ORAU y ORPIO, que exige al gobierno la protección efectiva de los PIAV. La salida del Viceministro de Interculturalidad ha retrasado el avance para dar los siguientes pasos. Se ha tenido que retomar la incidencia con la nueva Viceministra de Interculturalidad que ha manifestado que tiene limitaciones de presupuesto para atender el tema PIAV y por eso se va a priorizar los procesos de 2 de las propuestas que cuentan con mayor avance. La actividad no solo ha servido para el objetivo de incidencia definido en la estrategia, también ha generado información sobre la situación de los PIAV que ha sido de utilidad para otros procesos que conduce AIDESEP, como la audiencia ante la CIDH para demandar la acción del estado peruano para la protección efectiva de los PIAV y la implementación de la ley y que se dicte una medida cautelar para la protección de los PIAV en la Reserva Territorial Nahua Kugapakori que se ve amenazada por la expansión de la explotación petrolera en el Lote 88.

	Legislación y políticas de mercado, comercio, inversión o conservación, adoptadas o implementadas por gobiernos que fortalecen los derechos, empresas, beneficios e ingresos de los pueblos indígenas y las comunidades locales en un subconjunto de países en África, Asia, y América Latina.	
	Coaliciones estratégicas de organizaciones de la sociedad civil a nivel nacional o iniciativas de clima y comercio forestal a nivel mundial activamente comprometidas e involucradas en el avance de las reformas de tenencia y gobernanza a nivel nacional.	
	Entidades del sector privado que apoyan activamente la tenencia y las reformas gubernamentales, y apoyan la producción y administración por las comunidades en los países donde operan.	

Objetivo/Resultados	Contribución al producto de RRI (del 1 al 4) Productos (Output) 1- 4	Avances (0-4) relacionados a la línea base (según SRF)	Explicación de avances/resultados (para el período de informe actual)
3. Actividad 3. Lograr que la agenda legislativa sobre la Ley de Cambio Climático incorpore las demandas de las comunidades forestales	**Output 1.**Legislación sobre la tenencia, políticas y marcos regulatorios que reconoce y/o fortalece los derechos de las comunidades locales y de los Pueblos Indígenas en un subconjunto de países en África, Asia y América Latina.	(2) Avances importantes pero del todo lo que se había planteado	Durante el proceso de planificación se habían identificado cinco propuestas de Ley claves en la agenda legislativa, de estas se priorizó el seguimiento a dos: **(1) Iniciativa de Ley Pro-bosques** e **(2) Iniciativa de Ley Marco sobre Cambio Climático**. Las propuestas del sector comunitario de hacer enmiendas a la redacción de estas dos iniciativas de ley se coordinaron a través de la Alianza Nacional de Organizaciones de Forestería Comunitaria, AOFC. ❖ Iniciativa de Ley Marco de Cambio Climático (CC) - Miembros de la AOFC negociaron y discutieron las enmiendas con diputados del Congreso en una Comisión ad hoc. Los miembros de la Alianza hicieron propuestas de enmiendas en la redacción de varios de sus artículos; sin embargo, la versión aprobada incluye sólo algunas de éstas propuestas. Las enmiendas más polémicas vinculadas a los artículos 21 y 23 (sobre los derechos de carbono) no se lograron incorporar en la versión final de la Ley (aprobada en Septiembre). Dado que la Ley marco de CC plantea temas claves de forma general, se ha abierto la oportunidad para que se puedan incorporar propuestas del sector comunitario en la elaboración de los reglamentos específicos que se derivan de la misma. Una limitante en el seguimiento de las Organizaciones Comunitarias en estas negociaciones es que los tiempos necesarios para asegurar la movilización y la articulación de las organizaciones no son los mismos. Por un lado, no hay tiempo suficiente para informarse y consensuar propuestas; por otro lado, el nivel de esfuerzo y tiempo que se requiere desgastan a las organizaciones. ❖ Iniciativa de Ley Pro-bosque - Esta iniciativa de ley propone reformas al Programa Nacional de incentivos forestales, la primera fase de negociación se realizó a lo interno de la Junta Directiva del Servicio Forestal (Instituto Nacional de Bosques INAB). Una de las limitantes más importantes es que el sector comunitario no tiene representación dentro de esta junta directiva. Una de las conquistas más importantes en la discusión de esta propuesta de Ley es que se ha logrado aceptar enmiendas a los artículos que se refieren al "objeto" y "sujeto" de la ley permitiendo la incorporación y reconocimiento del sector comunitario y el manejo forestal como sujeto de la misma. Otro logro es la enmienda al artículo que define la distribución de los recursos de los programas de incentivos, estos porcentajes se incrementan más allá del 20% de lo que tiene el programa actual para que el sector comunitario pueda ser considerado como sujeto prioritario en esta ley. Esta ley está iniciando su revisión en el Congreso. **Lecciones Aprendidas** - Para mejorar la capacidad de negociación de iniciativas de ley es necesario negociar en conjunto con otros sectores de sociedad civil, en particular el sector Indígena que están dentro de la Mesa Nacional de Cambio Climático que discute las enmiendas. Esto será importante en la discusión de los reglamentos de la Ley de CC. - El balance de las organizaciones Colaboradoras es que "se hizo bastante trabajo y se logran ciertas lecciones que nos sirven para la discusión de otras agendas legislativas" en particular resalta como lección la necesidad de establecer diálogos con entes claves de sociedad civil pero también de gobierno incluyendo el Consejo Nacional de Áreas Protegidas CONAP el INAB el Viceministerio de Medio Ambiente.

Objetivo/Resultados	Contribución al producto de RRI (del 1 al 4) Productos (Output) 1- 4	Avances (0-4) relacionados a la línea base (según SRF)	Explicación de avances/resultados (para el período de informe actual)
1. Posicionar la seguridad de los derechos colectivos de tenencia de las comunidades sobre los bosques en las discusiones y acuerdos nacionales sobre cambio climático (REDD+), territorios, bosques y legalidad forestal (Ley Lacey y FLEGT)	**Output 3**. Coaliciones estratégicas de organizaciones de la sociedad civil a nivel nacional o iniciativas de clima y comercio forestal a nivel mundial activamente comprometidas e involucradas en el avance de las reformas de tenencia y gobernanza a nivel nacional.	(2) Avances importantes pero del todo lo que se había planteado	Para lograr estos resultados se definieron dos componentes: ❖ **Documentación de casos sobre manejo forestal comunitario** Este componente consistió en la elaboración de dos documentos: 1. Un documento que analiza casos de modelos de gestión colectiva del bosque para visibilizar los beneficios que se derivan del manejo comunitario de bosques y desmitificar el pensamiento del gobierno y organizaciones de sociedad civil, de que los pobres causan la deforestación. El análisis proporciona evidencias del papel de las grandes inversiones en cultivos de caña y palma y la expansión de la minería y otras industrias extractivas en los procesos de deforestación. Hallazgos de estos estudios se han presentado en espacios claves de discusión como, el Encuentro Nacional de la AOFC, el Pre-congreso Nacional y Centroamericano Forestal 2. Un segundo documento conceptual sobre la gestión colectiva analiza la potencialidad que tiene la gestión colectiva frente a los retos de cambio climático como propuestas de desarrollo rural. Este estudio se está utilizando para incidir en el reconocimiento y la subsecuente incorporación del potencial de los bosques en el estímulo de las economías locales como parte de las estrategias que contempla la política de desarrollo rural. ❖ **Caracterización técnica del aporte de las comunidades en los procesos de control de la deforestación y conservación de los bosques** - Este segundo componente se está coordinando conjuntamente con las organizaciones territoriales que pertenecen a la Alianza Mesoamericana para Pueblos y Bosques (tanto la AOFC como ACOFOP son miembros). Se está compilando información de las diferentes modalidades de gestión comunitaria de bosques a nivel regional. Con esto se busca fortalecer el nivel de participación del sector comunitario en iniciativas internacionales sobre gobernanza forestal y cambio climático y en los procesos de negociación. Se quiere incidir en el lenguaje utilizado en las negociaciones REDD y generar planteamientos comunitarios en este lenguaje técnico.

Objetivo/Resultados	Contribución al producto de RRI (del 1 al 4) Productos (Output) 1- 4	Avances (0-4) relacionados a la línea base (según SRF)	Explicación de avances/resultados (para el período de informe actual)
2. Generar un proceso de sensibilización a nivel nacional y regional sobre los aportes económicos, sociales y ambientales que generan los diversos modelos comunitarios de manejo de recursos naturales		(2) Avances importantes pero del todo lo que se había planteado	- Este año se propuso diseñar una propuesta de campaña de sensibilización, y generar información clave que alimentará la campaña. Con esto, se hará un lanzamiento piloto que está siendo coordinado por la Asociación de Comunidades Forestales de Petén ACOFOP, Colaborador de RRI y miembro de la AOFC. Se ha logrado articular en esta campaña a otras organizaciones especializadas en el tema de comunicación como Alba Sud, IICO y Burness Communications. - El plan piloto de la campaña de sensibilización en Petén, tiene como base promover la discusión de la ampliación de derechos (de concesión) y plazos de los contratos de concesión comunitarias, elementos que se consideran clave para asegurar derechos. - Se ha construido una herramienta de monitoreo que está recopilando información base sobre los beneficios económicos (ingresos, puestos de trabajo, impuestos, etc) sociales (salud, educación, inversión comunitaria etc.) y ambientales (reducción de tasas de deforestación, reducción de incendios, etc.) que generan las concesiones forestales comunitarias. Esta información se utilizará como base para la campaña pero también se está utilizando en otros procesos contemplados en el plan de incidencia política de ACOFOP.
	Output 4. Entidades del sector privado que apoyan activamente la tenencia y las reformas gubernamentales, y apoyan la producción y administración por las comunidades en los países donde operan.		

Clasificación para la evaluación del programa:

(0) No se intentó implementar.

(1) Sin avance significativo.

(2) Avance a nivel medio, a partir del resultado previsto.

(3) Gran avance, en línea a partir del resultado previsto.