

**Rights and Resources Initiative
Annual Progress Report
2012**

Integrated Reporting Framework

February 2013



This annual progress report is prepared in accordance with the integrated reporting framework agreed to by donors to the Rights and Resources Initiative framework proposal, titled *Accelerating reforms in forest tenure and governance to meet priority global challenges: strategic analysis, narratives and networks to advance local rights and development*.



Table of Contents

Executive Summary.....	3
Narrative Progress Report.....	4
I. Key Achievements in 2012.....	4
1.1 Summary Overview: Forests, Rights & Livelihoods in 2012.....	4
1.2 Reports by Major Strategic Objectives for 2012.....	6
1.21 Consolidate/strengthen work at country and regional level: stronger systems and collaboration, greater impact.....	6
1.22 Influence climate change strategies and policies at the country, regional, and global levels to ensure that rights, tenure, and governance concerns are adequately addressed in the majority of RRI countries and on a global level.	9
1.23 Strengthen our advocacy and broaden our impact by engaging new constituencies at regional, global and national levels.....	10
1.24 Strengthen the Coalition.....	12
1.3 Strategic Response Mechanism.....	12
II. RRI Summary Report: Key Outcomes and Products in 2012.....	15
III. State of RRI in 2012.....	24
3.1 Performance of the Coalition in 2012.....	24
3.2 Composition and Governance of the Coalition.....	25
3.3 State of RRG in 2012.....	26
IV. Looking Ahead.....	27
V. Strategic Priorities for 2013.....	29

Annex I: Logical Framework – Completed Strategic Objective Milestones 2012

**Annex II: Logical Framework – Monitoring Data Reports for Completed Strategic
Objective Milestones 2012**

Annex III: Approved Annual Budget for 2012

Rights and Resources Initiative: Annual Progress Report 2012

Integrated Reporting Framework

Executive Summary

By 2012, governments in the developing world had recognized communities' ownership or long-term use rights to 31% of the developing world's forests—over 490 million hectares. This represents a forest area roughly half the size of China. Yet, governments in the developing world still claim full control over 60% of the forests within their borders, and actual progress to recognize community rights to forests has been primarily accomplished by only a handful of countries.

As awareness of tenure risks increases and global support for recognizing community rights grows, the political and economic space for countries to neglect their citizens' land rights is getting smaller. Pressure from communities, civil society, and increasingly, donors and markets will only continue to increase the costs of ignoring the issue. The question now is, in the face of these new realities, will governments continue to make the wrong choices, or will they embrace a pro-rights, politically inclusive development paradigm?

The year 2012 marked the end of the first five year framework program of RRI. In addition to achieving major gains in a majority of the 16 countries where RRI operates and influencing key global initiatives including REDD and FLEGT, RRI also reconsidered and redesigned its programmatic and operational strategies to reflect emerging threats and opportunities. The coalition completed major reassessment processes and identified a set of “New Directions” in thematic programming and “New Modalities” in our operational procedures. The New Directions include a more dedicated and comprehensive approach to engaging and influencing the most important elements of the private sector that are impacting forests and forest communities; stronger and more systematic engagement with FLEGT and REDD processes; the development of a more robust program on women's property rights; and new strategic global initiatives, including consideration of a new mechanism to influence private investment in forest areas, and a global “summit” focused on promoting the recognition of collective land rights.

In five of RRI's 16 target countries, there was substantial strengthening of government commitment for reforms (Lao PDR, DRC, Indonesia, India, Colombia) and significant, national-level progress in four others (Liberia, Peru, China, Cameroon). RRI is now fully engaged in the DRC and Peru and has already achieved strong impacts, established collaborative platforms for national-level strategic engagement, and developed strategic plans for the future. RRI Partners and Collaborators were actively engaged in shaping REDD in seven countries (Indonesia, Nepal, Lao PDR, Peru, Colombia, Liberia and Cameroon), and FLEGT/VPA in four countries (Indonesia, Liberia, Cameroon, Ghana) and across the central African region through support to the ACRN and RECOFTC networks. However, there is a need for more systematic engagement on these international initiatives in 2013. RRI engagement in REDD in the international arena continued to build awareness and confidence in the proven and promising non-carbon market strategies to reduce forest emissions. Progress at the country and regional levels was reduced due to insufficient program staff for the majority of the year: particularly the lack of Coordinators for Africa and Asia for more than six months.

A growing number of international organizations and governments now use and cite RRI's tenure tracking and the “mainstreaming” of tenure issues in global efforts to confront the development, conservation and climate crises. RRI earned support for the concept of the international tenure facility from key constituencies. RRI established collaboration with Oxfam, ILC and Helvetas to convene a major global summit on recognition of community land rights to address global crises in Switzerland in 2013.

Challenges exist for the coalition in the year ahead: while our support has broadened with the addition of BMZ as a major new supporter in 2013, our currently secured funding for Framework Proposal II is \$24 million with a projected five-year budget of \$60 million. RRI's “New Directions” were designed and adopted by the coalition and the coalition has already initiated new strategies to understand and influence the agriculture, infrastructure and extractive sectors.

Narrative Progress Report

I. Key Achievements in 2012

This report provides an overview of RRI activities in 2012 and is a reflection of a collective undertaking of more than 100 Partners and Collaborator organizations directly performing RRI sponsored work around the world. It first provides a brief overview of the global situation of forests, rights and livelihoods in 2012—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 2012

Land and natural resources emerged as a major issue for many developing countries in 2012. As global markets responded to continued higher prices and demands for commodities and energy, Africa's Sub-Saharan economies looked to the Asian tiger economies as role models, and more actively tried to trigger growth by attracting foreign and domestic elite investment in their resources, with few conditions to secure tenure rights, apply free prior and informed consent (FPIC), or protect the potential of local economies themselves. Indigenous Peoples and NGOs in Peru rushed to gain title for native communities not yet secure in the face of a spate of new mining and infrastructure development, while Bolivian communities sought public support to counter Brazilian infrastructure investments in their corner of the Amazon. South Africans demanded action on promised tenure reforms; while China continued to invest in and import from abroad with no responsibility screens, at the same time initiating a second generation of forest tenure reforms to address compensation, gender and minority issues. India's internal land grabs accelerated and put further pressures on tribal peoples securing land and forest rights under the Forest Rights Act, with domestic elites leading the grab.

Civil society and change agents kicked back in Liberia—forcing Sime Darby to comply with its RSPO social and environmental standards, then focusing the lens on another palm oil giant, Golden Veroleum, and reversing the approval of private use permits (PUPs) for logging companies in community forests—with the FLEGT VPA used as a stick to force compliance. In Liberia and Cameroon, community leaders and advocates of sustainable palm oil were arrested; in Lao PDR, a prominent activist protesting the alienation of farmers' lands disappeared in December, presumably arrested, further adding to the number of deaths of prominent activists in 2012 over land and resources in Cambodia (April), Philippines (May), Brazil (July) and Mexico (November).

There was some advance in reforms: civil society moved a tenure reform road map forward in Indonesia, though the 2014 election campaigning has already slowed government commitment. In parallel, the Indigenous Peoples moved ahead with their donor-funded project of titling of 12 million hectares in the outer islands. The National Assembly in Lao PDR pushed forward the drafting of major land and forest tenure reforms, inviting RRI to provide international lessons and reference countries. Liberia drafted a far-reaching land policy, and DRC committed to the FAO Voluntary Guidelines on for the Responsible Governance of Lands, Fisheries, and Forests as key to its ongoing land and forest reform process. More countries in Africa and Latin America requested the EU to initiate a FLEGT process, testing the EU's capacity to respond and widening the potential scope of VPAs to focus more clearly on community forestry and domestic production and trade.

By 2012, governments in the developing world had recognized communities' ownership of long-term use rights to 31% of the developing countries' forests (over 490 million hectares). Governments in many forest countries appear to have made only half-hearted commitments over the past decade to real reform. In a survey of statutory forest tenure systems of 27 developing countries, RRI found that 15% of community tenure regimes had not yet been implemented on the ground, and 45% of the countries surveyed had recognized community rights to less than one tenth of their forest estates. Only in Latin America did a majority of cases recognize the right to legally reject encroachment, or recognize rights for an unlimited duration.

REDD has caused a stalemate in the climate talks. Consensus is emerging on “no regrets” actions, such as securing land tenure and reversing subsidies for deforesting agricultural activities to ensure that funds committed to REDD goals generate emissions reductions, even if there is no offset market for forest carbon. Post-2015 development discussions increasingly include social and environmental standards as an essential element of poverty reduction. More commitment appeared in the private sector—Stora Enso initiated new measures to ensure those leasing land for China plantations were willing sellers; Sime Darby put new standards in place in Liberia; the Munden group and RRI launched a report for investors containing hard evidence of lower and delayed returns on investments that ignore local tenure and rights, intended to encourage a new credit rating screen for tenure; and in February the London Mining network called on the British government to toughen rules at the London Stock Exchange on the policing of mining companies.

The following questions were posed in *RRI's Annual Review of the State of Rights and Resources (Turning Point edition)*:

Will 2012 see the end of effective global action on climate change?

For the most part. There was no deal and no new funding committed at the United Nations (UN) climate talks in Doha. Climate change remained less of a priority than economic concerns in the United States (US), despite Hurricane Sandy, the country's warmest year on record, and the reelection of Barack Obama. Compromises and the extension of the Kyoto Protocol kept the negotiations progressing, but the prospects for a meaningful deal in 2015, as promised in Durban in 2011, seemed to recede.

Will Reducing Emissions from Deforestation and Forest Degradation (REDD) be reformed or overtaken?

Both. REDD has stalled with the stalemate in the climate talks. Consensus is emerging over "no regrets" actions such as securing land tenure and reversing subsidies for deforesting agricultural activities to ensure that the funds committed to REDD goals generate emissions reductions, even if there is no offset market for forest carbon.

Where will Indonesia's tenure reform road take it?

This remains unclear. The reforms formally moved ahead, with clear and strong direction from organized civil society. But they are stymied by the country's devolved government, which allows regional interests to stonewall progress, and by the declining power of the president in the run-up to the next presidential election in 2014.

Will Rio get real?

No. Governments failed to deliver on their promised sustainability agenda at the Rio+20 Earth Summit in June. The 283 paragraphs of the official document, The Future We Want, avoided all commitments to human rights, or the political reforms necessary to advance sustainable development. Governments committed to developing a series of sustainable development goals by 2015, but could not agree on what they should cover. They paid lip service to ideas of "green growth," but this amounted to a green light for a corporate takeover of natural resources in the name of the environment.

Will respect for local rights be the hallmark of 2012?

Respect, no. But land rights rose strongly on the agendas of many countries and international organizations. Land conflicts became increasingly visceral sources of political instability within nations, threatening development and economic growth. The Voluntary Guidelines on land tenure, endorsed in May 2012, offer hope for increasing recognition of rights.

Major achievements of RRI in 2012 can be summarized in the following areas:

- 1. RRI influenced at least five countries to make substantial progress in reforms.** RRI is now fully engaged in DRC and Peru. It is carrying out a DRC tenure baseline study with multiple collaborators, which has been declared by the government as a key part of its reform process. RRI took change agents in the Lao PDR National Assembly to see the impact of community rights in Mexico and engaged its provincial and central leaders in an international exchange of experience. It engaged in REDD and FLEGT VPA (four African countries) through African Community Rights (ACRN) and RECOFTC networks, and in Peru supported a national campaign for territorial rights and prevented expansion of petroleum in high-conservation-value, indigenous territories. RRI support prevented serious rollback in community rights in Nepal, forcing government to withdraw regressive proposals. A major conference in India drew national attention to the negative impacts of internal land grabs on tribal rights, social cohesion and the environment.
- 2. RRI's assessment of the global status of forest tenure and poverty, released at Rio+20, was broadly adopted internationally as a measure of progress towards global forest, environmental, and economic goals,** cited by international organizations and governments and laying groundwork for collaboration with Oxfam, ILC, and Helvetas on a planned global summit concerning recognition of community land rights. In parallel, RECOFTC completed a regional study of rethinking regulations and helped to compile a training brief based on US success with the implementation of voluntary forest regulations relevant to tropical country forest reforms. For the first time, RRI convened a legal reference group of Partners and Collaborators to share lessons and legal tactics for reform.
- 3. RRI completed development of a consulted Framework Proposal II (FP2) successfully raising new resources for its implementation, and advanced in the design of its New Directions, including steps in the design and promotion of a new, independent "tenure facility."** It secured \$24 million of the projected \$60 million budget for five years, added a new supporter (BMZ/GIZ-Germany), and initiated new strategies to understand and influence the agriculture, infrastructure, and extractive sectors. RRI has initiated a serious exploration of strategic alliances with

individuals, organizations and networks committed to the broader agenda of community land tenure reform and a concomitant examination of the hazy interface between forest tenure reform and broader land reform issues, including the conservation sector and convening private, civil society and public actors in a November dialogue.

4. **RRI began to implement stronger modes of program delivery and strategic planning for FP2**, fully staffing its Finance and Administrative team, gaining new efficiencies in the strengthened Global Programs team, and implementing a new Communications and Outreach strategy with visible impact on Partners and Collaborators, governments and media. RRI started implementation of recommendations from an April 2012 Bangkok Partner's meeting to rethink and renew for the new framework, integrating RRI Collaborators in both regional and global planning activities in recognition of the increasing leadership provided by those organizations to RRI's country-level interventions. It created a new window for Partners to advance New Directions, establishing the "tenure facility" as a new Strategic Initiative in the work program, and continuing the search to find needed senior staff to round out the Country and Regional Program.

Major challenges for RRI in 2012 are enumerated here:

1. **The failure of a carbon market emergence.** 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. 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.

2. **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 16 countries where RRI has been engaged, while new countries loom as potentially opportune for achieving major progress. Success in this situation requires an intelligent engagement of the private sector.

3. **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 plans to increase its support for gender justice, building on networking in Africa, engaging in dialogue with China reformers on gender issues in the second generation of reforms, and creating a gender reference group to guide future action and build new constituencies.

4. **After five years of implementation it is pressing for RRI to carry out a comprehensive review of how the coalition functions, including the efficacy of its MOU and other institutional structures.** Nothing is more important to the continued success of RRI than the achievement of "right relationship" among its key constituent parts (Collaborators, Partners, RRG and RRG Board) and the adjustment of internal processes and structures to reflect this notion of proper balance among the roles of these stakeholders. A new streamlined M&E system has been designed around the FP2 logframe to reduce assessment fatigue while remaining robust, drawing on lessons of experience from the first framework period, and will be implemented in 2013. RRI must ensure that the Coalition continues to respond to the ever more rigorous reporting and financial control requirements of its donors.

5. **Completion of the institutional strengthening of RRG in country and regional programs**, recruiting the needed Regional Directors for Africa and Asia and effectively integrating them to complement the Latin America and Global Programs teams to meet the new challenges of 2013 and FP2. RRG has recruited a Regional Director for Africa, who begins April 2013, and continues its search for the Regional Director for Asia.

1.2 Reports by Major Strategic Objectives for 2012

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

Africa

In 2012, RRI engaged on several fronts to carry out country-level research and analysis, advocacy and convening to generate new legislation while influencing decision-makers regarding forests, land and climate change, which have impacts on community rights. RRI drew upon previous analyses in the region, including the role of gender in tenure reform. Participatory mapping and climate change continue to be effective advocacy tools in the promotion of community rights and yielded concrete proposals for decision-makers on decentralization and other reform processes. RRI continues to focus on major issues in Africa, such as large scale land acquisitions, palm oil, pastoralist rights, and focus on harmonizing land, forest, mining and other sectoral policies in order to increase and maintain recognition of community rights.

Regional: Women engaged in the African Women's Network for Community Management of Forests (REFACOF) consolidated capacity on tenure and gender concepts, REDD and on using human rights mechanisms as advocacy tools (Convention on the Elimination of All Forms of Discrimination Against Women, African Charter on Human and Peoples' Rights). The African Community Rights Network (ACRN) developed an action plan to increase civil society involvement in tenure reform and to better coordinate national advocacy on community rights, while assessing drivers of deforestation and actively engaging with regional-level institutions capable of shaping reform agendas.

Liberia: Liberia clearly exemplified the critical choice facing developing countries between inclusive democratic systems and exploitative development. Pit-sawing was legally recognized, granting access to employment opportunities for many pit-sawyers and their assistants in rural areas. A progressive Land Policy was developed with both civil society and community input. Unfavorable regulations to the Community Rights Law (CRL) were addressed and amendments are being reviewed by the Liberian Forest Development Authority (FDA). One of the largest potential investors in new palm oil plantations in Liberia (and Africa) responded to complaints filed with the Roundtable on Sustainable Palm Oil (RSPO) from communities and activist NGOs, which resulted in Sime Darby paying reparations to communities whose farms and sacred sites had been destroyed and taken over without their prior consent in 2011. The growing influence of activism in Liberia also triggered the release of wrongfully arrested community activists in conflict with Golden Veroleum Liberia (GVL), another global palm oil company, on its palm oil and illegal expansion activities and irresponsible disregard for social and environmental standards.

Cameroon: The Ministry of Economy, Planning and Regional Planning accepted RRI's draft articles which will institutionalize participatory mapping as an instrument for asserting community rights. Key proposals from the RRI coalition were integrated into the draft Forest Law. RRI also initiated engagement on land reform, catalyzing an inter-ministerial platform to harmonize sectorial policy. About 30,000 hectares of forestlands were declassified from forest concessions and placed under community/customary management due to the Coalition's work.

Democratic Republic of Congo (DRC): RRI now has a significant opportunity to influence the land reform process and contribute robust analytical support in the DRC. The RRI Tenure Baseline Study undertaken in 2012 is a valuable point of reference for many other actors working on land reform in the country. The Congolese Government has designated the Baseline Study as one of the official inputs to the DRC's first-ever Land Reform Road Map.

Burkina Faso: TENFOREST has been able to occupy an important political space between central and local governments and communities, providing much needed services and guidelines to government staff responsible for interaction with villagers and local governments, focusing attention on the pace of reforms, and building confidence of women leaders and organizations. TENFOREST's methodology in crafting gender-sensitive and communal-level development plans under decentralization was chosen by the government as the most practical and operational guidance for these plans, and TENFOREST was selected as the official lead to conduct the process.

Mali: The political and security crisis in Mali limited activities there in 2012. The RRI coalition shifted from advocacy on government legislation to support decentralized NRM rights and action on the ground in local communities in those areas not directly affected by the security situation. The Rural Women's Network developed increased advocacy capacity to recognize women's rights in the Loi d'Orientation Agricole (Agriculture Framework Law) and in its implementation. The

Coalition devised interim strategies to collaborate with communities to defend against the rollback of rights during the continuing crisis and its aftermath.

Asia

2011 saw RRI pursue strategic opportunities for influence in two key Asian countries with reforms underway to recognize and legally secure rights in forest-dependent communities. Most notably in 2012, the coalition capitalized on the unprecedented commitments made in 2011 by the Indonesian government to secure community tenure rights, and played an instrumental role in the formation of the multi-sectoral Working Group on Forest Tenure. Similarly, in Lao PDR, increased political will to pursue the creation of a sound legal and policy framework beginning in 2013 in which rights are clearly defined, emerged from the International Workshop on Land and Forest Tenure Reform convened by RRI and the National Assembly. In countries with established tenure and rights frameworks, RRI capitalized on continued momentum to raise greater awareness of second-generation reforms needed in China (equal access to rights – particularly for ethnic minorities and women, due process, and accessible redress mechanisms), ensure establishment of natural resource units in the Party structure while amplifying community forestry issues to the national level in Nepal, and contribute to issuance of Forest Rights Act Amendment Rules in India that strengthen collective rights and resist bureaucratic powers over forest dwelling communities. Advocacy on human rights dimensions of agribusiness through ASEAN, commodity roundtables and national Human Rights Commissions also increased this year, culminating in a second convening of the sub-regional network promoting action and understanding on human rights standards. Attention to gender dimensions of forest tenure continued, marked by the publication and wide dissemination of strategic analysis on gender and tenure in Nepal, Indonesia, China, the Philippines and in the context of REDD+.

Regional: Continued advocacy on ensuring human rights in agribusiness and commodity roundtables through national Human Rights Commissions and AIHCR raised significant awareness for the need for sweeping regulatory standards. Strategic analysis on gender and forest tenure in Nepal, Indonesia, China, and the Philippines as well as in the context of REDD+ was disseminated widely, and indigenous women deepened their knowledge on the technical issues of REDD+ and strengthened regional linkages around the climate change debate in a regional workshop. Tenure analysis in South Asia—using RRI methodology—was released to a broad audience, and the CF champions’ network was strengthened.

China: Greater awareness was raised on gender dimensions of tenure reform within the State Forestry Administration due to noteworthy analysis by RRI Collaborator Landesa on women’s forestland rights. RRI has effectively conveyed research findings and recommendations on second-generation reforms (equal access to rights, due process, and accessible redress mechanisms) to high-level officials in order to capitalize on growing political sensitivity to corruption and land grabs and political will for deeper policy reforms. Published research on regulatory takings in ecological protection forests and livelihoods in ethnic minority areas clearly demonstrates contradictions between tenure reforms and zoning regulations.

Indonesia: The Indonesian Forest Ministry accepted the CSO Roadmap for Tenure Reform and established a multi-sectoral Working Group on Forest Tenure, to craft reforms as well as tenure and conflict solutions. The CSO Roadmap was disseminated widely and civil society and IP representatives are now officially tasked with gathering inputs to tenure policy and legislation from 10 pilot villages with insecure tenure as a step toward agreeing on national operational guidelines for action. Coalition research on the implementation of FPIC standards in the palm oil industry was officially accepted as inputs to the RSPO and National Human Rights Commission.

Nepal: Key political parties established natural resource units in their party structures due to FECOFUN’s and Collaborators’ advocacy for the continued prominence of community property rights in national party debates following the May 2012 dissolution of the Constituent Assembly. Women’s institutional participation in CFUGs was effectively strengthened with new capacity for broader alliances in the Terai lowlands. Media was effectively utilized to amplify community forestry issues to a national level and prevent a rollback of existing rights.

Lao PDR: An unprecedented government commitment to process of national land reform and creation of sound legal and policy framework in which rights are clearly defined emerged from RRI’s international workshop on land and forest tenure reform, held in August, 2012. A follow up exchange visit by National Assembly to Mexico and continued dialogue has built further momentum and political will for instituting reforms beginning in 2013.

India: Sustained advocacy by an RRI Fellow and Collaborators contributed to the issuance of the Forest Rights Act Amendment Rules 2012, which strengthen collective rights and restrict bureaucratic powers over forest dwelling

communities. An international conference showcased rigorous research on the internal land grab phenomenon (including eight case studies, national synthesis/analysis of policies and laws, and a data-rich map on land conflicts) to inform parliamentary debate on the Land Acquisition Relief and Rehabilitation Bill.

Thailand: The capacity of CF networks was effectively strengthened to engage in constructive advocacy with policy makers at district and national levels, and a strong relationship with National Law Reform Commission was established to help incorporate rights and tenure in forthcoming procedural law.

Latin America

It is increasingly understood that commitment to clarify and strengthen the tenure rights of forest communities is necessary before REDD can be implemented in Latin American countries where RRI is active in supporting civil society engagement with REDD processes. RRI supported a communications campaign advocating for progress on communal land titling in Peru, engaging national and international NGOs, media, and the general public to expose the legal barriers to secure tenure rights specific to Peru. The platform of organizations brought together by the campaign will be a key advocate for critical policy reforms in 2013. RRI actors took advantage of the space opened in the Rio+20 conferences to highlight the social, economic and environmental value of community forest management for meeting global climate goals and securing local livelihoods. This work was directly supported by RRI's updated forest tenure data from 1992–2012 and accompanying strong analysis in RRI flagship publication *What Rights? A Comparative Analysis of Developing Countries' National Legislation on community and Indigenous Peoples' Forest Tenure Rights*.

Regional: Leading Indigenous, Afro-descendant and other forest dweller organizations from Central and South America made a concerted international argument to find mechanisms in favor of regulating voluntary carbon agreements at the 12th Participants Committee Meeting of the Forest Carbon Partnership Facility (FCPF), prompting the governments of Colombia and Peru to prepare draft proposals for discussion with civil society on the regulation of early initiatives in the voluntary carbon market. The Mesoamerican Alliance of Peoples and Forests is recognized as a key regional actor in these discussions and negotiations related to climate change policies.

Guatemala: Communities and allied NGOs established a mechanism for civil society monitoring of the implementation of the communal lands registry and cadastre process. 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.

Peru: The historical analysis developed by Indigenous communities in the Peruvian Amazon, which documents pending territorial claims to land and resources, was strategically used in national REDD+ negotiations that related to securing tenure rights.

Colombia: The national REDD+ strategy incorporated critical inputs from Afro-descendants, Indigenous and other forest communities in Colombia regarding the need to clarify tenure rights prior to implementation of REDD+ processes. The Colombian government committed to establish a plan for a participatory process to create Strategic Environmental and Social Assessment (SESA) monitoring plans.

Bolivia: Natural resources legislation, including the Law of TIPNIS, incorporated critical inputs from indigenous and *campesino* organizations. The new TIPNIS law affirms the right of “free, prior, and informed” consultation for indigenous communities within the TIPNIS, based on the Bolivian Constitution and other international treaties. The communities will be consulted on three issues: whether the TIPNIS should be declared “untouchable;” whether the proposed highway bisecting it should be constructed; and what measures should be established to protect the reserve against illegal settlements. Governmental plans for opening a highway through the TIPNIS were delayed as a result of Indigenous Peoples mobilization and national advocacy strategy.

1.22 Influence climate change strategies and policies at the country, regional, and global levels to ensure that rights, tenure, and governance concerns are adequately addressed in the majority of RRI countries and on a global level.

In 2012, RRI continued to shape the global climate debate and mechanisms at local, national, regional, and international levels. For instance, as secretariat of the Independent Advisory Group on Forests, Climate Change and Tenure (IAG), RRI

attended the UNREDD Policy Board Meeting in Asunción, Paraguay, to advise on policy questions and to present the outline for a policy paper on REDD and Tenure, which is currently under production. Also, RRI supported the participation of representatives of REFACOF to events surrounding the Rio+20 Summit.

A central pillar of RRI's strategy to shape debates on the role of tenure rights on the tenure components of national and global REDD+ strategies is through the production of high-impact analyses and advocacy documents. Three major publications of this nature released in 2012 include: *What Rights? A Comparative Analysis of Developing Countries' National Legislation on Community and Indigenous Peoples' Forest Tenure Rights*; *Respecting Rights, Delivering Development: Forest Tenure Reform since Rio 1992*; and *Turning Point: What future for forest peoples and resources in the emerging world order?*.

The *What Rights?* analysis introduced a new metric to compare the recognition of legal rights of local communities and Indigenous peoples between countries. By examining 27 forested developing countries, the report established a basis to measure progress of reforms and to hold countries accountable to the implementation (or improvement) of legal structures that would clarify ownership, access, and use rights to forest areas targeted by REDD+ initiatives. The *What Rights?* work was released in tandem with the advocacy document, *Respecting Rights*, which updated of another RRI dataset to evaluate the spatial extent of tenure reforms in these countries and to track the successes and failings of tenure reforms in the two decades since the first Rio Summit in 1992.

Every 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 2012, RRI released *Turning Point*, which also served as a springboard for an expert panel held in London on critical issues of land grabs, REDD and the carbon market, and implications of global economic flux on rural communities.

In addition to analyses and advocacy documents, RRI also deploys its convening power to bring actors from different constituencies (community organizations, government actors, donor agencies, private sector, and development actors) to advance the debate on advancing tenure rights in climate change mitigation and adaptation strategies. In November 2012, RRI and The Nature Conservancy co-hosted a Global Dialogue on Forests, Governance, and Climate Change. The event identified major emerging threats to forests and took stock of proven strategies to reduce emissions. It assessed the potential for expanding these strategies and developing them to become even more effective. It also considered promising new initiatives to address the current and future drivers of deforestation and degradation, and the long-standing constraints of underdevelopment and weak governance.

In RRI's geographic regions, RRI continued to support the engagement of key NGO, community and Indigenous Peoples' constituencies in REDD country plans, informing policy makers on tenure and rights issues in REDD and helping to broaden multi-stakeholder dialogues and shape safeguards, particularly FPIC and SESA.

With RRI's support, leading indigenous, Afro-descendant and other forest dweller organizations from Latin America made a concerted argument to find mechanisms in favor of regulating voluntary carbon agreements at the 12th Participants Committee Meeting of the FCPF in June, prompting the governments of Colombia and Peru to prepare draft proposals for discussion with civil society on the regulation of early initiatives in the voluntary carbon market. In Colombia, RRI support to afro-descendant and Indigenous forest communities assisted their continued efforts to influence the government and World Bank towards a more inclusive and participatory REDD Project Preparation (R-PP), setting SESA standards now being adopted in other Latin American country R-PPs. In Guatemala, the government accepted the proposal developed by the National Alliance of Community Organizations to define the consultation and participation mechanism in the REDD readiness process.

At the Regional level in Africa, RRI continued to support the African Community Rights Network (ACRN), who held meetings to increase its member's awareness and ability to engage with REDD. These annual meetings allow participants to stay up-to-date on REDD developments in the international arena, as well as processes within African countries. These meetings are a key capacity-building tool for local CSOs, providing them with the tools to more effectively advance the recognition of tenure within national VPA and REDD processes.

At the country level, RRI partners FPP and CED facilitated dialogue between communities, local authorities, and conservation organizations involved in REDD design in Cameroon, following a period of capacity building of communities and local CSOs.

RRI collaborator REFACOF also took up a leading role in the national platform on REDD and climate change. As a result of their engagement with Cameroon's R-PP, FPIC safeguards have been introduced into the draft R-PP document.

In Burkina Faso, RRI collaborator REFACOF held a workshop in October on advancing women's tenure rights to land and forest resources. The workshop had several sessions on the importance of tenure rights in REDD and other Climate Change strategies. In Liberia, RRI supported the coordination of a civil society platform to engage with the process to develop the National REDD strategy.

In the DRC, RRI launched a country-wide Baseline Study of Tenure in early 2012. This study deployed researchers to the provinces to identify the functions and coverage gaps of statutory and customary tenure systems and identify potential opportunities and threats to the advancement of tenure rights in the country. This work is examining how land tenure reform can, among other goals, advance the operationalization of REDD+.

In Asia, RRI co-hosted the "International Knowledge Sharing and Learning Workshop on Forest Land Tenure" with RECOFTC and the National Assembly of Lao PDR in October. The workshop signaled an unprecedented commitment to ensuring local communities' and Indigenous Peoples' rights in the forthcoming revision to the national land policy, as well as in ongoing preparations for the World Bank's Forest Investment Program (FIP).

1.23 Strengthen our advocacy and broaden our impact by engaging new constituencies at regional, global and national levels

In 2012, 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 "constituency-oriented" networks in 2012 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 (which members represent more than 65% of the world's forests). During the annual meeting of MegaFlorestais, top leaders from forest agencies in Brazil, Cameroon, Canada, China, Indonesia, Mexico, Peru, and the USA identified new ways for forest agencies to catalyze change, contribute to rural development, and manage forests while respecting the rights of their inhabitants. They recognized the role of fair and secure tenure as a prerequisite for effective forest governance. In concert, the third convening of the Global Issues in Governing Natural Resources seminar exposed and connected a new set of emerging "next generation" forest agency leaders from eleven MegaFlorestais agencies to tenure, governance and rights issues relevant to their work. The Rethinking Forest Regulations workshop was also held in Western Montana, USA for forest agency executives working on the design and implementation of forest regulations and civil society representatives from Bolivia, Brazil, Cameroon, Lao, Liberia, Nepal, and Peru. It exposed them to a new and innovative approach to environmental regulations and showed them how forest sector regulations could be a tool to achieve better environmental, development and production results. This initiative was especially valuable to the Peruvians and the Laotians who were in process of reforming their forestry sector. The relationships established through the MegaFlorestais network were key to successfully launch our tenure baseline study with the support of the Ministry of Land Affairs in the DRC.

RRI supported the participation of two African civil society members in Rio+20 Earth Summit to introduce REFACOF positions and tenure issues. RRI also conducted messaging trainings to 22 indigenous and community leaders to strengthen their communications and outreach capacities to increase their impact. Additionally, RRI supported the participation of Indigenous Peoples' representatives during the Fifth World Conservation Congress as well as the implementation of a side event on the Whakatane Mechanism which strengthened this approach within IUCN.

RRI engaged international legal practitioners and tenure experts in about 30 countries for the preparation of the *What Rights?* publication and now has access to a network of over 300 professionals who can be constant source of information but also relay RRI's message and analysis on the ground. RRI also supported the establishment of a Community Tenure Rights Legal Reference Group who identified best legal practices in securing collective property rights and compared collective and

individual property rights. This group is building a new legal approach to advocate for tenure reform and gives RRI a body of experts to call upon as legal reforms arise and provides innovative thinking on community tenure rights.

In 2012, RRI also started to engage the private sectors, based on the agreement under FP2. It is now a fact that 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 investors are simply unaware of tenure complexities and risks, or implement best practice social and environmental standards in their operations. In the objective of leveraging their increasing incentives to help resolve tenure insecurity, RRI is promoting the establishment of an International Forest Tenure Facility (IFTF) that will respond to demand for major global effort and commitment for forest tenure reforms by: 1) providing funding for tenure reform projects proposed by governments, civil society and Indigenous Peoples in developing countries; 2) providing a high-level international forum for government, civil society, and private sector leaders to share experiences and develop strategies to advance the clarification of land rights; and 3) providing an opportunity for investors to support the recognition of tenure rights of forest communities and households, and promote sustainable business models in the developing world.

To achieve this goal, a new work program of Strategic Initiatives has been added to RRI's portfolio of programs. The Strategic Initiatives Program is intended to generate research and outputs to more directly leverage RRI's credibility and catalyze new global initiatives. The Strategic Initiatives portfolio in 2012 consisted of two main parts: 1) undertaking research for establishment of the IFTF; and 2) beginning organization of a high-level global summit on community tenure rights. RRI made significant progress on both components.

RRI secured dedicated funding for the design process of the IFTF for US\$440,000, and began consultation on IFTF's proposed objectives, scope and operational character. The IFTF concept also gained key initial support from several key constituencies, including the RRI Coalition Partners and Collaborators; the World Bank land, forest and climate teams; and the International Finance Corporation. RRI commissioned four analytical studies to support the IFTF design process; two reports were completed and two were still underway at year-end 2012.

The goal of the Tenure Summit is to identify areas of convergence to draw high-level political commitment to the options for scaling-up local tenure rights security. RRI successfully created a strategic partnership with Oxfam, the International Land Coalition, Helvetas Swiss Intercooperation and Maliasili Initiatives. A pre-summit conference will be held in Switzerland in September 2013 to support greater global collective action on community land rights issues, and to develop strategies for scaling up strengthened community land rights and tenure.

1.24 Strengthen the Coalition

Few coalitions or working partnerships of global civil society take the time to agree on the way the entity is going to operate and make decisions in the way RRI did during its founding period. After seven years, RRI remains a dynamic coalition, adapting to local, regional, and international developments affecting both its mission and future strategic alliances. 2012 was a major year for the Coalition, as the program of work under RRI Framework Proposal I is being transitioned to the expanded work program and new directions under RRI Framework Proposal II.

As part of this transition, RRG and RRI Partners met in Bangkok in April and November to assess the modalities of working together under the RRI Memorandum of Understanding, and revised the RRI Institutional and Business Arrangements (IBA). Three major questions were discussed:

1. How should we strengthen our organization?
2. How should we change the way we work to improve our impact?
3. How should we change the way we deploy resources to improve strategic impact and efficiency?

Some of the results of the discussion have been included in the revised IBA, some addressed through changes in the RRI Planning process, and some are continuing to be considered by the RRI Partners and RRG.

It is clear that the RRI environment has changed in the past few years. As it worked to maximize its impact in this dynamic environment, RRI made both technical and adaptive changes to internal processes in hopes of increasing its effectiveness. The cumulative effect of these adjustments has been gradual shifts in key relationships within the Initiative and the division

of labor and responsibility among RRI's constituent parts (RRG, Partners, and Collaborators). One example of this is the increased participation of key Collaborators in regional planning processes, as part of RRI's effort to reflect the changing role of Collaborating organizations. A major challenge for RRI is that the provision of resources by the Secretariat for regional- and national-level work has fostered an internal "donor-grantee" dynamic that can complicate relations and smooth functioning of coalition.

Mid-course corrections are very much a part of the RRI culture. The idea that strategy is a fixed road map toward the fulfillment of static goals is entirely foreign to the Initiative, at all levels. With regard to the Global Programs led by RRG staff and senior management, strategy is much more a filter for making adaptive decisions than a road map toward fixed outcomes.

The number of RRI constituents reached via email doubled in 2012 from more active outreach, including new social networks. RRI activities were quoted or noted in 300+ media stories across at least 21 countries in 11 languages. Visits to the RRI website have increased 25% over the 2011 monthly average, and now average 4,600+ monthly. RRI is becoming the premiere, trusted global source for forest tenure policy and reform analysis, as evident in the webpage usage.

1.3 Strategic Response Mechanism

In addition to the RRI strategic annual planning process, the Strategic Response Mechanism (SRM) enables flexible, rapid response to unforeseen but strategic opportunities and threats. In 2012, RRI supported seven projects in five countries under the SRM, for a total of \$377,693. Allocations were made for three types of SRMs:

Projects to influence key legislation included:

1. **Lao PDR:** *Influence the Revision of Land and Forest Policies and Regulations*
May – November 2012
Funding from RRI: \$96,068

The Lao National Assembly specifically requested RRI assistance in this process, leading to its historic commitment on August 28, 2012 to a dramatic shift in land policy, and commitment to expand rights of local communities and ethnic groups. This revision responds to increasing demand from communities in Lao PDR for a review of existing land laws to ensure development projects don't encroach on their land as they have in the past. The commitment of the National Assembly signals that the Lao government is dedicated to working closely with civil society and community groups to develop and implement a new national strategy to grant significant land rights to the people who live in and around the nation's land and forest resources.

2. **Bank Information Center:** *Strengthening REDD+ Safeguards and Accountability: Bringing Civil Society, Afro-Descendants, Campesinos, and Indigenous Peoples' Advocacy to the 12th Participant Committee of the Forest Carbon Partnership Facility*
June – July 2012
Funding from RRI: \$9,900

RRI supported the Bank Information Center in advocating for the strengthening of land tenure and resource rights as minimal criteria for national REDD+ strategies during the 12th meeting of the Participant Committee of the Forest Carbon Partnership Facility held in Santa Marta, Colombia. This advocacy highlighted the need for urgent mechanisms to protect forest-dependent communities from illegal or irregular carbon contracts and for REDD+ participating countries to support mutual learning and develop best practices.

3. **Ecuador:** *Advocating for secure territorial rights for the Kichwa de Pastaza Nation in the Ecuadorian government's new expansion of oil concessions*
December 2012 – March 2013
Funding from RRI: \$50,000

RRI supported the Consejo de Coordinación de la Nacionalidad Kichwa del Pastaza in producing a proposal to promote the Kichwa de Pastaza Nation's integrated territorial management plans during the bidding process for oil concessions on their

lands in the Ecuadorian Amazon, as a vehicle for negotiation with Government to guarantee the exercise of their territorial rights.

Projects to guarantee time-bound participation or consultation:

4. **Peru:** *Challenging oil and gas expansion in the territories of isolated Indigenous Peoples in Peru*
November 2012 – January 2013
Funding from RRI: \$51,123

RRI supported the Forest Peoples Programme (FPP) in challenging the Peruvian government's plans to expand the Camisea gas project into isolated Indigenous People's territories in the Peruvian Amazon by initiating an urgent legal and advocacy strategy and communications campaign to stop the expansion of the oil and gas lots and catalyze collective action among indigenous organizations and their allies at the national and international level.

5. **Liberia:** *Monitoring Sime Darby Remedial Measures' Implementation and Addressing the Urgent Need to Establish Community Mapping in Palm Oil Development Areas Across Liberia*
July – November 2012
Funding from RRI: \$80,000

RRI supported the Forest Peoples Programme (FPP) to consolidate and build on the gains from previous and successful work by FPP and Green Advocates in supporting Liberian communities for successful engagements with the palm oil company Sime Darby over land clearances of community customary forests and farmlands. This project was timed to capitalize on Sime Darby's increasing attention on community rights in Liberia, and will map and secure communities' rights in new planting areas and areas already affected by oil palm development. This process also helped to establish a model for palm oil development in Liberia rooted in FPIC and concern for communities' rights and due compensation.

Projects for direct advancement of tenure rights:

6. **Liberia:** *Rapid Environmental and Social Impact Assessment (ESIA) in Gbarpolu County*
April – November 2012
Funding from RRI: \$20,750

RRI supported the Sustainable Development Institute (SDI) in carrying out a rapid Environmental and Social Impact Assessment (ESIA) in Gbarpolu County, in order to generate independent information used to increase understanding of the potential impacts of plantation development in the county. This particular project supported Liberian communities at a critical moment during discussions with Sime Darby (a Malaysian company), the Government of Liberia and other actors. This activity will enable a better process and outcome for all by providing independent information (an ESIA) on the potential impact of Sime Darby's planned palm oil cultivation expansion in three counties of Liberia. The ESIA's will contribute to improving standards and process, both in the Sime Darby negotiations as well as agricultural and forestry concessions in Liberia as a whole.

7. **China:** *Investigation of large scale forestland acquisitions practices by leading international companies*
December 2012 – July 2013
Funding from RRI: \$69,852

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 policy makers 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.

II. RRI Summary Report: Key Outcomes and Products in 2012

Summary Report on RRI Activities in 2012 Overarching Goals for 2012	Overarching Accomplishments in 2012
<ol style="list-style-type: none"> 1. Strengthen government commitment to reforms in priority countries, specifically on tenure reform roadmaps in Indonesia and Laos. Initiate full RRI engagement in DRC and Peru, more fully engage REDD, conservation, FLEGT and VPA processes to provide practical guidance on tenure, regulatory and enterprise reforms and provide more capacity building for strategic communications. 2. Gain broader international adoption of RRI's assessment of the global status of forest tenure and poverty, with particular attention to the role of reforms in achieving global goals of climate and food security, forest conservation, and low emission economic growth. Continue to advance the development of new global instruments to scale-up the political and financial support for tenure and governance reforms and pro-community business models, including the design of a global tenure fund. 3. Gain full, long-term support for the FP2 and initiate new program directions, including greater level of effort to engage the private sector, promote gender analyses and reforms, and support community organizations. Begin to identify and craft strategies to influence critical constituencies in the agriculture, infrastructure and extractive sectors. 4. Begin to implement stronger modes of program delivery and strategic planning for optimal implementation of the FP2. Fully establish a strong and resilient Finance and Administration team and financial control systems. Strengthen the management and structure of RRG and the Global Programs teams, including strategic communications, to meet new demands and prepare for scaled-up programming and impact in 2013. 	<ol style="list-style-type: none"> 1) Largely achieved: In 5 of RRI's 16 target countries there was substantial strengthening of government commitment for reforms (Laos, DRC, Indonesia, India, Colombia) and significant, national-level progress in 4 others (Liberia, Peru, China, Cameroon). RRI is now fully engaged in the DRC and Peru and has already achieved strong impacts, established collaborative platforms for national-level strategic engagement and developed strategic plans for the future. RRI Partners and Collaborators were actively engaged in shaping REDD in 7 countries (Indonesia, Nepal, Laos, Peru, Colombia, Liberia and Cameroon) and FLEGT/VPA 4 countries (Indonesia, Liberia, Cameroon, Ghana), and across the central African region through support to the ACRN and RECOFTC networks, though there is a need for more systematic engagement on these international initiatives in 2013. RRI engagement in REDD in the international arena continued to build awareness and confidence in the proven and promising non-carbon market strategies to reduce forest emissions. Progress at the country and regional levels was reduced due to insufficient program staff for the majority of the year: particularly the lack of Coordinators for Africa and Asia since May 2012. 2) Largely achieved: demonstrated by growing number of international organizations and governments who use and cite RRI's tenure tracking and the 'mainstreaming' of tenure issues in global efforts to confront the development, conservation and climate crises. RRI earned support for the concept of the international tenure facility from key constituencies. RRI established collaboration with Oxfam, ILC and Helvetas to convene a major global summit on recognition of community land rights to address global crises in Switzerland in 2013. 3) Partially achieved: currently secured funding for FP2 is \$24M of projected budget of \$60M, including a major new supporter in 2013, BMZ/GIZ (Germany); RRI's "New Directions" were designed and adopted by the coalition and the coalition has already initiated new strategies to understand and influence the agriculture, infrastructure and extractive sectors. 4) Partially achieved: RRG designed and began to implement stronger modes of delivery and strategic planning – via an extensive consultation with RRI Partners, but we did not achieve a fully staffed, strong and resilient Finance and Administration team. We did strengthen the Global Programs team and particularly the Communications sub-team within it – all of which was a key reason for our effectiveness in delivering the scaled-up global program in 2013.

Priority Objectives

Key Outcomes/Indicators of Achievement in 2012

Key Products of 2012

Identified in 2011 for 2012

Tenure Analysis

<ul style="list-style-type: none"> Gain greater recognition of RRI's assessment of global progress on tenure and poverty in forest areas in Rio+20 and similar events, while consolidating gains made in 2011 on analyzing the "depth of rights" and tenure tracking through high-level publications and web presence. 	<ul style="list-style-type: none"> RRI Tenure Tracking System is now a recognized primary source of data and a mechanism for measuring global progress on tenure security used by a global audience of practitioners and policy makers. RRI Tenure Analysis increased scope, outreach and relevance to RRI's overarching objectives and specific RRI-wide initiatives (Key examples include USAID's evaluation of forest tenure devolution and DFID began using RRI's analysis to measure the performance of their funding on forests) RRI Tenure Analysis established mechanism to track the "depth of community forest tenure rights". The production of a flagship database established a global baseline evaluating the depth of legal recognitions for community and Indigenous Peoples' forest tenure. It examines tenure rights in 27 developing countries: analyzed 59 Community Forest Tenure Regimes, updated the dataset on the spatial extent of tenure distributions in these countries, and refined the methodology. Global Rio+20 stock-taking highlighted the role of community forest management for sustainable development. RRI enabled the development of strong narratives to promote pro-poor tenure reform by launching the research publication on forest tenure rights one month before the summit, along with an update on RRI tenure targets in the brief <i>Respecting Rights, Delivering Development</i> and a series of 5 country-level case studies. Co-hosted an official UN Earth Summit Side Event to reflect on the role of forest communities and Indigenous Peoples in sustainable development. Developed and piloted a unique spatial-analysis method to monitor and track global forest poverty with IFRI. This work will continue in 2013. RRI's broad-scale baseline study of natural resource tenure institutions in the DRC now an official input to the DRC's first-ever Land Reform Road Map. 	<ul style="list-style-type: none"> 1 publication, 1 brief, 5 case studies, 1 annual review, 1 side event, 1 conference and 3 workshops: <ul style="list-style-type: none"> Publication of <i>What Rights? A Comparative Analysis of Developing Countries' National Legislation on Community and Indigenous Peoples' Forest Tenure Rights</i> in May; Brief on <i>Respecting Rights, Delivering Development: Forest Tenure Reform since Rio 1992</i> in May; Case studies on India, China, Mexico, Nepal, Brazil's tenure reform experiences from 1992 to 2012 in May; Annual Review on the State of Tenure 2012-2013 <i>Turning Point</i>, in February; Co-hosted an official UN Earth Summit Side Event in Rio in June; Co-sponsored the National Conference for Land Reform in the DRC in Kinshasa in July; Tenure Baseline Study Launch Workshop in Kinshasa in May; Two methodological development workshops in Kinshasa and Kisangani in July and August. Updated the RRI tenure tracking data. Launched a tenure baseline study in DRC RRI Tenure Analysis highlighted in New York Times Op-Ed.
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Rights and Climate

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| <ul style="list-style-type: none"> • Consolidate gains on rhetorical support for tenure reform in forest/climate agenda by advancing concrete investments in reforms in the REDD, FIP and VPA countries, lead the design and initiate establishment of a global forest tenure reform fund, and develop complementary analyses to advance the tenure agenda in the food security/climate arena. | <ul style="list-style-type: none"> • REDD+ program designers and leading decision-makers exposed to the role of supply chains, private project finance in diminishing deforestation and the steps to include and scale up these strategies through REDD programs. Policy makers and practitioners more aware of how REDD goals can be bolstered by better understanding of drivers of deforestation, tenure, restoration, supply chains, and oncoming threats from the infrastructure and extractive sectors. • RRI Coalition and connected constituencies now aware of the opportunities provided by engagement with private sector actors driving deforestation and how to leverage their influence. Made progress on assessing the financial risks of insecure land tenure the scoping and design work of the International Forest Tenure Facility and the accompanying Tenure Summit (both expected to be launched in 2013). • Global climate and forest decision-makers and investors are now better informed of the risks posed by insecure land tenure to achieving investment and climate goals. • UNREDD Policy Board and Program accept importance of securing tenure in achieving REDD objectives. Independent Advisory Group on Forests, Rights and Climate Change: RRI is leading the preparation of the UNREDD Land Tenure Issues Policy Paper to be finalized in January 2013. | <ul style="list-style-type: none"> • Held 1 Global RRI Dialogue on Forests, Governance and Climate Change on Scaling-Up Strategies to Reduce Emissions and Advance Development in Forest Areas in Washington DC (November). <ul style="list-style-type: none"> - Disseminated 1 analytical report: <ul style="list-style-type: none"> - <i>The Financial Risks of Insecure Land Tenure: An Investment View</i> in September. - Prepared and delivered 2 presentations to the 8th UNREDD Policy Board meeting. IAG represented in both UNREDD Policy Board meetings. - Created a working group with human rights and conservation organizations to collaborate on the Global Tenure Summit (with International Land Coalition, Oxfam International, Helvetas Swiss Intercooperation, Maliasili Initiatives) |
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Realizing Rights

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| <ul style="list-style-type: none"> • Using a solid evidence base, ramp up engagement to promote a re-imagined conservation models while providing strategies to defend against rights-rollback. | <ul style="list-style-type: none"> • Conservation organizations begin to see the shared interests in local land tenure security. Started a closer relationship with The Nature Conservancy (who participated in the 2012 annual meeting of MegaFlorestais and co-organized the Twelfth RRI Dialogue). • Extractive industry impact on local communities assessed for inclusion in national REDD priorities, in preparation for the Latin America Dialogue that will focus on the role of extractive industries in deforestation and tenure rights abuses (March 2013). • Legal reference group on securing community forest tenure launched to bring lessons from outside the forest sector. RRI hosted a meeting on Legal Options to Secure Community Property Rights with legal practitioners and civil society participants from Asia, Africa, Europe, North America and South America which produced an analytical paper. | <ul style="list-style-type: none"> • Published 1 edition of Tenure Trends analyses on <i>Human Rights, Conservation, or Both?</i> in August. • 2 analytical reports (soon to be published): <ul style="list-style-type: none"> - <i>Review and Regional Analysis of the Extractive Industry Impact on Collective Rights on Community Lands and Forests</i> in December. - <i>Legal Options to Secure Collective Property Rights to Forests land and Resources</i> in December. • Hosted a meeting on Legal Options to Secure Community Property Rights in the Philippines in October. |
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Alternative Tenure and Enterprise Models (ATEMS)

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| <ul style="list-style-type: none"> • Win allies for ATEMs in the REDD and FLEGT-VPA processes to advance understanding of the role played by small-scale forest enterprises and potential threats under governance certification regimes. Convince key stakeholders of the connection between tenure, SMFEs and low-emissions growth. | <ul style="list-style-type: none"> • Positioned RRI Coalition to influence the design and conceptualization of VPAs to ensure that community rights and small-scale producers are protected and strengthened. Increased understanding of the FLEGT processes, RRI mapped out key actors, and compiled information about the progress of various VPA negotiations. Engaged in FLEGT/VPA processes in Africa and in Asia. • Regulatory barriers to community benefits from forestry now better understood by civil society and governments in SE Asia. With RECOFTC, RRI analyzed the types of regulatory barriers that exclude or deter small holder participation in the formal market and looked at case studies in Asia and Latin America. | <ul style="list-style-type: none"> • Wrote 1 report and 5 policy briefs: <ul style="list-style-type: none"> - <i>Enabling forest users to exercise their rights: Rethinking regulatory barriers to communities and smallholders earning their living from timber</i> in December; - 5 Policy Briefs on regulatory barriers in Papua New Guinea, the Philippines, Mexico, Vietnam, and Cambodia. • Gave a presentation at the 2012 IUFRO Small-scale Forestry conference • Participated in national and international meetings on progress in FLEGT/VPA (7th Annual FLEGT meeting in Brussels, and in the IUCN workshop on Legal Reforms in the Context of FLEGT/VPA implementation in Cameroon). |
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Networking Support

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| <ul style="list-style-type: none"> • Enhance support strategically relevant networks to strengthen their ability to promote tenure reforms and influence global and regional initiatives. | <ul style="list-style-type: none"> • The 2012 annual meeting of MegaForestais gathered 21 leaders of public agencies representing more than 60% of the world’s forest in Santa Fe, New Mexico, USA in October and discussed “Forest governance in the 21st Century: How to achieve resilient forest communities, landscapes and agencies”. • The third convening of the Global Issues in Governing Natural Resources seminar exposed emerging “next generation” leaders from 11 MegaForestais agencies to tenure reforms options, market changes, community forestry, Indigenous Peoples’ rights, and leadership challenges in Whistler, British Columbia, Canada in June. • Forest agency officers and civil society representatives of 7 countries currently looking into or designing a new tenure reform exposed to Montana’s approach to forest regulations in Western Montana, USA in July. | <ul style="list-style-type: none"> • Engaged with present and emerging leaders of forest agencies at 3 week-long international workshops in June, July, and October. • Supported 3 study tours and cross-regional exchanges between: <ul style="list-style-type: none"> - The Chinese Society of Forestry Economics and the USA; - Lao PDR and Mexico; - Community organizations in Peru, Colombia, and Guatemala. • Promoted civil society networking by supporting the participation of 8 CSO and community representatives in 3 major regional and international events [i.e. Rio+20 Earth Summit in June, the Regional Dialogue on Climate Change in Central America in San Salvador in October, and the Fifth World Conservation Congress in Jeju, South Korea, in September]. |
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Communications and Outreach

- Further establish the global identity of RRI, and increase global awareness of RRI key messages and support their inclusion in local, national and international discourse. Develop new methods of influencing existing and new key constituencies (e.g., extractive industries) and effectively promote activities, analyses, and impacts supported by and attributed to the RRI Coalition.
- **Global Media launches increase readership of** the Annual Review on the State of Tenure 2012-2013, *What Rights?* and *Respecting Rights, Delivering Development*. Components of this expansive media strategy included coordinating and executing three site visits for journalists.
- **Numerous country and regional level activities supported**, such as the launch of the Laos Declaration; production and promotion of the suite of analysis on Gender and Community Forestry in Africa and Asia; promotion and English language media launch of community land titling campaign in Peru; hosting the second in a series of Effective Advocacy Sessions in Burkina Faso; media engagement around the India and China conferences.
- **RRI's targeted outreach capacity increased:** Built new, integrated media contact database for journalists for use in targeted country and regional level media outreach. 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 almost 25% in 2012.
- **RRI website now translated into** 65 languages (through auto-translation) and launching fully integrated web content management systems in French and Spanish.
- **Media and Messaging trainings contribute to local representatives' stories featured in global press. 22 indigenous and community leaders trained in English, French, Spanish and Portuguese during Rio+20 and of 9 members of the country and regional team program staff; organized 6 site visits in China, Brazil, India and Liberia.**
- **RRI strategic analysis outputs:** 18 policy briefs; 2 full reports; 1 annual review of the State of Rights and Resources; 3 new RRI Impact Stories; 1 New Tenure Trends report; 3 Quarterly Newsletters; 9 monthly communications updates; 1 book; numerous global and regional level press releases; and 6 opinion pieces in prestigious media outlets. Translated 90 documents in up to 7 languages.
- **Quoted or noted in 300+ earned media stories across ~21 countries in 11 languages**, including the International Herald Tribune, Associated Press, BBC, Reuters AlertNet, Inter Press Service, Agencia EFE; Le Monde; Deutsch-Welle; O'Globo; and Bloomberg News.
- **Website:** 4600 + visits per month from 175+countries (25% increase over monthly average in 2011), +120% engagement with followers on Facebook and Twitter.
- Number of RRI constituents doubled in 2012 from more active outreach (including new social networks).
- Increased functionality & language ability of RRI website, doubled number of constituents reached via email.

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, as well as build regulatory capacity and standards within the private sector engaged in agribusiness/forest sector 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 outcomes.

Africa

- **Liberia**: Pit-sawing was legally recognized; a progressive Land Policy was developed with civil society and community input; unfavorable regulations to the Community Rights Law (CRL) were addressed and amendments are set to be reviewed by FDA; RSPO responded to pressure to respect communities' rights by catalyzing Sime Darby to grant some compensation to communities and committing to higher standards; government and Golden Veroleum review their standards, while community women are increasingly mobilized to participate in forest governance, government policy platforms, and their forest committees (CFDCs).
- **Cameroon**: The Ministry of Economy, Planning and Regional Planning accepted RRI's draft articles to institutionalize participatory mapping as an instrument for asserting community rights. Key proposals from RRI coalition integrated into draft Forest Law. RRI initiated engagement on land reform, catalyzing an inter-ministerial platform to harmonize sectorial policy. About 30,000 ha. of forestlands were declassified from forest concessions and placed under community/customary management due to the Coalition's work.
- **DRC**: In the DR Congo, RRI now has a significant opportunity to influence the land reform process and contribute robust analytical support. The RRI Tenure Baseline Study is becoming a point of reference for actors working on land reform in the DRC. The Congolese Government has designated the Baseline Study as one of the official inputs to the DRC's first-ever Land Reform Road Map.
- **Burkina Faso**: TENFOREST has been able to occupy an important political space between central and local governments and communities, providing much needed services and guidelines to government staff responsible for interaction with villagers and local governments, focusing attention on the pace of reforms, and building confidence of women leaders and organizations. TENFOREST's methodology to craft gender-sensitive communal-level development plans under decentralization was chosen by the government as the most practical and operational guidance for these plans, and TENFOREST was selected as the official lead to conduct the process.
- **Mali**: Limited activities within the 2012 plan were contracted following the political crisis. The RRI coalition shifted from advocacy on government legislation to support decentralized NRM rights and action on the ground in local communes. Rural women's network developed advocacy capacity to better recognize women's rights in the Loi d'Orientation Agricole (Agriculture Framework Law) and its implementation. The Coalition devised interim strategies to collaborate with communities to defend against rollback during the continuing crisis.
- **Regional**: Women engaged in the African Women's Network for Community Management of Forests (REFACOF) consolidated capacity on tenure and gender concepts, REDD and on using human rights mechanisms as advocacy tools (Convention on the Elimination of All Forms of Discrimination Against Women, African Charter on Human and Peoples' Rights). The African Community Rights Network (ACRN) has developed an action plan to increase CSO involvement in tenure reform and better coordinate national advocacy on community rights, assessing drivers of deforestation and engaging actively with regional-level institutions shaping reform agendas.

	<p>Asia</p> <ul style="list-style-type: none"> • China: Greater awareness raised on gender dimensions of tenure reform within State Forestry Administration due to noteworthy analysis by Landesa on women’s forestland rights. RRI has effectively conveyed research findings and recommendations on second-generation reforms (equal access to rights, due process, and accessible redress mechanisms) to high-level officials to capitalize on growing political sensitivity to corruption and land grabs and political will for deeper policy reforms. Published research on regulatory takings in ecological protection forests and livelihoods in ethnic minority areas clearly demonstrates contradictions between tenure reforms and zoning regulations. • Indonesia: Ministry has accepted CSO Roadmap and established a multi-sectoral Working Group on Forest Tenure, inclusive of line ministries, to craft reforms, as well as tenure and conflict functions CSO Roadmap has been disseminated widely and civil society and IP representatives have been officially tasked with gathering inputs to tenure policy and legislation from 10 pilot villages with insecure tenure. Coalition research on implementation of FPIC standards in oil palm industry officially accepted as inputs to RSPO and National Human Rights Commission. • Nepal: Key political parties have established natural resource units in party structure due to FECOFUN’s and Collaborators’ advocacy for continued prominence of community property rights in national party debates following May 2012 dissolution of Constituent Assembly; Women’s institutional participation in CFUGs effectively strengthened with new capacity for broader alliances in the Terai lowlands; Media effectively utilized to amplify CF issues to national level and prevent rollback of existing rights. • Laos: An unprecedented government commitment to process of national land reform and creation of sound legal and policy framework in which rights are clearly defined emerged from the international workshop on land and forest tenure reform. Follow up exchange visit by National Assembly to Mexico and continued dialogue has built further momentum and political will for instituting reforms beginning in 2013. • India: Sustained advocacy by RRI Fellow and Collaborators contributed to issuance of Forest Rights Act Amendment Rules 2012 that strengthen collective rights and restrict bureaucratic powers over forest dwelling communities. International conference showcased rigorous research on internal land grab phenomenon (8 case studies, national synthesis/analysis of policies and laws, data-rich map on land conflicts) to inform parliamentary debate on the Land Acquisition Relief and Rehabilitation Bill. • Thailand: Capacity of CF network has been effectively strengthened to engage in constructive advocacy with policy makers at district and national levels and a strong relationship with National Law Reform Commission established to incorporate rights and tenure in forthcoming procedural law. • Regional: Continued advocacy on ensuring human rights in agribusiness and commodity roundtables through national Human Rights Commissions and AIHCR has raised significant awareness on need for sweeping regulatory standards. Strategic analysis on gender and forest tenure in Nepal, Indonesia, China, Philippines and in context of REDD+ was disseminated widely, and indigenous women deepened their knowledge of technical issues of REDD+ and strengthened regional linkages around the climate change debate in a regional workshop. Tenure analysis in S. Asia using RRI methodology has been released to broad audience, and the CF champions’ network has strengthened.
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Latin America

- **Guatemala:** Communities and allied NGOs established a mechanism for civil society monitoring of the implementation of the communal lands registry and cadastre process. Guatemalan government accepted the proposal developed by the National Alliance of Community Organizations to define the consultation and participation mechanism in the REDD readiness process.
- **Peru:** The historical analysis developed by Indigenous communities in the Peruvian Amazon documenting pending territorial claims to land and resources was strategically used in national REDD+ negotiations that related to securing tenure rights .
- **Colombia:** The national REDD+ strategy incorporated critical inputs from Afro-descendants, indigenous and other forest communities in Colombia regarding the need to clarify tenure rights before implementation of REDD+ processes, and the government committed to establish a plan for a participatory process to create SESA monitoring plans.
- **Bolivia:** Natural resources legislation, including the Law of TIPNIS, incorporated critical inputs from indigenous and *campesino* organizations. Governmental plans for opening a highway through the TIPNIS were delayed as a result of Indigenous Peoples mobilization and national advocacy strategy.
- **Regional:** Leading indigenous, Afro-descendant and other forest dweller organizations from Central and South America made a concerted international argument to find mechanisms in favor of regulating voluntary carbon agreements at the 12th Participants Committee Meeting of the FCPF, prompting the governments of Colombia and Peru to prepare draft proposals for discussion with civil society on the regulation of early initiatives in the voluntary carbon market. The Mesoamerican Alliance of Peoples and Forests is recognized as a key regional actor in discussion and negotiations related to Climate change policies.

Coalition Coordination		
<ul style="list-style-type: none"> Focus on developing and assuring funding for Framework Proposal II, review and strengthen RRI's delivery mechanisms, and adjust planning and budgeting processes to ensure desired impacts and efficiency in 2012 and throughout Framework Proposal II. 	<ul style="list-style-type: none"> Logical Framework for RRI Framework Proposal 2 developed. Streamlined Monitoring, Evaluation, and Learning system developed for Framework Proposal 2. Partners and Collaborators participated in 2013 planning meetings including further development of RRI New Directions for the Framework Proposal 2 period. Partners and RRG assessed the modalities of working together under RRI MoU, and revised the RRI Institutional and Business Arrangements. 	<ul style="list-style-type: none"> 2 Board meetings held (January, Virginia; and April, Bangkok) 13 Strategic Planning meetings between August and November (Burkina Faso, Cameroon, Liberia, Mali, China, India, Indonesia, Lao PDR, Nepal, Thailand, Bolivia, Guatemala, Peru) with 65 organizations represented Partner meeting (April, Bangkok) to assess modalities of working together RRI 2013 Planning meeting (November, Washington) reviewed Country & Regional Programs and Global Programs workplans and strategies, including further development of RRI New Directions; country-level planning meetings held in-country in Autumn FP2 Logical Framework developed M&E System streamlined for FP2
Operations		
<ul style="list-style-type: none"> Continue improving Finance & Administration capacity to support RRI growth. Develop & implement systems complementary to new accounting system for more efficient and effective program and organizational management. 	<ul style="list-style-type: none"> Additional finance capacity developed in 2012, including a Manager of Program Finance to support the needs of RRI programs. At end of 2012, the Grants Administrator position vacant for 6 months has been filled, to provide better services to donors and assist in securing resources for RRI. This represents progress toward our goal of a fully staffed, strong, and resilient Finance and Administration team. New accounting system in use for full fiscal year, allowing more complete programmatic tracking and with stronger internal controls. Development and implementation of additional tools for better integration of systems and efficiencies was only partially achieved in 2012. Difficulties were encountered in closing the first fiscal year in the new accounting system, partially as a result of migration to the new system mid-year and partially as a result of a partially staffed Finance team at the end of 2011. This also resulted in a delay in conducting the 2011 external audit and releasing the 2011 Audited Financial Statements of RRI. 	<ul style="list-style-type: none"> 157 – Number of new agreement/contracts issued in 2012 (10% decrease from 2011) 204 – Total number of agreements/contracts managed in 2012 (11% decrease from 2011) \$16,330,000 – Total amount in secure revenue fundraised in 2012 (including multi-year funding)

III. State of RRI in 2012

3.1 Performance of the Coalition in 2012

In 2012, RRI reached the end of the five-year period covered by Framework Proposal 1 (FP1). The Independent Monitor not only evaluated the Coalition's accomplishments in 2012, but also evaluated the extent to which RRI achieved its Project Objectives during the first framework proposal period.

According to the 2012 Independent Monitor's Report, the IM team "uncovered incontrovertible evidence that RRI has beyond any question fulfilled both the Development Objective and the Project Objective" and "there can be no doubt that RRI has contributed to reducing poverty, enhancing well-being, and strengthening democratic governance in the countries in which it has worked."

Major successes resulting from sustained advocacy efforts include:

The Stora Enso Affair: The case of RRI's press work and advocacy actions in relation to supply chain issues faced by the Finnish forestry giant, Stora Enso, in China demonstrated that RRI's engagement at the country level has placed it in a position to gather important information concerning private sector operations in China, and to act on this information in a timely and effective way. RRG's work to bring this information to the attention of the international press showed both the credibility that the coalition had established and its ability to do effective communications work. Finally, the ability to engage in direct negotiations with Stora Enso officials and achieve some of RRI's desired results in those interactions spoke to the extent to which RRI has become an advocacy "player" at the global level.

Opening the "Roadmap" to tenure reform in Indonesia: RRI's contribution to active negotiation of tenure reform proposals by the government of Indonesia and Indonesian NGOs indicated several things about the maturity of the Initiative. The public breakthrough in this process took place at a national conference in Bogor co-sponsored by RRI, the Indonesian Ministry of Forestry and the International Timber Trade Organization. The existence of such an event would have been unthinkable even three years before, and RRI's own credibility across multiple forest sector actors was a key factor in the successful organization of the event. At the event, in front of a variety of civil society actors, the MoF official present recognized the tenure rights of Indonesia's indigenous communities and committed his Ministry to establish and negotiate a roadmap for the formal recognition of those rights. Some civil society actors remain skeptical about this roadmap, but the fact that it is even being discussed in a serious way indicates RRI's ability to influence the path of tenure reform in a key forested country.

The Bangkok "New Directions" meeting of RRI: The Bangkok meeting marked the conclusion of the strategy review process in which RRI sought a wide variety of external views on the strengths and weaknesses of the strategy that guided it through the first Framework Proposal period. The results of the meeting reflected the network's ability to 1) conduct an in-depth strategic self-reflection; 2) reach conclusions, at the leadership level of RRG, concerning necessary strategic adjustments; and 3) present those proposed adjustments to RRI Partners and achieve general agreement to press forward with exploring the possible implementation of those adjustments.

RRI Positioning around the Rio+20 events: RRI released an important new study at Rio+20, entitled *What Rights?* and located important spaces to publicize the Coalition's work as well as that of its Partners and Collaborators. These capacities and characteristics of the network had long since been established in relation to previous global gatherings. The Rio+20 interventions of RRI were most noteworthy for what they showed about the maturation of its communications work, and the concrete results of the Initiative's increased investments in that work. RRG mounted a full-scale communications effort around the conference and achieved extremely important earned media placements in concert with Partners, Collaborators and, in at least one important case, a member of the core group of RRI donors. The Communications Team also used the event as an important capacity-building opportunity for select Partners and Collaborators. The results of RRI's work around Rio+20 complement the findings of the 2012 Communications Audit in establishing the impressive expansion of RRI's communications footprint, especially over the past two to three years.

In 2012, RRI promoted the inclusion of RRI Collaborators in important strategy and Global Programs planning deliberations. 15 RRI Collaborators from Africa, Asia and Latin America participated in the planning and strategy meetings that took place in Washington in November 2012. It marks the Initiative's recognition that Collaborators have

become important drivers of much of RRI's country level work and that the planning of regional strategies, Global Programs and the overall strategic direction of the Initiative must somehow take this important change into account. This participation involved a host of logistical, facilitation, and financial challenges, but is a very important step for consolidation and strengthening of the Coalition as RRI begins to implement the new directions of FP2.

The RRI Partner organizations reviewed modalities of the partnership, proposed modifications to the RRI Memorandum of Understanding, and adopted modifications to the Institutional and Business Arrangements governing our collaboration.

RRI refined its second five-year framework proposal (FP2), and successfully obtained support for the initial years of this period from DFID, SDC, BMZ, Norad NICFI, and Ford Foundation. Sida and Norad INGO's support has been solicited, but no decision was indicated by the end of 2012. Support from the Ministry for Foreign Affairs of Finland for FP1 extends through 2013.

3.2. Composition and Governance of the Coalition

As of December 31, 2012 there were 14 Partner organizations in the Rights and Resources Initiative (see table below). There were also over 76 formal Collaborators – NGOs, federation of forest user groups, associations of community organizations, policy research and training organizations and international development and research organization from 22 countries that collaborated with Partners on RRI activities in the country and regional programs.

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
FPCD – Foundation for People and Community Development	Port Moresby, Papua New Guinea	2005
Forest Peoples Programme	Moreton-on-Marsh, United Kingdom	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	Yaoundé, Cameroon	2011
HELVETAS Swiss Intercooperation	Berne, Switzerland	2011
IFRI – International Forestry Resources and Institutions	Michigan, USA	2011

BOARD MEMBER NAME	ORGANIZATION	LOCATION
John Hudson, <i>Chair</i>	International Forestry Expert	United Kingdom
Jean Aden, <i>Secretary</i>	Private Sector Accountability Expert	United States
Don G. Roberts, <i>Treasurer</i>	CIBC World Markets	Canada
Ghan Shyam Pandey, <i>Executive Committee Member</i>	Global Alliance of Community Forestry	Nepal
Doris Capistrano	Southeast Asia Regional Center for Graduate Study & Research in Agriculture	Philippines
Susan Kandel, appointed Jan 2013	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
Kyeretwie Opoku	Civic Response	Ghana
Ujjwal Pradhan	ICRAF, World Agroforestry Centre	Indonesia
Victoria Tauli-Corpuz	Tebtebba	Philippines
Andy White	Rights and Resources Group	United States

3.3 State of RRG in 2012

As the Secretariat of the Coalition, RRG is responsible for three Global Programs, plus the overall coordination and administration of the RRI. The three Programs are: Strategic Analysis (*formerly Thematic Programs: Tenure Analysis, Rights and Climate, Realizing Rights, and Alternative Tenure and Enterprise Models*), Networking Support, and Communications and Outreach, and the performance of all in 2012 are described earlier in this report. This section focuses on the organization, program coordination, internal staffing, and administrative functions of RRG.

RRG increased staffing in Global Programs in 2012, with the hiring of a Tenure Analyst and short-term staff for the scoping work on the International Forest Tenure Facility and baseline study of natural resource tenure institutions in the DRC. RRG added capacity in Finance and Administration with the hiring of a Manager of Program Finance and a Grants Administrator; these two positions will improve the resilience of RRG’s Finance and Administration team to administer the resources of the Initiative.

RRG completed the migration begun in 2011 to a new accounting system for improved program tracking and financial management; improved the processes of issuing and closing collaborative agreements with RRI Partners and Collaborators, and created more consistency and shared learning across regions and global activities. There were a total of 204 agreements managed in 2012, including agreements continuing from previous years. RRG also devoted time in planning and governance meetings in preparing the coalition members for the closure of Framework I activities in 2012, ensuring that 2012 plans were tailored to a realistic timeframe and implementation capacity in order to achieve expected outcomes on time.

Figure 1 displays the overall annual expenditures of RRI and the number of RRG staff between 2006 and 2012. In this period, the annual expenditures have grown roughly ten times, from \$1.2 to 10 million and the number of RRG staff has increased almost four times, from 7 to 26 regular staff by December 2012.

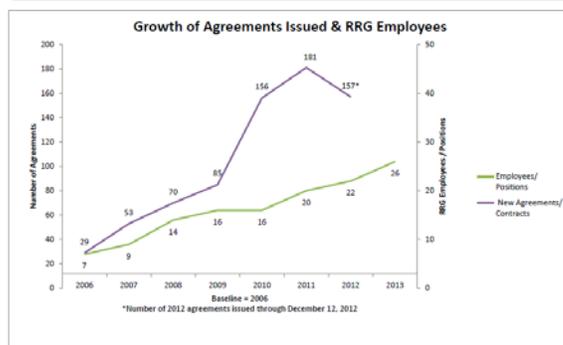
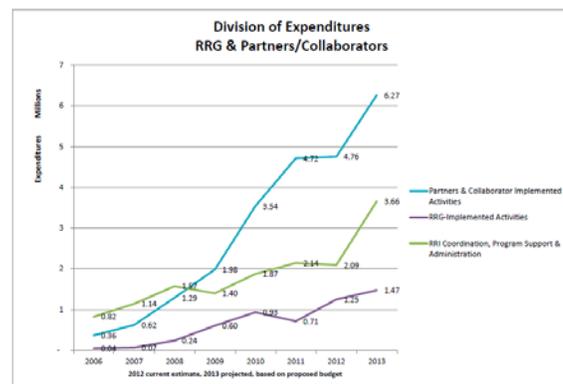
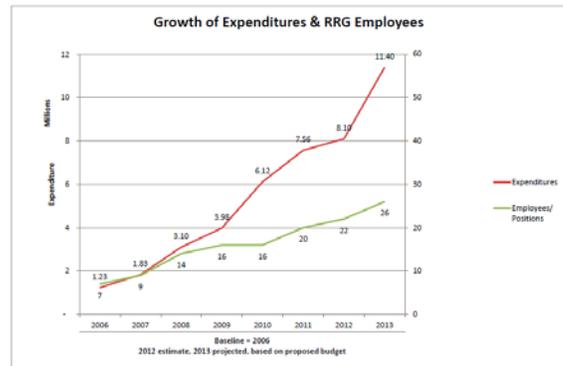
Because roughly 60% of all funds that come into RRG are subsequently disbursed to Partners and Collaborators (Figure 2), the work entailed in administering these funds has increased dramatically as well, shown in the second figure below.

Figure 3 shows that the number of contracts administered increased from 29 in 2006 to 157 in 2012.

New Regional Facilitators in Africa and South America have aided coordination between RRG and local collaborators in their respective regions. They are already increasing the strategic outreach of RRI – 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’s team in Washington.

The former positions of Program Coordinator for the three regions have been restructured to Regional Directors, with expanded responsibilities and technical input into the direction of RRI. Program associates have also been assigned more institution-wide responsibilities to increase RRG synergies: supporting the Management Group, and tracking a set of globally relevant themes bubbling up from the regional level.

RRG did encounter difficulties in 2012, especially with filling vacant positions with qualified staff. The position of Regional



Director for Asia¹ was vacant most of the year and still is, while the positions of Regional Director for Africa¹ and Grants Administrator were both vacant for six months, respectively. RRG is recruiting a Chief Operating Officer to put in place organizational structures in RRG conducive to continued smart growth. The temporary absence of the Director of Finance and Administration during the close of FY2011 contributed to the delay in closing, reporting, and auditing of that year. The building of capacity and resilience in Finance and Administration was intensified in the latter half of 2012 and continues into 2013.

IV. Looking Ahead

In 2013, RRI will position itself to give full expression to the intent of Framework Proposal II. Within RRI there is now a greater awareness of the challenges and more strategic actors and alliances focusing on similar goals. Building on the institutional structure and approach of the first five years, RRI is now in a position to reach out to a broader and more diverse set of actors and institutions, including the private sector and new networks working for land and forest tenure rights and equity. There are now robust, vibrant RRI coalition platforms in 16 countries which can expand the scope of their action, and broaden their influence within civil society and different branches of government, as well as network regionally and with enterprises, industries and investors. RRI can also deepen and expand its support to the emerging networks of communities, women, and Indigenous Peoples engaged with the Coalition, helping them to advance their goals in FLEGT, VPA and REDD initiatives.

In 2013, RRI will prioritize the following:

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; finalize the DRC baseline study and develop widely-accepted and targeted strategy to advance community tenure rights in the DRC's land reform program;
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;
3. Complete new, landmark analytical work on the role of extractive, infrastructure and agribusiness in shaping local rights and forests and 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 planned Tenure Summit; mobilize a critical and influential constituency to ensure that the successors to the Millennium Development Goals (MDGs) prioritize the recognition of community land rights;
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; and
5. Substantially strengthen RRG by hiring a Chief Operating Officer and Regional Director for Asia, and by consolidating synergies and integrated planning between country, regional and global programs.

¹ Formerly Program Coordinator. The current title of Regional Director denotes expanded responsibilities and technical input into the direction of RRI.

RRI is embarking on a new Monitoring & Evaluation system that will 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.

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 2013, RRI will lay a solid foundation to exploit these opportunities.

V. RRI Strategic Priorities for 2013

RRI Strategic Priorities for 2013 Overarching Priorities

1. Ensure steady progress on implementation of the tenure reform roadmap in Indonesia, and robust design of the reform plan in Laos; 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;
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;
3. Complete new, landmark analytical work on the role of extractive, infrastructure and agribusiness in shaping local rights and forests and 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;
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;
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.

Strategic Analysis	Key Deliverables/Indicators of Achievement
<ul style="list-style-type: none"> • 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. 	<ul style="list-style-type: none"> • Produced a Flagship report on the spatial extent of rights, helping to evaluate the progress towards reaching RRI's 2015 targets and the development of a globally recognized forest poverty tracking system. • Developed more nuanced advocacy tools for Country and Regional Programs based off Spatial Extent, Depth of Rights & Poverty-Tenure-Forest Cover Methodologies. • Developed and improved new analyses to evaluate the social, economic, and political costs of current concession-based growth models and the actual and potential economic outputs and benefits generated through indigenous and small-holder tenure and enterprise models. • Shaped the international and regional policy debates through the production of a Land Tenure Issues paper for the UNREDD policy board, as well as holding three dialogues on Forests, Governance and Climate Change. • Activated and deployed the Legal Reference Group to assist in the development of local analyses and policy initiatives. • Created the basis for the establishment of a Gender Justice Reference Group (GJRG) through the expansion of existing methodologies to evaluate gender rights, as well as facilitating the scoping and design of the GJRG.
Networking Support	
<ul style="list-style-type: none"> • 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. 	<ul style="list-style-type: none"> • Supported and strengthened several "constituency-oriented" networks: the MegaFlorestais network of public forest agencies, gender networks and reference group, a legal reference group on community tenure rights, a working group on Alternative Tenure and Enterprise Models, the Independent Advisory Group to UN-REDD, and the Civil Society Advisory Group to ITTO. • Reinforced RRI impact on community IP networks and organizations: supported their involvement in regional bodies and international relevant meetings to increase the Indigenous Peoples' voices in those convenings; initiated a seminar for the next generation of Indigenous and community leaders to expose them to global issues and leadership challenges; supported cross regional exchanges between grassroots organizations; and brought expertise on community enterprises to local communities on the ground. • Built synergies and contributed to capacity building by supporting study tours and exchange visits for targeted audiences.

Communications and Outreach	
<ul style="list-style-type: none"> • 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. 	<ul style="list-style-type: none"> • Hosted Second Coalition-wide Communications Planning meeting to develop Coalition Wide Communications Strategy with RRI Partners and key regional Collaborators. (Began the conversation on developing a “movement”.) • Media and Messaging Workshops for key RRI spokespeople and Regional Messaging Workshop hosted to share cohesive RRI messaging strategies across Partners and Collaborators. • Increased Country and Regional level communications support and capacity building, including additional training / web development / media support of RRI P&C. • Make RRI findings and graphics available online and encourage their adoption and use by other organizations (i.e. data visualization of RRI Tenure Data). • Event-specific communications utilized to better capitalize on RRI engagements/activities, such as the online advocacy campaign in support of the Annual Review. • Successful communications strategies implemented for RRI events/publications, such as the 2012 Annual Review, RRI flagship Publication, Regional Dialogues and Lombok+2. • Prioritized proactive communications and media engagement necessitated by the goals of FP2; including the development of audience specific targeted RRI brochures and a series of one-pagers on RRI issues. • Produce more “success stories” and publications that highlight RRI’s achievements to inspire newer audiences beyond the development field; continue to expand translated materials available in print and online. • Maintain and enhance the RRI brand (and branding of specific materials), specifically through the production and distribution of high quality, functional, accessible, credible, and evidence based materials that promote effective advocacy.
Strategic Initiatives	
<ul style="list-style-type: none"> • Fully assess feasibility and design of the International Forest Tenure Facility and pilot operations. Widen the support for a Global Tenure Summit in collaboration with RRI Partners and Collaborators. 	<ul style="list-style-type: none"> • Produced analysis of private sector exposure to risks from insecure land rights and their potential contributions to the International Tenure Facility • Held two meetings of the Tenure Facility Advisory Committee • Secured additional commitments to the design and establishment of the Tenure Facility • Held a strategic planning meeting for the Global Tenure Summit Process • Convened an international gathering to identify the main outcomes to be achieved through the Global Tenure Summit process

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 government's draft Land Policy is enacted by the legislature and CRL regulations and pit-sawing regulations are amended to avoid rights rollback. CSOs effectively engage mayor oil palm producers to ensure respect of rights and CSR. Rural women engage actively in forest committees and leverage understanding of their tenure rights to shape REDD policies and CRL reforms.
- Cameroon: The draft Forest Law includes RRI's recommendations for the creation of a community forest domain. RRI's proposed regulations for the Framework Law on Land Use Planning are adopted by the Ministry. Land Reform Legislation incorporates RRI's position statement for community-rights based and gender sensitive land tenure reform and is adopted by a core set of legislators.
- DRC: RRI's completed baseline study focuses government, CSOs and community discussion on reform to better advance community rights in new national and provincial legislation and reforms.
- Burkina Faso: New gender-sensitive local land charters (CFL) and regional and commune development plans (PRD and PCD) are implemented via empowered women, Civil Society pressure ensures tenure reforms recognize women's rights. TENFOREST's internal organization and governance is strengthened to better capitalize on comparative knowledge and political strength of its members.
- Mali: Dissemination of pilot communes' best practices in decentralizing CBNRM consolidates local community resource rights in the continuing political crisis, discourages rollback and empowers civil society for action when crisis resolves. Eco-agriculture and agroforestry enterprises are valued relative to LSLAs by government and to national climate change strategies, as a result of citizen-jury activism and disseminated knowledge of best practices.
- Regional: Sectorial ministries responsible for decisions on land and forest acquisition commit to coordinate across sectors to respect community rights and pursue investment strategies with more demonstrable income and livelihood benefits for farm and forest communities. National REDD strategies and community forest policies incorporate best practices from REDD and FLEGT/VPA pilots. Women's organizations in six countries advance gender justice in their national land and forest tenure reforms.

Asia

- China: Policy makers are made aware of needs to adjust reforms to respect ethnic minorities' rights and gender justice. Private investors in LSLAs are informed of the need to respect Chinese law in corporate practices. Recommendations for revisions to draft Forest Law are considered by SFA.
- Indonesia: Steady progress is made on implementing CSO Roadmap for tenure reform. Civil society remains actively engaged in national level negotiations on reform process and promotes multi-sectoral cohesion and political will. Existing schemes for establishing legal community forests are evaluated, and modified regulations to generate more equitable benefits to communities are recommended.
- Nepal: Ensure Rights are included in future election manifestos and in the Constitution via targeted policy advocacy with leading political parties and potential Constituent Assembly candidates. The potential of community forestry to alleviate poverty and generate revenue is publicized to government, private sector and media institutions.
- Lao PDR: Revised Land-use policies and legislations codify communities' and Indigenous Peoples' rights. Knowledge of National Assembly and line ministry leaders on conflict resolution and implementation of policy reforms is deepened via multi-stakeholder dialogue. FPIC is promoted and increasingly accepted as the basic standard for foreign direct investment.
- India: New research on internal land grab phenomenon catalyzes new policy and advocacy initiatives. Effective implementation of existing reforms promoted by reforming and revising old programs/regulations that are contradictory to progressive provision of FRA and PESA. Accountability mechanisms for responsible investment international investments are developed and publicized.
- Thailand: Engagement with National Law Reform Commission creates a new strategic space for dialogue to promote tenure reform in procedural law. Analysis linked to post-flood restoration efforts bolsters advocacy efforts in public discourse, media and political spheres.
- Regional: ASEAN and national governments are pressured to re-evaluate existing resource concessions and LSLAs and introduce new land acquisition frameworks with an overall view towards protecting community and indigenous rights. Region-wide strategic analysis on land grab phenomenon is conducted and disseminated to Human Rights Commission and other organizations within the ASEAN framework.

	<p>Latin America</p> <ul style="list-style-type: none"> • <u>Guatemala</u>: The social, economic and environmental contributions of community forestry organizations are well documented and publicized through a national awareness campaign. Communities' integrated forest management proposals are positioned in the agendas of climate change and forest governance negotiations at the national level. • <u>Peru</u>: Land titling processes in indigenous communities in the Peruvian Amazon are accelerated by a strong strategy carried out by empowered IP and CSOs, and have promoted the improvement of legal frameworks to protect the rights of indigenous peoples in voluntary isolation. • <u>Colombia</u>: The Colombian government has created conditions to ensure participation of all relevant civil society actors and forest communities in the definition of the national REDD+/SESA mechanism and safeguards, and indigenous and Afro-descendants organizations' inputs are incorporated in the national REDD+/SESA strategy. • <u>Nicaragua</u>: Lessons learned on internal governance arrangements for land ownership clarification are incorporated in government regulations for land titling. • <u>Honduras</u>: Grassroots forest organizations actively engage in and shape the national discussions and negotiations around forest governance. FLEGT-VPA process is soundly initiated with the European Union by active engagement of IP and CSOs, providing a potential model for other FLEGT processes in the region. • <u>Bolivia</u>: Indigenous and civil society organizations have established a system to monitor ongoing reforms in forest and natural resources legislation to secure that their demands are included, and that the rights of indigenous and <i>campesino</i> forest communities are respected. • <u>Regional</u>: Indigenous Peoples', Forest Communities' and Afro-descendants' experiences and lessons learned from integrated management and territorial governance systems are recognized and strengthened. More active participation and perspectives from other social groups with forest territories including Afro-descendants' and women's organizations are linked to regional debate and negotiation on collective tenure rights.
Coalition Coordination	
<ul style="list-style-type: none"> • Ensure RRI delivery mechanisms effective in implementation of Framework Proposal 2 to achieve desired impacts 	<ul style="list-style-type: none"> • Implementation of streamlined Monitoring, Evaluation, and Learning system. • Institutional Review of RRI whether current arrangements are most efficient method of operations to implement program of work and achieve desired impacts. Modifications identified in 2012 for modalities of RRI Partners & RRG working together put in place for implementation of Framework Proposal 2.
Operations	
<ul style="list-style-type: none"> • Strengthened Finance & Administration systems provide better service to Partners, Collaborators, RRG Board, RRI Donors, and Secretariat 	<ul style="list-style-type: none"> • Complete hiring to fully staff RRG. • Development of further tools to integrate RRG's internal systems, simplify internal processes, and harness affordable advances in technology. Further strengthening of the capacities and resilience of the Finance & Administration team.

Annex I: Logical Framework - Completed Strategic Objective Milestones 2012

Strategic Outcomes	Objectively measurable and verifiable indicators	Milestones for 2012	Sources of verification (Annex III)
2. A select set of strategic networks are better-informed, more active and effective in promoting reform nationally, regionally and/or globally.	At least six existing or new networks increase their capacity to influence policy related to forest tenure at all levels.	<p><i>Total (1 in 2012):</i></p> <p>a) <i>Rethinking Forest Regulations Workshop</i></p>	<p>Workshop Synopsis 2012</p> <p>Participant Feedback Summary 2012</p>
3. Key strategic actors at the global level are committed and engaged in promoting major reforms in existing tenure, regulatory and governance arrangements. (Previous #1)	At least five inter-governmental and multilateral institutions (multilateral banks, ITTO, and other UN institutions) alter their position on forest tenure and actively support tenure and related reforms in their narrative and portfolios.	<p><i>Total (1 in 2012):</i></p> <p>a) <i>FAO</i></p>	<p>FAO Voluntary Guidelines on Responsible Governance of Tenure of Land, Fisheries, and Forests</p>
4. Changes in tenure legislation and regulatory or policy framework in favor of local communities in a subset of countries in Africa, Asia and Latin America	In six countries where RRI is active, structural tenure reforms (legal, regulatory, policy) are adopted/advanced.	<p><i>Total (1 in 2012):</i></p> <p>a) <i>DRC</i></p>	<p>Minister for Land Affairs Robert Mbuinga acknowledged RRI's role in the Tenure Baseline Study and expressed interest for the Baseline Study to be part of the Land Code Reform Roadmap</p>
5. More equitable forest governance, enterprise and conservation models are identified and disseminated and/or more broadly supported as a viable approach to support social and economic development.	In at least five cases, these models lead to an increase in community access to resources and markets.	<p><i>Total (1 in 2012):</i></p> <p>a) <i>Liberia pit-sawyers</i></p>	<p>Forest Agency of Liberia legalizes pitsawing</p>

STRATEGIC OUTCOMES
Milestone for 2012
MONITORING DATA REPORT

SO2 - Rethinking Forest Regulations: *International training workshops (2010-12) for forest agency officials and civil society representatives to study the Montana case, discuss challenges linked to forest regulations and expose participants to a successful and innovative regulatory model.*

DATE: September 30, 2012

REPORTED BY: Claire Biason and Jeffrey Hatcher

OUTCOME REFERENCE: A select set of strategic networks are better-informed, more active and effective in promoting reform nationally, regionally and/or globally.

INDICATOR REFERENCE: At least six existing or new networks increase their capacity to influence policy related to forest tenure at all levels.

MONITORING HYPOTHESIS: Targeted forest agency leaders and civil society representatives have a clearer understanding of regulatory options for increasing rural development and respecting local community and Indigenous Peoples' rights.

BASELINE DATA: The forest sector is one of the most heavily regulated. As of 2009, many countries are in the process of rethinking their forest regulations and trying to understand how to regulate the forest sector to achieve better environmental, development and production results. Officials and policy leaders charged with crafting regulations within forest agencies have little exposure to global and regional-level analysis and best practices on regulations or do not have access to a sustained network of peers similar to that of their leaders (such as MegaFlorestais, the RRI-led informal network aiming to advance international dialogue on forest agency reform). As such, they many have a restrictive approach to regulations and do not see its potential to reach more diverse outcomes (e.g. Sustainable Forest Management, reduced deforestation, and rural development). Restrictive regulatory frameworks that do not consider the underlying property type represent one of the biggest challenges for the implementation of Indigenous Peoples and local communities' rights to their forests.

RRI CONTRIBUTION:

RRI has contributed to promoting a new approach to regulations in selected public forest agencies and to preparing professionals to deal with the increasingly complex challenges by organizing and leading a new network of forest agency professionals in charge of drafting and/or implementing new forest regulations in 10 countries (Bolivia, Brazil, Cameroon, China, Indonesia, Lao PDR, Liberia, Mexico, Nepal, and Peru).

During their own network gatherings, MegaFlorestais members proposed the idea of RRI facilitating events that could expose emerging leaders in the member organizations to some of the same learning opportunities available through MegaFlorestais. After discussing proposals for such events at the 2009 meetings, network members prioritized the themes "Global Issues in Governing Natural Resources" and "Rethinking Forest Regulations." RRI organized sessions in 2010, 2011 and 2012 in Missoula, Montana in collaboration with the US Forest Service and the Montana Department of Natural Resources and Conservation. In preparation for this meeting, RRI prepares technical inputs, facilitates discussions, brings resources persons and promotes frank and open dialogue in a small-group setting to produce a stronger collaboration among the participants. A salient characteristic of this approach is the purposeful

active role of the participants themselves, utilizing their experience and testimony as a core part of the agenda. Montana was chosen as a case study for its capacity to show promising and innovative regulatory systems in four ownership types (on federal, state, private and tribal lands) and collaboration across ownerships, land uses and landscapes. The Montana example was used to trigger off discussions and new ideas at the regional and global scales.

At the end of the five day training, participants have open access to one another via email and social networks, allowing the special relationships and professional bonds created during the week-long meetings to continue. RRI also keeps a record of the participants, their positions, capacity and status within the Forestry agencies for potential involvement in other key RRI activities at the national or international level.

Written evaluations provided the sessions with extremely high ratings, and, even more importantly, the less formal post-event exchanges among participants and between participants and RRI staff affirmed the notion that these sessions are opening the eyes of participants to the importance of new approaches to regulation and forest management. Additionally, some initiatives emerged from these meetings: in 2012, a Delegation of the Chinese Society of Forestry Economics relied on RRI's expertise to organize a *US Study Tour on Public Forest Reform* and visit Montana (May 2012) and the National Assembly of Lao PDR called upon RRI's convening power to study community forestry in Mexico in preparation for its revision of natural resource policy (October 2012).

The Rethinking Forest Regulations workshop not only creates a new peer learning network, but several networks and exchanges within MegaForestais member country forest agencies interested in reforming tenure, regulations and governance in favor of forest communities. This workshop has also the specificity of bringing together forest agencies and civil society representatives, providing them a space for national level discussions.

DATA ANALYSIS:

An important measure of the success of this sort of event is the willingness of senior forestry officials to invest in the participation of their staff. For the past three years, both the number of participants and countries has been growing (from 6 participants from 2 countries in 2010 to 15 participants from 7 countries in 2012). Several forest agencies even show a steady interest in the workshop, especially Brazil and Peru, and look towards it as a way to annually increase their knowledge in preparation for their tenure reforms. Others such as Lao PDR, Indonesia, Liberia and China have elected to send delegations in specific years.

There is no doubt that the participants are benefiting from this experience and are now better informed about regulations and their implications for indigenous peoples. It is, however, still too early in the life of this network to know if Rethinking Forest Regulations participants will sustain their interest in relating to each other as members of a peer learning network, or, most importantly, to what extent their exposure to new information and relationships through RRI will help them become more active and effective reform proponents. It is such long-term outcomes that will eventually define the contribution of this program to the RRI mission.

A clear statement of the value of the Rethinking Forest Regulations workshop comes from a widely respected land tenure consultant in Africa: in a phone conversation after the 2011 workshop, he stated that "the Montana workshop did more to change the perspective of the FDA [Liberian Forest Development Authority] in the right direction than all the USAID land tenure funding over the past 3

years". After being exposed to the Montana case and the Confederated Salish and Kootenai Tribes in 2012, the Chinese delegation expressed a deep interest in the regulations on Indigenous Peoples' resources and stated they wanted to learn more about the situation in their own country.

MONITORING DATA:

1. Rethinking Forest Regulations workshop materials:
 - a. Agenda and participant list 2010
 - b. Agenda and participant list 2011
 - c. Agenda and participant list 2012
 - d. Budget 2011
 - e. Budget 2012
 - f. Synopsis 2010
 - g. Key Findings 2011
 - h. Synopsis 2012
 - i. Presentation: Rethinking Forest Regulations Overview and Introduction, 2012
2. External Reports and Feedback:
 - a. Feedback Forms 2011
 - b. Feedback Forms 2012
 - c. Feedback Summary 2012
 - d. Report from Cameroonian Delegation
 - e. Narrative Report by Xu Jintao
 - f. Snapshot: MegaFlorestais LinkedIn Group
 - g. Interview with Paul DeWit

STRATEGIC OUTCOMES
Milestone for 2012
MONITORING DATA REPORT

SO3: UN-FAO and Influence of RRI Tenure Tracking

DATE: October 31, 2012

REPORTED BY: Jeffrey Hatcher

OUTCOME REFERENCE: *RRI's development of tenure data and tracking has had demonstrable impact in FAO, resulting in additional categories of sophistication in tenure tracking and significantly influencing the development of the Voluntary Guidelines on the Responsible Governance of Tenure of Land, Fisheries and Forests*

INDICATOR REFERENCE: *At least five inter-governmental and multilateral institutions (multilateral banks, ITTO, and other UN institutions) alter their position on forest tenure and actively support tenure and related reforms in their narrative and portfolios.*

MONITORING HYPOTHESIS: *RRI's innovative and robust tenure tracking methodology and analytical products influenced FAO's forest tenure monitoring and has led to widespread adoption of RRI's tenure data findings by key actors in the forest and climate change arenas.*

BASELINE DATA: Prior to the publication of RRI's From Exclusion to Ownership in 2008 and the accompanying advocacy work to disseminate its findings, the FAO Forest Resources Assessment (published every 5 years on the basis of government supplied national reports) restricted its assessment of forest tenure to public versus private categories of forest ownership. In addition to FAO, other major international actors had a poor information base on forest ownership.

RRI CONTRIBUTION: RRI's methodology includes more refined categories, more frequent updating and more robust triangulation of forest tenure data (including community use and ownership). RRI proactively engaged the FAO-FRA team and shared its methodology. The 2010 FRA included much greater detail in the national reporting questionnaires related to forest management by Indigenous Peoples and communities. While FAO conducted assessments of forest tenure independent of RRI, it appears that RRI influenced FAO to provide more detailed and relevant information on forest tenure. Likewise, other major institutions like the ITTO, DFID, the World Bank, and REDD Programs have adopted RRI data and framework. RRI tenure data figures frequently in academic articles and policy papers, which enhance the credibility of the method and findings. RRI's continued efforts to document and analyze tenure rights dynamics, including through framework developed in the 2012 Report "What Rights" have been adopted by others (USAID, eg). DFID now uses RRI data to track the performance of its forest funding.

DATA ANALYSIS: Reviewing the FAO FRA 2005 and the FAO FRA 2010, it is clear that the FRA 2010 includes a more nuanced interpretation of forest tenure. The categories of information do not mirror RRI's categories but show significant influence that can be attributed to RRI's proactive engagement with FAO. RRI's 2008 From Exclusion to Ownership adapted the 2002 Who Owns the World's Forests methods and enhanced the robustness of the data by doing extensive retroactive research and refinement of data collection methods. The appearance of RRI data in influential journals, policy reports (eg, as an ITTO technical paper) and program documents enhanced the profile of RRI data and it is now a major point of reference for practitioners in global institutions (World Bank, UN System, bi-lateral donors – including DFID, USAID). RRI's data is now the point of reference and FAO is no longer the major source of credible information on forest tenure dynamics.

MONITORING DATA:

RRI. From Exclusion to Ownership. 2008.

http://www.rightsandresources.org/documents/files/doc_736.pdf

RRI. What Rights. 2012.

http://www.rightsandresources.org/publication_details.php?publicationID=4924

FAO FRA 2000, 2005, 2010

<http://www.fao.org/forestry/fra/en/>

ITTO. 2011. Tropical Forest Tenure Assessment.

http://www.itto.int/direct/topics/topics_pdf_download/topics_id=2637&no=0&disp=inline

World Bank Profor Report. 2011. Investing in Trees and Landscape Restoration in Africa.

http://www.profor.info/sites/profor.info/files/docs/Invest-Trees_Jan2012.pdf

USAID. 2012. Land Tenure Devolution of Forest Rights and Sustainable Forest Management.

http://usaidlandtenure.net/sites/default/files/USAID_Land_Tenure_Devolution_of_Forest_Rights_and_Sustainable_Forest_Management_Volume_2.pdf

DFID program measurement tool (confidential)

STRATEGIC OUTCOMES
Milestone for 2012
MONITORING DATA REPORT

SO4: Catalyzing a multi-stakeholder research process on tenure in the Democratic Republic of the Congo

SO4: RRI has catalyzed the formation a multi-stakeholder coalition with the aim to design and implement a countrywide baseline study to evaluate the current natural resource tenure situation in the Democratic Republic of the Congo with the aim to better inform reform debates and to establish a basis to measure progress.

DATE: October 1, 2012

REPORTED BY: Jeffrey Hatcher and Alexandre Corriveau-Bourque

OUTCOME REFERENCE: Changes in tenure legislation and regulatory or policy framework in favor of local communities in a subset of countries in Africa, Asia and Latin America.

INDICATOR REFERENCE: In **six** countries where RRI is active, structural tenure reforms (legal, regulatory, policy) are adopted/ advanced.

MONITORING HYPOTHESIS: By mobilizing a broad-based research coalition of local, national and international NGOs and IOs from a variety of sectors and geographic specialty areas to develop and begin the implementation of a broad-based tenure baseline study, RRI has positioned itself as a primary interlocutor in ongoing and future discussions related to natural resource tenure reform in the Democratic Republic of Congo (DRC).

BASELINE DATA: The natural resource management sectors in the DRC have been plagued by an insufficient amount of information about the functioning of the institutions (formal and customary) that govern natural resource tenure. While there is extensive work being conducted within sectors, they are limited either in geographic scale or in their ability to systematically address the overlapping issues from other sectors. Therefore, a research endeavor of this scale and scope has not yet been attempted in the DRC. This process is particularly unique due to the range of actors who have recognized and pledged to support the process.

RRI CONTRIBUTION: From 2010-2011, RRI conducted scoping exercises that mapped out the key actors, and institutions that needed to be enlisted to mobilize the research effort. The scoping exercises also provided preliminary analyses of the existing institutional frameworks, reform debates, and knowledge gaps that would have to be identified by the baseline tenure study. After developing a preliminary concept note to frame the research, RRG distributed it to relevant practitioner and academic actors and held a major stakeholder conference in Kinshasa to review and refine the conceptual and methodological approaches. During this time, research partners and RRG staff conducted a campaign targeted towards relevant government ministers to elevate the profile of the research process. Through these efforts, RRI was invited by UN-Habitat and the DRC ministry of Land Affairs to co-host a conference to establish a roadmap to reform the country's outdated Land Code. RRI's contribution was to ensure the participation of civil society representatives from around the country.

DATA ANALYSIS: Over 15 organizations (local, national, and international) have pledged to support the RRI-driven baseline research process. The number of interested actors is growing as the study's profile

continues to increase. The government has even acknowledged RRI's role as a major interlocutor on issues of tenure by inviting it to be part of the organization of the Land Reform Conference in July 2012. During the conference, the Baseline study was frequently referred to as an ambitious endeavor whose outcome could provide a critical tool in informing the reform debates.

MONITORING DATA:

- Deputy Prime Minister for the Budget Daniel Mukoko Samba acknowledged RRI's role in the organization of the Land Tenure Conference.
- Minister for Land Affairs Robert Mbuinga acknowledged RRI's role in the organization of the conference and expressed an interest for the Baseline study to be part of the Land Code Reform Roadmap.
- Tenure Baseline Study concept note.
- Pamphlet from Land Reform Conference:
http://www.rightsandresources.org/documents/files/doc_5216.pdf

STRATEGIC OUTCOMES
Milestone for 2012
MONITORING DATA REPORT

SO5: Liberia Pitsawing Regulations and Related Capacity Building

DATE: September 30, 2012 REPORTED BY: Augusta Molnar and Marina France

OUTCOME REFERENCE: More equitable forest governance, enterprise and conservation models are identified and disseminated and/or more broadly supported as a viable approach to support social and economic development.

INDICATOR REFERENCE: In at least five cases, these models lead to an increase in community access to resources and markets.

MONITORING HYPOTHESIS: In March, 2012, the Forest Development Authority (FDA) of Liberia issued a new regulation that legalizes community pitsawing for the first time, facilitated in part by RRI support to Liberian pitsawyer advocates and the pitsawyers' union (the Liberian Chainsaw & Timber Dealers Union, or LICSATDUN). This regulation has allowed the pitsawyers union to build its capacity to demonstrate credibility in its operations and markets, develop improved relationships between pitsawyers and forest managers and market players, and generally improved the business environment for pitsawyers.

By supporting the advocacy efforts of Liberian civil society and LICSATDUN, which includes most of the chainsaw millers working informally in the logging sector, pitsawyer operations gain rights to operate formally through a government regulation to the forest law, are enabled to improve their quality standards, skills and organizational capacity, guarantee income streams, and attract investment in their operations. Key RRI Collaborator Green Advocates effectively mobilized from assessments of pitsawyer operations to convince Government to adopt regulations legalizing pitsawyers within the Forest Law. To enable pitsawyers to take advantage of this new legality, support to the pitsawyers union to build their organizational capacity and technical standards, skills and quality of operations will enable pitsawyers to gain respectability in the eyes of the public, ensure community forest managers as clients, and begin to secure financing and other donor support to improve their incomes and legal status.

BASELINE DATA:

Liberia passed a comprehensive forest law in 2006 in response to reforms carried out as part of the post-conflict Sanctions agreement at peacetime. There were several missing components of the forest legislation – parallel legislation recognizing community rights to forest (passed subsequently in 2009 as the Community Rights Law) and attention to participation of artisanal small scale loggers in legal timber operations, or pitsawyers. With the ban on all large-scale concessions and movement of timber out of Liberia, ex-combatants and other young adults began to fill the domestic timber supply gap with informal chainsaw milling operations, through agreements made with local communities. Liberia has needed the domestic supply from pitsawyers for reconstruction of the country and domestic wood demands and the Government developed an interim strategy to approve transport permits for chain sawn logs from community forests. However, without legality, operators in the union were not able to ensure their long term access to the forest or invest in their own equipment, develop new skills, or longer term relationships with community forest managers, and local forestry officials often took advantage of the rules in place to harass community members and extract bribes.

In response to advocacy by Green Advocates on behalf of the pitsawyers, the process of drafting regulations for pitsawing was made more participatory. As one of the key critiques of those stakeholders against the legalization of pitsawing was the lack of sustainable practices among the LICSATDUN members, Green Advocates developed a handbook of good practices and provided related training and capacity building for best practices in pitsawyer operations. Since 2010, there have been 45 technical training sessions in 4 regions of Liberia with pitsawyers. In 2011, LICSATDUN started working on how to measure a volume, diameter, stumpage fee calculations, and identifying species, and best practices for sustainability in accordance with VPA policies. LICSATDUN leadership is committed to long-term viability of pitsawing based on sustainable practices, and is currently exploring possibilities for pitsawyer engagement in reforestation, creating a sustainable supply for its activities.

The adoption of the handbook by LICSATDUN members helped enormously in the advocacy around the drafting of the March 2012 regulation. Green Advocates provided free legal advice to LICSATDUN in the drafting process and during the discussion of this draft by the Parliament. The drafts prepared by Government for presentation by Parliament were extremely restrictive of pitsawing operations, with confusing and contradictory articles regarding the requirements for pitsawyers versus forest owners or managers, and regarding the role of the Forest Development Authority (FDA) in determining compliance. The forest size pitsawyers can operate in is limited to 1000 acres, restricting them from operating in larger concessions or larger community forests. Most of concern, it confines legal pitsawing operations to forests which are considered “conversion forests” and does not allow them access to forests for long-term sustainable management. Further, it includes requirements for pitsawyers to demonstrate the sustainability of the management plan governing the area for timber extraction, even though this would more suitably be the responsibility and liability of the community whose forest is being logged. While the final version which was approved still has what RRI and Liberian Collaborators consider serious flaws, it has enabled the union members to legally carry out operations. Nevertheless, the LICSATDUN members consider that the passage of regulations itself, independently of the contents, has provided them the social and legal leverage necessary to push for amendments more favorable to their activities. Key language in the Regulations states that “the Government of Liberia recognizes the need to formally recognize and regulate chain sawing in Liberia as a means of maximizing the socio-economic benefits of chain sawing while addressing/mitigating its negative ecological and environmental impacts” and that “chain sawing activities have significant social contributions and also constitute some critical source of livelihood for many persons, especially vulnerable, unemployed individuals and poor communities.”

As a legally recognized entity, the legitimacy of pitsawyers has been strengthened within Liberia, and LICSATDUN has attracted international support. In 2012, LICSATDUN members received a grant by the European Union to train chainsaw operators in Nimba and Gbarpolu. Next steps include pilot testing the first permit, and laying groundwork to challenge the current version of regulations. This process is ongoing into October 2012, and key elements include information-sharing with communities and encouraging forest communities to work with pitsawyers, by demonstrating that pitsawyers support their rights and sound community forestry. LICSATDUN is also looking to establish pit-sawyer cooperatives, and is engaging with the Liberian Cooperative Development Agency to that end.

RRI CONTRIBUTION:

RRI and Liberian organizations played a central role in the approval of the March 2012 pitsawyers regulation. In addition to advocating for this regulation since 2009, RRI’s Liberia country team has continuously fostered the development of LICSATDUN and supports its members in navigating the licensing process and training them in best practices for ecological and social sustainability. The main

contribution of RRI to this outcome has been in the support to LICSATDUN to participate effectively in the drafting of the regulations and advocacy with Parliamentarians, capacity building of LICSATDUN and its members, and legal and technical advisory services and organization of stakeholder engagement in the regulation drafting and approval process. Specifically, RRI has supported the following actions:

- Organization of multistakeholder dialogues in 2011 and 2012 to advance the drafting and approval of the pitsawing regulations and generate a dialogue on issues for its implementation and needed revisions to the regulation itself, and support for a Consultative Round Table dialogue forum in 2012 for identifying challenges in implementation of the Pit Sawing Regulation.
- Completion of a pitsawyers' handbook and related training materials in 2011, followed in 2012 by 45 trainings on each key topic in the handbook in 4 regions of Liberia where the pitsawyers union, LICSATDUN, is active, and widespread dissemination of the Handbook in 2012 and legal support to pitsawyers to push legislators for the required modifications in the pitsawing regulations, including reducing the permit fee from US\$ 200 to US\$100 for each pitsawyer.
- Infrastructure support to LICSATDUN so that it can more effectively reach out to members and carry out trainings.

DATA ANALYSIS:

While the implementation of the Regulations has yet to be undertaken, the recognition of pit-sawyers' rights is a remarkable sign of progress in the country. But the lack of other support to the pitsawyers and their advocates to help them actively promote the drafting of a pitsawing regulation within the Forest reforms and FLEGT VPA process and to participate in the drafting of a pitsawing regulation is clear in the attached reports submitted by Green Advocates and the letters submitted by LICSATDUN. The fact that EU has given a grant to the pitsawyers union is also a major achievement and indicates that donor's confidence in the inclusion of legal pitsawing in the FLEGT VPA and in the advances that LICSATDUN has made in its internal operations and the capacity and skills application of its members.

It is noteworthy that this support from RRI has been instrumental for the timely passage of the pitsawing regulation, despite its flaws, and for garnering respect for the union members who have been marginalized by government and society for years after the peace process in 2003. While informal pitsawing operations are a hot topic in the forest sector throughout Central and West Africa and are discussed in the FLEGT policies in the VPAs in Cameroon, Ghana, DRC, and Liberia, it is only Liberia that has effectively moved forward to create a legal space for pitsawing and substantially improved the image of the informal sawyers groups and their Union.

LICSATDUN members report that RRI's support has also lead them to enjoy increased revenues and higher incomes, as well as expect more secure employment going forward. The combination of favorable legislation and capacity building builds a solid foundation for sustainable and profitable small scale forestry, to contribute to Liberia's domestic economy and serve as a model for its neighbors.

MONITORING DATA:

1. Consultant works on Pitsaw Logging
 - a. Francis Colee [case study](#)
 - b. Francis Collee presentations to the [ITTO-CSAG events](#) in 2006/2008
 - c. Liberia's Forest Sector Diagnostic Report by World Bank Consultant, Jim Smyle, 2012
2. [PDF Regulation 115 -11 Chain Saw Milling 2.05.2012 \(Govt. of Liberia\)](#)
3. Narrative Reports
 - a. Final narrative report Green Advocates, December 2011

- b. Interim Report Green Advocates, 2012
 - c. Final narrative report Green Advocates, 2010
- 4. Reports from RRG staff visiting Liberia for planning events and participation in Sanctions Lifting +6 related dialogues
 - a. Augusta's Back to Office Report from June 2012
 - b. Marina's pitsawyer notes
- 5. Monitoring and Evaluation Reports
 - a. Annual Monitoring Report Liberia 2011
 - b. Monitoring Data Report SO5 Liberia 2011
- 6. RRI-supported Pitsawyers' Guide: What Every Pitsawyer Should Know

Annex III. Approved Annual Budget for 2012

Included in the following pages:

Table 1 – Revenue Recognized for 2012 Activities

Figure 1 – Growth of Expenditures & RRG Employees

Figure 2 – Growth of Agreements Issued & RRG Employees

Figure 3 – Division of Expenditures: RRG & Partners/Collaborators

Table 2 – Budget by Components

Table 3 – Summary of 2012 Budget Allocations

Table 4 – RRI 2012 Budget, as approved January 2012

2012 in retrospect

hedge: 5% 10%

			(USD) →			Prospective Revenue 2012 (hedged)	Total Projected Revenue 2012	Notes
	Current Allocations ²	Effective 2012 Allocation ³	Actual receipts	Secure Revenue 2012 Current Value future payments	Adj. Hedged			
Framework Grants								
DFID FP1 ¹ (balance)	UK£ 1,173,079	UK£ 1,173,079	1,857,907	-	-	-	1,857,907	balance
DFID FP2 ¹ (2012 - 2013 allocation)	UK£ 2,000,000	UK£ 1,000,000	-	1,612,000	1,477,075	-	1,477,075	half allocation (allocation Jul - Mar)
SIDA FP1 ¹	SEK 4,000,000	SEK 5,500,000	832,035	-	-	-	832,035	pro-rated per grant schedule
SIDA M&E ¹	SEK 500,000	SEK 500,000	74,665	-	-	-	74,665	total
NORAD INGO FP1 ¹	NOK 5,000,000	NOK 5,000,000	414,009	444,120	421,914	-	835,923	(allocation Jan - Dec)
Ford (2011 - 2012 grant)	US\$ 1,000,000	US\$ 166,667	166,667	-	-	-	166,667	pro-rated 2 of 12 months (allocation Mar - Feb)
Ford (2012 - 2013 grant)	US\$ 1,000,000	US\$ 833,333	833,333	-	-	-	833,333	pro-rated 10 of 12 months (allocation Mar - Feb)
SDC FP1	US\$ 200,000	US\$ 41,666	-	41,667	41,667	-	41,667	pro-rated 5 of 12 months (allocation Jun - May)
Subtotal			4,178,616	2,097,787	1,940,656	-	6,119,272	
Other Grants & Contributions								
NORAD NICFI FP1 ¹	NOK 8,600,000	NOK 8,600,000	1,390,971	63,657	60,474	-	1,451,446	pro-rated 12 of 12 months (allocation Jun - Jun)
Finland MFA FP1 ¹	EU€ 600,000	EU€ 600,000	-	782,400	743,280	-	743,280	(allocation Jan - Dec)
Ford Rio +20	US\$ 80,000	US\$ 46,667	46,667	-	-	-	46,667	pro-rated 7 of 12 months (allocation Aug - Jul)
Ford Rio +20 Commx	US\$ 75,000	US\$ 75,000	75,000	-	-	-	75,000	total
Ford Women REDD	US\$ 126,500	US\$ 73,792	73,792	-	-	-	73,792	pro-rated 7 of 12 months (allocation Jun - May)
USFS MegaFlorestais	US\$ 115,000	US\$ 115,000	-	115,000	115,000	-	115,000	
NRC Canada	CD\$ 30,000	US\$ 30,148	30,148	-	-	-	30,148	
Acacia Conservation Fund Liberia	US\$ 25,000	US\$ 25,000	25,000	-	-	-	25,000	
	US\$ 75,000	US\$ 75,000	75,000	-	-	-	75,000	
Subtotal			1,716,577	961,057	918,754	-	2,635,332	
Contracts & Other Income								
PKU US Study Tour reimb	US\$ 10,278	US\$ 10,278	10,278	-	-	-	10,278	
Subtotal			10,278	-	-	-	10,278	
Total Secure & Prospective Revenue			5,905,471	3,058,844	2,859,410	-	8,764,881	

current value, hedge 199,434

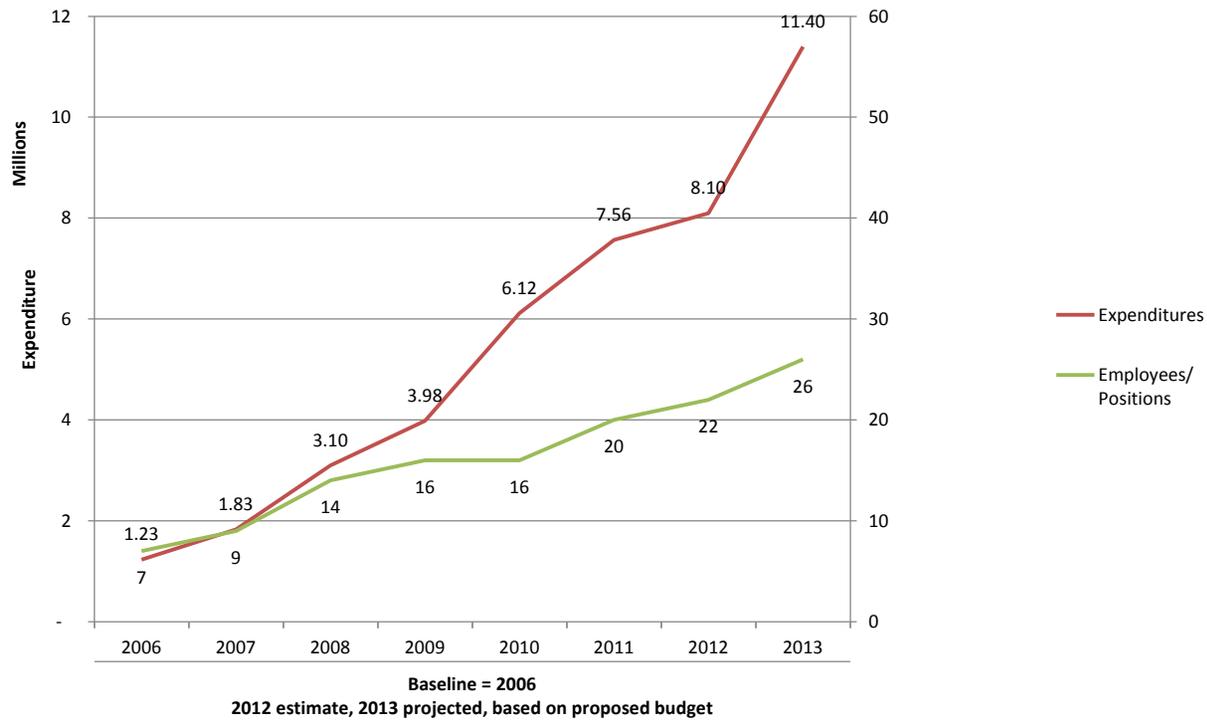
¹ Revenue for these grants is contractually in a currency other than US Dollars. Amount indicated here in US Dollars is estimated based on recent exchange rates for anticipated payments, and for actual exchange rates used for payments already received. Should exchange rates fluctuate, the amount available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

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

³ "Effective 2012 Allocation" is amount of allocation available for 2012 budget after pro-rating and prior-year spending.

2011 Carry Over 1,436,210
Projected Revenue 2012 10,201,091

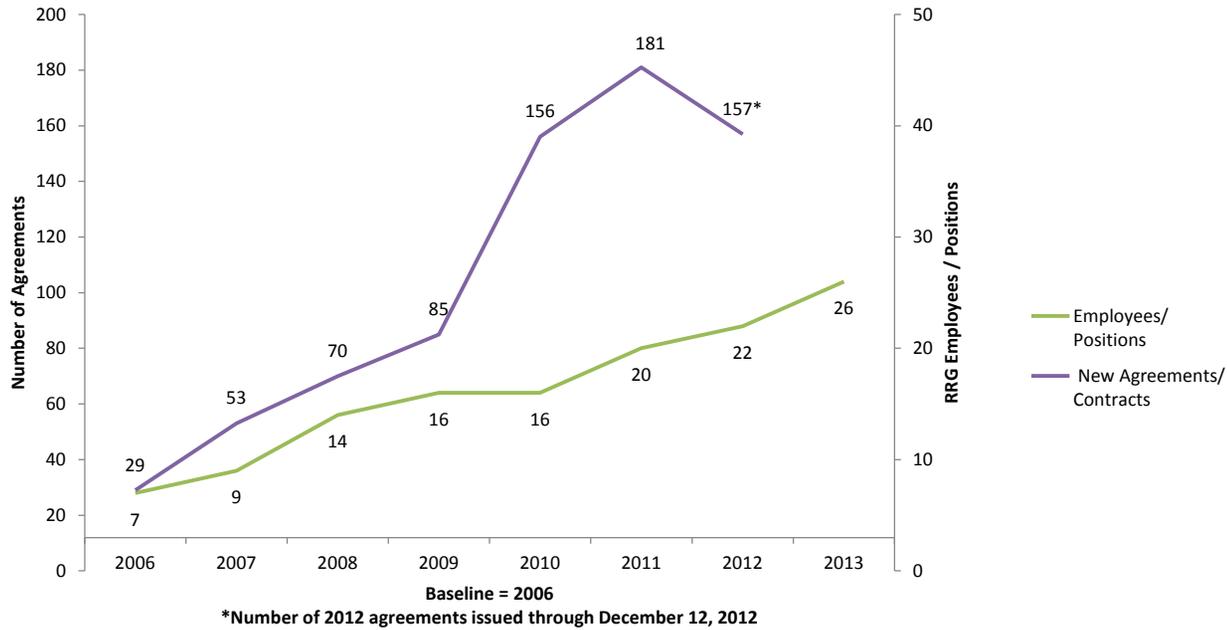
Growth of Expenditures & RRG Employees



Notes and assumptions:

- 2006 - 2011 are expenditures per audited financial statements.
- 2012 expenditures are estimated based on transactions recorded through Dec 13
- 2013 expenditures are extrapolated from proposed budget
- Employees/Positions counts are full-time employees at the end of each year (2012 based on positions budgeted)

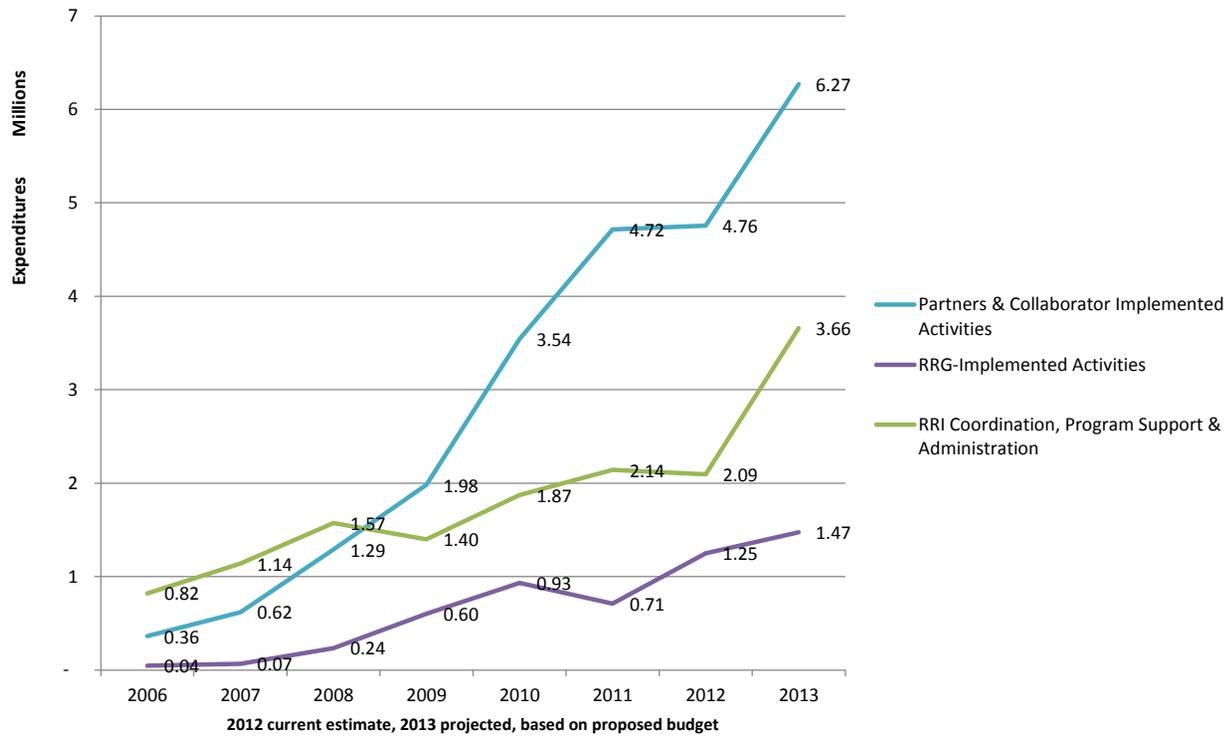
Growth of Agreements Issued & RRG Employees



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 that have carried over from the previous year. Thus, a multi-year agreement is captured only once.
- A total of **204** agreements were managed in 2012, including agreements continuing from previous years.
- Employees/Positions counts are full-time employees at the end of each year (2013 based on positions budgeted)

Division of Expenditures RRG & Partners/Collaborators



Notes and assumptions:

- 2006 - 2011 are expenditures per audited financial statements.
- 2012 expenditures are estimated based on transactions recorded through Dec 13
- 2013 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

**Rights and Resources Initiative
2012 Budget by Components**

Component		Budget by Component		Budget by Category	
RRG	Regular Staff, Salaries and Benefits	2,444,862		Program	2,257,775 24%
	Travel	254,240			
	Workshops and Conferences	265,833		Coordination	675,428 7%
	Communications and Outreach	403,000			
	Office and Other Costs	664,748		Administration	1,099,480 12%
	Sub-total	4,032,683	43%	Sub-total	4,032,683
<hr/>					
Partners & Collaborators	Collaborative Agreements with Partners and Collaborators	3,631,341			
	Strategic Response Mechanism Agreements	621,810			
	Collaborating Program Consultants	496,666			
	Participant Travel Expenses	547,500			
	Sub-total	5,297,317	56%	Sub-total	5,297,317
Contingency		100,000	1%		100,000 1%
Total:		9,430,000		Total:	9,430,000

**Rights and Resources Initiative
Summary of
Recommended 2012 Funding Allocations**

	Funding Committed by Partners	Allocated as per agreements during planning meeting	FP 1 - Extra allocation on Priorities Identified During Planning Meeting	FP 2 - Funded activities	TOTAL
TOTAL RRI	391,296	7,870,566	8,114,132	1,315,868	9,430,000
Country Initiatives	391,296	3,173,880	3,280,680	690,868	3,971,548
Asia	153,545	1,195,324	1,293,124	188,868	1,481,992
Regional Activities	61,750	175,000	175,000	119,868	294,868
China	54,542	156,500	160,000	25,000	185,000
Nepal	16,982	140,000	147,200	11,000	158,200
Indonesia	5,271	160,000	170,000	22,000	192,000
Lao PDR	-	40,000	50,000	-	50,000
India	-	60,000	60,000	-	60,000
Thailand	15,000	20,000	20,000	11,000	31,000
Regional Facilitation & RRG TA & Coordination	-	443,824	510,924	-	510,924
Africa	218,751	1,223,251	1,216,251	324,000	1,540,251
Regional Activities	93,255	100,000	140,000	115,000	255,000
Cameroon	232	138,000	151,000	44,000	195,000
Liberia	21,250	174,000	178,000	70,000	248,000
Mali	104,014	162,000	146,000	20,000	166,000
Burkina Faso	-	140,000	142,000	-	142,000
DRC	-	50,000	-	75,000	75,000
Regional Facilitation & RRG TA & Coordination	-	459,251	459,251	-	459,251
Latin America	19,000	755,305	771,305	178,000	949,305
Regional Activities	-	289,000	285,000	103,000	388,000
Bolivia	-	112,110	132,110	-	132,110

**Summary of
Recommended 2012 Funding Allocations**

	Funding Committed by Partners	Allocated as per agreements during planning meeting	FP 1 - Extra allocation on Priorities Identified During Planning Meeting	FP 2 - Funded activities	TOTAL
Guatemala	19,000	104,063	104,063	-	104,063
Peru	-	-	-	35,000	35,000
Regional Facilitation & RRG TA & Coordination	-	250,132	250,132	40,000	290,132
(continued)					
Networking Support	-	498,266	498,266	90,000	588,266
MegaFlorestais/ Public Forest Agencies	-	240,000	240,000	-	240,000
Regional Networks & Policy Bodies	-	40,000	40,000	-	40,000
Community IP Networks	-	-	-	90,000	90,000
Convenings	-	25,000	25,000	-	25,000
RRG Coordination & Technical Assistance	-	193,266	193,266	-	193,266
Thematic Programs	-	1,216,392	1,201,392	475,000	1,676,392
Tracking RRI Targets on Tenure & Poverty	-	245,000	245,000	160,000	405,000
Rights and Climate	-	240,000	225,000	215,000	440,000
Realizing Rights	-	70,000	70,000	30,000	100,000
ATEMs	-	55,000	55,000	70,000	125,000
RRG Coordination & Technical Assistance	-	606,392	606,392	-	606,392
Communications & Outreach	-	712,982	712,982	-	712,982
Workshops & Training	-	40,000	40,000	-	40,000
Website	-	25,000	25,000	-	25,000
Representation & Outreach	-	60,000	60,000	-	60,000
Influencing Emerging Markets (Global)	-	50,000	50,000	-	50,000
Influencing Emerging Markets (Key Economies)	-	20,000	20,000	-	20,000
Program Audit/Return-on-Investment study	-	100,000	100,000	-	100,000
Event/Analyses Specific Communications & Outreach Activities	-	15,000	15,000	-	15,000

**Summary of
Recommended 2012 Funding Allocations**

	Funding Committed by Partners	Allocated as per agreements during planning meeting	FP 1 - Extra allocation on Priorities Identified During Planning Meeting	FP 2 - Funded activities	TOTAL
Products & Publications	-	118,000	118,000	-	118,000
Communications Technical Assistance for Partners/Collaborators	-	35,000	35,000	-	35,000
RRG Coordination & Technical Assistance	-	249,982	249,982	-	249,982
(continued)					
Coordination	-	589,522	589,522	60,000	649,522
Governance	-	85,000	85,000	-	85,000
Regional & Global Planning	-	205,000	205,000	-	205,000
Monitoring, Evaluation, & Learning System	-	80,000	80,000	-	80,000
RRI Review & Redesign	-	-	-	60,000	60,000
RRG Coordination & Technical Assistance	-	219,522	219,522	-	219,522
Strategic Response Mechanism	-	477,754	631,810	-	631,810
SRM Collaborative Agreements	-	467,754	621,810	-	621,810
RRG Coordination & Technical Assistance	-	10,000	10,000	-	10,000
Contingency	-	100,000	100,000	-	100,000
Operations	-	1,101,770	1,099,480	-	1,099,480

Rights and Resources Initiative
Recommended 2012 Funding Allocations

	Activity	Lead (Co-Implementors)	Funds Committed by partners *	Allocated as per agreements during planning meeting	FP 1 - Extra allocation on Priorities Identified During Planning Meeting	FP 2 - Funded activities	TOTAL	
TOTAL			391,296	7,870,566	8,114,132	1,315,868	9,430,000	
Country Initiatives - Asia	Total Country Initiatives		391,296	3,173,880	3,280,680	690,868	3,971,548	
	Asia		153,545	1,195,324	1,293,124	188,868	1,481,992	
	Regional Activities		61,750	175,000	175,000	119,868	294,868	
	1	Southeast Asia regional agribusiness and human rights policies	FPP (RECOFTC, Tebtebba, AIPP, SawitWatch)		20,000	20,000	11,000	31,000
	2	Building accountability in palm oil industry in Southeast Asia	FPP (Samdhana, RECOFTC, SawitWatch)		35,000	35,000		35,000
	3	Subregional workshop on forestland tenure reform in South Asia	HELVETAS Swiss Intercooperation (FECOFUN, RECOFTC, Intercooperation-SD India)	1,750	40,000	40,000		40,000
	4	Asia indigenous women's strategy workshop on climate change and forest/land tenure	Tebtebba (FPP, RECOFTC, FECOFUN, AIWN, AIPP)	30,000	30,000	30,000		30,000
	5	Community forestry champions networking	RECOFTC (FECOFUN, HELVETAS Swiss Intercooperation)	30,000	25,000	25,000		25,000
	6	Consolidating and extending benefits of activities since beginning of FP1 in the form of analyses/publications	RRG		25,000	25,000		25,000
	7	Scoping workshop on commodity roundtables	FPP, Chiang Mai University				23,868	23,868
	8	Workshop on assessment of forest tenure transition in key Asian countries	RECOFTC, HELVETAS Swiss Intercooperation				85,000	85,000
	9	Asia forest law and legal drafting workshop	RECOFTC (potentially CIEL, IIED's Forest Governance/Learning Group)				-	-
	China			54,542	156,500	160,000	25,000	185,000
	10	Legal and policy reform for Payments for Environmental Services	Landesa (SFA)	19,980	40,000	40,000		40,000
	11	Dissemination of research findings on women's forestland rights in China	Landesa	15,540	11,500	15,000		15,000
	12	Survey of typical collective forest management practices in Yunnan	YASS	6,222	40,000	40,000		40,000
	13	Mapping collective forests and livelihoods in Protected Areas in Yunnan	ICRAF-China (KIB, YASS)	12,800	45,000	45,000		45,000
	14	Fact sheet on China's forest tenure reforms	Peking University	-	20,000	20,000		20,000
	15	National conference on tenure reform: evaluating progress and ways forward	Peking University (Landesa)	-	-	-	25,000	25,000
	Nepal			16,982	140,000	147,200	11,000	158,200
	16	Social mobilization and governance strengthening of community forestry in Terai	COFSUN (FECOFUN, HIMAWANTI)	6,782	23,800	23,800		23,800
17	Documenting lessons from RRI approaches to support tenure reform process	HELVETAS Swiss Intercooperation (ForestAction)	3,000	21,000	25,000		25,000	
18	Create mechanism to facilitate strategic advocacy of RRI coalition in Nepal	HELVETAS Swiss Intercooperation (NRM People's Parliament)	4,200	16,800	20,000		20,000	
19	Policy advocacy for gender equality and social inclusion in community forestry institutions	HIMAWANTI (COFSUN, FECOFUN)	3,000	23,800	23,800		23,800	
20	Policy advocacy for people's rights over natural resources	FECOFUN (NRM Confederation, NRM People's Parliament, district govt, media)		54,600	54,600	11,000	65,600	
Initiatives - Asia	Indonesia		5,271	160,000	170,000	22,000	192,000	
	21	Coordination of CSO Road Map for Tenure Reform	Epistema (CSO network member)		20,000	30,000		30,000
	22	Conflict analysis of forests and development, conflict resolution mechanisms	HuMa		20,000	20,000		20,000
	23	Strengthening FPIC in oil palm policy	FPP (SawitWatch)		20,000	20,000		20,000
	24	Tenure and rights advocacy related to Merauke Integrated Food and Energy Estate (MIFEE)	FPP (SawitWatch, HuMa, PUSAKA)		20,000	20,000	11,000	31,000
	25	Secure rights in HTR (community plantations)	FPP (ICRAF, Watala, CAPP)		20,000	20,000		20,000
	26	Putting rights into spatial planning	FPP (Institut Dayakologi, ICRAF, Gemawan)		20,000	20,000		20,000
	27	Assessing impact of state forest enterprises (<i>perhutani</i>) on livelihoods, economic benefits and rights	RECOFTC (ICRAF)		20,000	20,000	11,000	31,000
	28	Building appropriate legal mechanisms for conflict resolution on land and natural resources	Epistema (Pontianak Institute, Universitas Balikpapan)	5,271	20,000	20,000		20,000
	Lao PDR			-	40,000	50,000	-	50,000
29	Forest tenure reform working group: policy dialogue w/MAF; parliamentary advocacy; fact sheet on Lao forest tenure	RECOFTC (HELVETAS Swiss Intercooperation, NAFRI, MAF, DOF, NLMA)		40,000	50,000		50,000	
India			-	60,000	60,000	-	60,000	

* Current figure only includes committed funding reported during the 2012 Planning process. Partners contribute additional funding and in-kind staff time for RRI activities which have not yet been estimated and reported to RRI.

Rights and Resources Initiative
Recommended 2012 Funding Allocations

		Activity	Lead (Co-Implementors)	Funds Committed by partners *	Allocated as per agreements during planning meeting	FP 1 - Extra allocation on Priorities Identified During Planning Meeting	FP 2 - Funded activities	TOTAL
Country	30	Coordinated efforts for policy advocacy on internal land grab phenomenon	SPWD (RRI Fellow, Advisory Committee)		60,000	60,000		60,000
	Thailand			15,000	20,000	20,000	11,000	31,000
	31	Strengthening Thai CF networks' policy advocacy to influence CBNRM policies and increase tenurial security for communities	RECOFTC-Thailand (CF Network, other CF Networks/local NGOs, RFD)	15,000	20,000	20,000	11,000	31,000
	Regional Facilitation & RRG Asia Program Coordination & Technical Support			-	443,824	510,924	-	510,924
	32	Regional Facilitation	RECOFTC			67,100		67,100
33	RRG Asia Program Coordination & Technical Support <i>Includes RRG staff time, travel, and other expenses to support Asia program management: coordination, technical assistance, contract development, M&E</i>			443,824	443,824		443,824	
Country Initiatives - Africa	Africa			218,751	1,223,251	1,216,251	324,000	1,540,251
	Regional Activities			93,255	100,000	140,000	115,000	255,000
	1	ACRN workshop on REDD and tenure	CED (ACRN members)	10,180	50,000	50,000		50,000
	2	Workshop on gender, rights, tenure and climate change	REFACOF, FPP	83,075	50,000	50,000		50,000
	3	Finalize and publish Africa analytical work 2009-2012	RRG			40,000		40,000
	4	Conference on tenure and land grabs in the Sahel: Implications for climate change	Sahel Facilitator, HELVETAS Swiss Intercooperation (Central Africa Facilitator, ICRAF, IUCN, Sahel Eco, TENFOREST)				70,000	70,000
	5	Regional workshop on FLEGT/VPA, REDD and tenure reforms	CED, FPP, Central Africa Facilitator				45,000	45,000
	6	REFACOF participation at Rio+20 on proposed panel of African women to discuss African issues	REFACOF				-	-
	7	Media campaign for gender products: develop and execute a communications strategy to publicize and disseminate gender analytical products to reach a wide audience	RRG				-	-
	Cameroon			232	138,000	151,000	44,000	195,000
	8	Strengthen SMCFE's strategic position and support their growth	CAFT		24,000	25,000	10,000	35,000
	9	Advocate that new forest law ensures that rights and tenure are recognized	Cameroon Ecology (Cameroon coalition)		5,000	7,000	3,000	10,000
	10	Advise legislature on participatory mapping in forest and land use zoning policy	Cameroon Ecology (Cameroon coalition)	232	10,500	12,500	7,500	20,000
	11	Promote dialogue among the Ministry of Forests, Ministry of State Property Land Tenure and the Ministry of Economy, Planning and Zoning	Cameroon Ecology (Cameroon coalition)		23,000	25,000		25,000
	12	Ensure that communities' rights are taken into account in RPP and micro-zoning developed by the WB and WFF	FPP (CED, Okani)		29,500	31,500	18,500	50,000
	13	Facilitate civil society participation in legal reforms regarding VPA-FLEGT and in Joint Committee for implementing VPA	IUCN (CED, FPP)		28,000	30,000		30,000
	14	Capitalize on advocacy documents and study on recognizing gender rights in forest policy reform	REFACOF		18,000	20,000	5,000	25,000
	Liberia			21,250	174,000	178,000	70,000	248,000
	15	Facilitate stakeholder input into the regulations for implementing Community Rights Law	Green Advocates (SDI)	4,450	18,000	20,000	20,000	40,000
	16	Influence the Land Commission's reform process to recognize and formalize customary rights	SDI (Green Advocates, FCI)		48,000	40,000	-	40,000
	17	Support the legal recognition and regulation of pit-sawyers	Green Advocates	16,800	25,000	30,000		30,000
	18	Analyze rotational slash-and-burn subsistence agriculture and its role in climate change for input into national REDD strategy	Green Advocates		8,000	8,000		8,000
	19	Ensure that national REDD strategy is shaped by civil society and local communities	SDI (Green Advocates, FCI)		35,000	35,000		35,000
20	Advance the role of women in decision-making in Community Forestry Development Committees and other NRM structures	FCI		25,000	25,000		25,000	
21	Increase women's understanding of current processes on forest use and governance	FCI		-	-	50,000	50,000	
22	Ensure visibility of the RRI coalition, collaborating organizations Green Advocates, FCI, and SDI, and the RRI mission	Green Advocates (FCI, SDI)		15,000	20,000		20,000	
Mali			104,014	162,000	146,000	20,000	166,000	
23	Advocate legal recognition of local conventions in NRM	HELVETAS Swiss Intercooperation (Sahel Eco)	8,900	26,000	26,000		26,000	

* Current figure only includes committed funding reported during the 2012 Planning process. Partners contribute additional funding and in-kind staff time for RRI activities which have not yet been estimated and reported to RRI.

Rights and Resources Initiative
Recommended 2012 Funding Allocations

		Activity	Lead (Co-Implementors)	Funds Committed by partners *	Allocated as per agreements during planning meeting	FP 1 - Extra allocation on Priorities Identified During Planning Meeting	FP 2 - Funded activities	TOTAL	
Country Initiatives - Africa	24	Share, disseminate and pilot tools for using and practicing local conventions for NRM in Mali and subregion	ICRAF (Mali coalition)	24,855	38,000	40,000		40,000	
	25	Advise government on decentralization regulations to transfer NRM authority to local collectivities	HELVETAS Swiss Intercooperation (Sahel Eco, Mali coalition)	8,500	30,000	40,000		40,000	
	26	Social mobilization and advocacy for legal recognition of secure peasants' rights to on-farm trees and products	Sahel Eco (HELVETAS Swiss Intercooperation, ICRAF)	16,399	23,000	25,000		25,000	
	27	Social mobilization and advocacy to encourage authorities to draft & implement tree tenure legislation	IUCN (Mali coalition)	30,240	25,000	15,000		15,000	
	28	Advocacy for pastoralism, rights, tenure and climate change	IUCN (Mali coalition)	15,120	20,000	-	20,000	20,000	
	Burkina Faso				-	140,000	142,000	-	142,000
	29	Draft 3-year strategic advocacy plan on rights, gender, climate change and land/forest tenure for TENFOREST	TENFOREST (IUCN)		15,000	17,000		17,000	
	30	Conduct advocacy for rights, gender, climate change and land and forest tenure (set of 14 related activities)	TENFOREST (IUCN)			125,000	125,000		125,000
	DRC				-	50,000	-	75,000	75,000
	31	Support CSO, government and international actors discussions of rights and tenure; prepare engagement with RRI for FP2	RRG		50,000	-	75,000	75,000	
	Regional Facilitation & RRG Africa Program Coordination & Technical Support				-	459,251	459,251	-	459,251
	32	Regional facilitation	HELVETAS Swiss Intercooperation, TBD		120,000	120,000			120,000
33	RRG Africa Program Coordination & Technical Support <i>Includes RRG staff time, travel, and other expenses to support Africa program management: coordination, technical assistance, contract development, M&E</i>			339,251	339,251			339,251	
Country Initiatives - Latin America	Latin America			19,000	755,305	771,305	178,000	949,305	
	Regional Activities			-	289,000	285,000	103,000	388,000	
	1	Exchange emblematic experiences to evaluate strategies for defense of territory based on common comparative criteria (TIPNIS - Bolivia, DATEM - Peru, and Afro-descendant territories - Colombia). (South America)	CEDLA (ILSA, AIDSESP, Agenda Comun, CEJIS)		50,000	50,000		50,000	
	2	Adapt the territorial governance course from Nicaragua as a capacity-building instrument on the fundamentals of FPIC in the Latin American context.	NITLAPAN/URACCAN		34,000	50,000		50,000	
	3	Facilitate exchanges of key experiences in community forestry and entrepreneurial models between forest communities in Central and South America (Peru, Guatemala, Bolivia).	ACOFOP/Ut'z Che' (CEDLA, AIDSEP, ILSA, Agenda Comun)		-	-	33,000	33,000	
	4	Construct a strategy to open spaces of participation in UNASUR to insert themes of collective territorial rights, as an entry point to influence BNDES investments. (South America)	ILSA (CEDLA, Agenda Comun, AIDSESP)		50,000	50,000		50,000	
	5	Promote AMPB's agenda in themes of mitigation, adaptation and territorial rights for Indigenous Peoples, Afro-descendants, and local communities for adoption by the Ministers of Central American Commission for Environment and Development (CCAD). (Central America)	ACICAFOC/Alianza Mesoamericana de Pueblos y Bosques (PRISMA)		36,000	36,000		36,000	
	6	Provide spaces for forest communities to formulate and plan to launch key messages about community forestry as a strategy for alternative development in advance of Rio+20.	ILSA/AIDSESP/CEDLA		-	-		-	
	7	Strengthen the participation of AMPB and other Mesoamerican organizations in national REDD+ preparation processes to include issues of territorial rights and social justice in national plans. (Central America)	ACICAFOC/Alianza Mesoamericana de Pueblos y Bosques (PRISMA)		34,000	34,000		34,000	
	8	Strengthen community forest organizations' knowledge base and negotiation capacity about mitigation and adaptation and territorial rights.	Forest Trends		70,000	50,000		50,000	
	9	Social assessment to identify civil society strategies to use UNASUR/COSIPLAN for valuable dialog, with multilateral banks and governments, on infrastructure projects	ILSA (CEDLA)				35,000	35,000	
	10	Analyse lessons learned among RRI projects on gender and forest tenure in Latin America as a step toward gender mainstreaming	NITLAPAN (IPHAE)				35,000	35,000	
	11	Strengthen the Governance and Territory webpage as an information source for communities, and develop a plan for its long-term maintenance.	HELVETAS Swiss Intercooperation		15,000	15,000		15,000	
Bolivia				-	112,110	132,110	-	132,110	
12	Strengthen lowland indigenous organizations agenda on rights to land, territory, and natural resources in order to promote the inclusion of clear and specific demands in national public policy.	CEDLA (CEJIS, IPHAE, HELVETAS Swiss Intercooperation)		42,180	42,180		42,180		

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Rights and Resources Initiative
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	13 Provide technical and legal support to indigenous peoples to define indigenous territorial management strategies and to follow and ensure the processes of regulation and implementation of laws related to governance, autonomy and natural resource management.	CEJIS (IPHAE, LIDEMA)		31,080	51,080		51,080	
	14 Establish a consensus-building mechanism to consolidate the institutional political platforms of indigenous and campesino umbrella organizations on themes of self-regulation, territorial governance, and natural resource management.	IPHAE (CEJIS, CEDLA)		38,850	38,850		38,850	
	Guatemala		19,000	104,063	104,063	-	104,063	
Country Initiatives - Latin America	15 Establish and consolidate a social monitoring mechanism through which civil society advocacy to state institutions responsible for communal lands regulations (Fontierras, CONAP, SAA).	CEIDEPAZ (PERT)		15,818	15,818		15,818	
	16 Carry out legal analysis and discussion of laws, legal instruments, and policies on forest incentives to determine their potential for furthering the recognition of collective rights.	CEIDEPAZ (Ut'z Che', ACOFOP)		12,210	12,210		12,210	
	17 Systematization and discussion of the political proposal of the National Alliance of Forest Community Organizations in response to policies on forest incentives, forests and climate change, and cadaster and tenure rights, in the different spaces for discussion of community forestry in Guatemala.	Ut'z Che (ACOFOP)	5,000	17,760	17,760		17,760	
	18 Position the proposal for the collectively managed forest concession model for the MUZ/MBR to ensure the renewal of long-term collective usufruct rights.	ACOFOP		22,755	22,755		22,755	
	19 Promote collective management of lands and natural resources to favor collective titling in legislative frameworks and counteract displacement of communities.	Ut'z Che (PERT)	14,000	25,530	25,530		25,530	
	20 Analyze the sociopolitical dynamics of major economic investments in forest territories and their impacts on collective rights, and identify alternative development strategies represented by community management models.	ACOFOP (PERT)		9,990	9,990		9,990	
	Peru			-	-	-	35,000	35,000
	21 Promote public policies that favor collective tenure regime in the Peruvian Amazon	IBC (AIDSESP)					35,000	35,000
	Regional Facilitation & RRG Latin America Program Coordination & Technical Support			-	250,132	250,132	40,000	290,132
	22 Regional Facilitation							-
a Central America				48,000	48,000		48,000	
b South America						40,000	40,000	
23 RRG Latin America Program Coordination & Technical Support <i>Includes RRG staff time, travel, and other expenses to support Asia program management: coordination, technical assistance, contract development, M&E</i>				202,132	202,132		202,132	
Total Networks			-	498,266	498,266	90,000	588,266	
Networking Support	RRI-supported Networks							
	MegaForestais, Public Forest Agencies			-	240,000	240,000	-	240,000
		MegaForestais – USA	USFS		65,000	65,000		65,000
		Global Issues in Governance seminar – Vancouver, Canada – "Next Generation"	Canadian Forest Service, UBC		40,000	40,000		40,000
		Rethinking Forest Regulations – Montana, USA or Switzerland	SDI, GA, FECOFUN, FT, RECOFTC		55,000	55,000		55,000
		MegaForestais meetings in Rio and China			-	-		-
		Support for MegaForestais' activities	Consultants, resource people		80,000	80,000		80,000
	Regional Networks & Policy Bodies			-	40,000	40,000	-	40,000
		Strengthen REFACOF and other gender networks	REFACOF, Asia, Africa, Latin America networks		20,000	20,000		20,000
		Regional bodies with CSO IP representation	Co-finance regional		20,000	20,000		20,000
	Community IP Networks			-	-	-	90,000	90,000
		GACF: Global IP networks – support their initiatives to influence climate change negotiations, FLEGT-VPA processes, etc					30,000	30,000
		Piloting MegaComunidades (using same curriculum as NextGeneration)	Helvetas, Tebtebba				60,000	60,000
	Convenings			-	25,000	25,000	-	25,000
		Strategic engagement in international or regional events, such as UNFF, ITTO, COMIFAC, Rio 20, etc.	Up to 30 CSO voices per year		25,000	25,000		25,000
	RRG Coordination & Technical Assistance for Networking Support				193,266	193,266	-	193,266

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Rights and Resources Initiative
Recommended 2012 Funding Allocations

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	<i>Includes RRG staff time, travel, and other expenses to support Networking Support program: coordination, technical assistance, contract development, M&E</i>			193,266	193,266		193,266	
	Total Thematic Programs		-	1,216,392	1,201,392	475,000	1,676,392	
Thematic Programs	Tracking RRI Targets (on tenure and poverty)		-	245,000	245,000	160,000	405,000	
	Poverty-Tenure Tracking							
	Develop and implement methodology measuring poverty in forest areas and correlations with tenure and forest cover for the period 2000-2010	IFRI				120,000	120,000	
	Prepare RRI website to host poverty-tenure tracking and connecting with existing RRI tenure databases	IFRI, RECOFTC				10,000	10,000	
	Elements for Rio+20 Analysis							
	Consolidation and publication of deepening of rights analysis			10,000	10,000		10,000	
	Updating RRI tenure tracking data and integrating regional tenure study data	RECOFTC						
	Case studies from 5 countries on the impacts of forest tenure reform (or lack of) on sustainable development	ISA, FECOFUN, Peking University, CCMS, others		60,000	60,000		60,000	
	Legal Studies							
	Legal options and type for recognition of community tenure rights	Legal reference group				30,000	30,000	
	Global perspective study on individualized versus community forest tenure regimes	IBC, Legal reference group		25,000	25,000		25,000	
	Country Studies							
	DRC Baseline Study and Interactive validation workshops	FPP, RRN, DRC Civil Society		140,000	140,000		140,000	
	Review of the Chinese Forest Tenure Reform	Landesa, RECOFTC, FPP		10,000	10,000		10,000	
	Rights and Climate			-	240,000	225,000	215,000	440,000
	RRI Dialogues on Forests, Governance, and Climate Change							
	Global: Durban review and connecting tenure with the Rio Summit (low emissions agenda)			70,000	70,000		70,000	
	Global: Reimagining conservation and operationalizing REDD 2.0	FPP, TEBTEBBA, IUCN, WWF				70,000	70,000	
	Regional: REDD 2.0: conveying lessons learned in RRI Global Dialogues to practitioners, governments and vici society in Latin America	Latin America team, PRISMA, TEBTEBBA				65,000	65,000	
	Regional: REDD 2.0: conveying lessons learned in RRI Global Dialogues to practitioners, governments and vici society in Africa, with focus on drivers of deforestation and secure tenure as good climate policy	Africa : FPP, CED, others		65,000	70,000		70,000	
	Strategic Analyses							
	Securing tenure rights as good climate policy	CLUA, Brookings		25,000	15,000		15,000	
	Forests, Tenure and Food Security analysis	IFPRI, IFRI		20,000	20,000		20,000	
	Drivers of deforestation analysis with details on shifting cultivation			20,000	20,000		20,000	
	Engaging the Private Sector							
	Develop a private sector engagement strategy and consultations with RRI Partners & Collaborators	RRI Partners & Collaborators				20,000	20,000	
	Explore and build operational linkages with TFT as appropriate	TFT, RRI Partners				10,000	10,000	
Convenings (e.g., around RSPO dialogues)	FPP				20,000	20,000		
Independent Advisory Group								
Governance meetings; UNREDD Policy Board participation; Design and convene tenure workshop for UNREDD Policy Board	RECOFTC, FPP, CR, IC, FERN,		40,000	30,000		30,000		
Support the establishment of the Global Tenure Fund								
Economic analysis of the costs to private sector and governments on lack of tenure clarity/security, Convenings	TMP				30,000	30,000		
Realizing Rights			-	70,000	70,000	30,000	100,000	
Reimagining Conservation								
Reference group activation for Dialogue in February (under Rights and Climate); Engage with conservation community	FPP, FT, Sally Collins, WWF, IUCN		15,000	15,000		15,000		
Defending Against Threats to Rights								
Analyses of threats to rights from major infrastructure projects (IIRSA, economic corridors in Asia)	RECOFTC, FPP, Helvetas, TFT				30,000	30,000		
Analyses of strategies to defend against rights roll-backs, including integration of "depth of rights analysis" to better inform contingencies of their legal rights to forest resources and land	Latin America collaborators		20,000	20,000		20,000		
Mainstreaming Gender Dimensions								
Developing a gender strategy for RRI	Coalition-wide							
Analysis of Legal and regulatory barriers to gender equity related to tenure rights	tbd		30,000	30,000		30,000		
Launch of Gender and REDD publications	Asia team		5,000	5,000		5,000		
ATEMS and economic models			-	55,000	55,000	70,000	125,000	
Engaging the FLEGT-VPA Process								

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Rights and Resources Initiative
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Them	Analysis of the rights and small-scale enterprise dimensions of the FLEGT-VPA processes and legal agreements	FT, FERN				25,000	25,000	
	Generating narrative to support ATEMS and gain new allies						-	
	Engagement with FLEGT-VPA, illegal logging events	FT, FPP, PRISMA, others				20,000	20,000	
	Analyses						-	
	Lessons from successful models of community forest enterprises	UBC, FT, IFRI		25,000	25,000		25,000	
	Economic analysis of forest sector productivity by tenure type	consultant				25,000	25,000	
	Civil Society Advisory Group to ITTO						-	
	CSAG-ITTO reporting in ITTC; Support to CSAG	CSAG, GACF		30,000	30,000		30,000	
RRG Coordination & Technical Assistance for Strategic Analysis	RRG		-	606,392	606,392	-	606,392	
	<i>Includes RRG staff time, travel, and other expenses to support Strategic Analysis program: coordination, technical assistance, contract development, M&E</i>			606,392	606,392		606,392	
Total Communications & Outreach			-	712,982	712,982	-	712,982	
Communications & Outreach	Communications & Outreach						-	
	Workshops & Trainings						-	
	Messaging and Interview training for key RRG/RRI spokespeople	RRG, P&C		40,000	40,000		40,000	
	Website						-	
	Website maintenance & hosting	RRG		5,000	5,000		5,000	
	Website Design & Support	RRG		10,000	10,000		10,000	
	Expansion of multi-lingual resources & capabilities of website	RRG		5,000	5,000		5,000	
	Updating of email/web Outreach (including memberships to Constituent management and web based systems).	RRG		5,000	5,000		5,000	
	Representation & Outreach						-	
	Increase the use of targeted outreach to a wider array of audiences (journalists, academics, media, policy officials, donors, etc)	RRG		50,000	50,000		50,000	
	Representation of RRI at major international & US fora; engagement with non-Coalition actors to incorporate tenure and rights into forest management, conservation, development, aid & other sectors.	RRG		10,000	10,000		10,000	
	Influencing Emerging Targets (Global)						-	
	Support CSO/NGO Awareness and Advocacy Campaigns	RRG, P&C		25,000	25,000		25,000	
	Donor country targeted media campaigns	RRG		25,000	25,000		25,000	
	Private Sector Leadership Engagement (3 targeted individual campaigns)	RRG, P&C		-	-		-	
	Influencing Emerging Targets (Key Economies)						-	
	Translating awareness/advocacy materials into required languages	RRG		20,000	20,000		20,000	
	Program Audit/Return-on-Investment study						-	
	Conduct a program audit to identify actual audience, distill audience needs and identify Communications return on investment	RRG		15,000	15,000		15,000	
	Event/Analyses Specific Communications & Outreach Activities						-	
	State of Rights and Resources 2011-2012 Annual Report	RRG		25,000	25,000		25,000	
	Rio+20 media campaign; field visits for select journalists and launch of 20 years of tenure reforms publication	RRG, P&C		75,000	75,000		75,000	
	Messaging/Interview training for RRI Partners and Collaborators							
	Products & Publications						-	
	Design and Formatting of RRI Materials (Banners, thumb drives, business cards, brochures, State of Play doc)	RRG		8,000	8,000		8,000	
	Translating & Editing of RRI documents into key languages	RRG		30,000	30,000		30,000	
	Design and Formatting of RRI Publications	RRG		30,000	30,000		30,000	
	Publication Printing	RRG		50,000	50,000		50,000	
	Communications Technical Assistance for Partners/Collaborators						-	
	Strategic need for additional printing/training/web development of RRI Partners & Collaborators	RRG		20,000	20,000		20,000	
	Publication Dissemination			15,000	15,000		15,000	
	RRG Coordination & Technical Assistance for Communications & Outreach	RRG			249,982	249,982	-	249,982
		<i>Includes RRG staff time, travel, and other expenses to support Communications & Outreach program: representation, coordination, technical assistance, contract development, M&E</i>			249,982	249,982		249,982
Total Coordination			-	589,522	589,522	60,000	649,522	
Coordination			-	589,522	589,522	60,000	649,522	
Governance			-	85,000	85,000	-	85,000	
	January Governance meeting	RRI (RRG, Partners, Board, Donors)		60,000	60,000		60,000	

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Coordination	Mid-year Governance meeting	RRG (Board)		25,000	25,000		25,000	
	Regional & Global Programs Planning		-	205,000	205,000	-	205,000	
	Asia 2012 Planning meetings	RRI (RRG, Partners, Collaborators)		50,000	50,000		50,000	
	Africa 2012 Planning meetings	RRI (RRG, Partners, Collaborators)		75,000	75,000		75,000	
	Latin America 2012 Planning meeting	RRI (RRG, Partners, Collaborators)		40,000	40,000		40,000	
	Global Programs 2012 Planning meeting	RRI (RRG, Partners, Board)		40,000	40,000		40,000	
	Monitoring, Evaluation & Learning System	Consultant (RRG, partners, collaborators)	staff time	80,000	80,000	-	80,000	
	<i>Includes Independent Monitor consultants staff time, travel for assessment visits to select partners and events, and other expenses.</i>	Consultant (RRG, P&C)		80,000	80,000		80,000	
	RRI Review & Redesign			-	-	-	60,000	
	Analyses to inform the discussion on steps to improve the mode of delivery and program implementation	Consultant (RRG P&C)				25,000	25,000	
Meeting(s) to review, discuss, and decide upon mode of delivery and program implementation in FP2	RRI (RRG, Partners, Board)				35,000	35,000		
RRG Coordination & Technical Assistance for Coordination	RRG		-	219,522	219,522	-	219,522	
<i>Includes RRG staff time, travel, & other expenses to support Coordination program: coordination, technical assistance, M&E, donor & partner relations, RRI Fellows program</i>				219,522	219,522		219,522	
SRM	Strategic Reponse Mechanism		-	477,754	631,810	-	631,810	
	Collaborative Agreements under the SRM	RRG, Board (partners & collaborators)		467,754	621,810	-	621,810	
	RRG Coordination & Technical Assistance for SRM	RRG	-	10,000	10,000	-	10,000	
	<i>Includes RRG staff time, travel, and other expenses to support Strategic Response Mechanism: assessment, coordination, technical assistance, contract development, M&E</i>			10,000	10,000		10,000	
Contingency					100,000	100,000		100,000
Operations	Total Operations			-	1,101,770	1,099,480	-	1,099,480
	Operations							-
	Facilities (rent, utilities, cleaning, insurance)	RRG		185,097	185,097		185,097	
	Financial services (audit, accounting, bank, payroll, legal, tax filing)	RRG		95,080	95,080		95,080	
	IT & Telecommunications	RRG		86,000	86,000		86,000	
	Other equipment, software, & furniture (non-depreciated portion)	RRG		48,250	48,250		48,250	
	Office supplies, postage, shipping, subscriptions, etc.	RRG		45,821	45,821		45,821	
	Depreciation (of prior-year fixed asset purchases)	RRG		98,000	98,000		98,000	
	Other costs	RRG		91,500	89,210		89,210	
	RRG Operations	RRG		-	452,022	452,022	-	452,022
<i>Includes RRG staff time, travel, & other expenses for Operations: contract development, financial mgmt, fundraising, inst'l mgmt, facilities & IT, HR, donor relations</i>				452,022	452,022		452,022	

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