

RIGHTS AND RESOURCES INITIATIVE

Program Strategies, Work Plans, Reports and Budget 2017

ANNUAL GOVERNANCE MEETING

JANUARY 9-13, 2017
THE AIRLIE CENTER, VIRGINIA, USA



TABLE OF CONTENTS

01 2017 Governance Meeting Schedule

page 3

02 Report on 2016 Priorities

page 6

03 Strategic Priorities for 2017

page 45

04 Africa Work Plan

page 46

05 Asia Work Plan

page 56

06 Latin America Work Plan

page 70

07 Strategic Analysis and Global Engagement Work Plan

page 81

08 Strategic Communications Work Plan

page 92

09 Coalition and Strategic Networks Work Plan

page 97

10 Tenure Facility Work Plan

page 101

11 Finance and Administration Work Plan

page 104

12 Annex 1. Strategic Response Mechanism Reporting

page 106

13 Annex 2. Budgets

page 113

2017 GOVERNANCE MEETING SCHEDULE

Meeting Venues

RRG Office
2715 M St. NW
Suite 300
Washington, DC

Georgetown Inn
1310 Wisconsin Ave NW
Washington, DC

Airlie Center
6809 Airlie Road
Warrenton, Virginia

Monday, January 9

08.30 am - 09.30 am	Partners Breakfast
09.00 am - 10.30 am	Partners Meeting (Closed Session)
10.30 am - 04.00 pm	Partners Meeting (Partners and Affiliated Networks)
06.00 pm - 08.00 pm	Reception

RRG Office

Tuesday, January 10

Donor Support Group Session
RRG Office

Partners and Affiliated Networks Meeting
Georgetown Inn, Windsor Room

08.00 am - 08.30 am	Breakfast	08.00 - 09.00 am	Breakfast
08.30 am - 09.30 am	Closed Session	09.00 - 12.30 pm	Cross Learning Activities
09.30 am - 01.00 pm	Open Session	12.30 - 01.00 pm	Walk to RRI Office

01.00 pm - 02.00 pm	Joint Lunch (Donors, Partners, Affiliated Networks)
02.00 pm - 03.30 pm	Travel from RRG Office to Airlie Center, VA
03.30 pm - 04.30 pm	Check-in at Airlie Center
04.30 pm - 06.00 pm	Free Time
06.00 pm - 07.00 pm	Dinner
07.00 pm - 09.00 pm	Fireside Chat (optional) <i>Brainstorming Session on Democratizing Accountability</i>

RRI Offices

Group Transport

Old Post Room

Airlie Dining Room

Smokehouse

Wednesday, January 11

Airlie Center

07.30 am - 09.00 am	Breakfast <i>One table reserved for a joint breakfast between Partners and Donors</i>	Airlie Dining Room
09.00 am - 10.45 am	Welcome Global Scan: Implications for FP III Discussion on 2017 Strategic Priorities	Meadow Room
10.45 am - 11.00 am	Break	
11.00 am - 12.30 pm	Review of 2017 RRI Plans by Theme <ul style="list-style-type: none"> Gender Justice (45 min) Rights and Climate (45 min) 	Meadow Room
12.30 pm - 01.30 pm	Lunch	Airlie Dining Room
01.30 pm - 03.00 pm	Review of 2017 RRI Plans by Theme (continued) <ul style="list-style-type: none"> Alternative Tenure and Enterprise Models (45 min) Realizing Rights (45 min) 	Meadow Room
03.00 pm - 03.15 pm	Break	
03.15 pm - 05.30 pm	Review of Plans for Regions and Priority Countries <ul style="list-style-type: none"> Africa (45 min) Asia (45 min) Latin America (45 min) 	Meadow Room
05.30 pm - 06.00 pm	General Q&A	
06.00 pm - 07.00 pm	Free time	
07.00 pm - 08.00 pm	Dinner	Airlie Dining Room
07.00 pm - 08.00 pm	Donnor Support Group Dinner / Meeting	East Room
08.00 pm - 10.00 pm	Fireside Chat	Smokehouse

Thursday, January 12

Airlie Center

07.30 am - 09.00 am	Breakfast	Airlie Dining Room
09.00 am - 10.00 am	Review of 2017 RRI Support Programs <ul style="list-style-type: none"> • Tenure Tracking (15 min) • Strategic Communications (15 min) • Coalition and Strategic Networks (15 min) • Finance and Administration (15 min) 	Meadow Room
10.00 am - 10.30 am	Discussion on the 2017 Stockholm Conference	
10.30 am - 10.45 am	Break	
10.45 am - 12.30 pm	Update on Tenure Facility <ul style="list-style-type: none"> • Status of Pilot Projects • Learning Mechanisms • Establishment of Stockholm Office • Fundraising 	Meadow Room
12.30 pm - 01.30 pm	Lunch	Airlie Dining Room
01.30 pm - 05.00 pm	Board of Directors Meeting (Open Session)	Meadow Room
05.00 pm - 06.00 pm	Participants Return from Airlie Center to RRG Offices	Group Transport
06.00 pm - 07.00 pm	Free Time <i>Participants not returning to Washington, DC</i>	
07.00 pm - 08.00 pm	Dinner	Airlie Dining Room

Friday, January 13

Airlie Center

07.30 am - 09.00 am	Breakfast	Airlie Dining Room
09.00 am - 12.30 pm	Board Meeting (Closed Session) <i>Only Board Members and RRG Board Secretary to attend this closed session</i>	Meadow Room
12.30 pm - 01.30 pm	Lunch	Airlie Dining Room
01.30 pm	RRI Governance Meeting Adjourn	

Report on 2016 Priorities

RRG OVERARCHING PRIORITY AND RESULTS

RRI's interventions better position Partners and Collaborators to collectively overcome major national-level constraints and catalyze strategies to scale-up the implementation of policies, laws, and programs designed to recognize forest and land rights and governance in India, Peru, Colombia, Liberia, and Indonesia; mobilize new momentum for reforms in Nepal, Kenya, and the DRC; and seize critical regional opportunities to build awareness and support for Indigenous Peoples, women's, and community forest rights, and enterprises.

Colombia

RRI's Collaborators in Colombia produced legal analyses that will help communities in the Caribbean region secure their pending land title requests. The RRI Coalition's work propelled the National Land Agency to issue a long-pending collective land title for Caribbean Afro-descendant communities, and thereby opened a path for titling up to 2 million hectares, which will be partially funded with new commitments by Spain's foreign assistance (AECD). RRI Collaborators also accepted an invitation from the Colombian and Norwegian governments to advise them on the implementation of climate change initiatives. A joint guideline on women's access to land to be incorporated into the upcoming public policy on rural women was presented to Colombia's new national Rural Women's Agency and the President's Advisor on Women's Issues by RRI Collaborators, to bridge together the Afro-descendant, peasant, and indigenous women communities. **Largely achieved.**

DRC

IP groups and CSOs are represented in the National Land Commission and are well-positioned to take part in the decision-making process. Women's groups have also managed to integrate gender into the REDD process. **Largely achieved.**

Indonesia

Agrarian reform has progressed in close collaboration with the government. Partners and Collaborators became better positioned and continued to advance *adat* rights. New regulations passed in six additional districts. A series of police trainings spearheaded RRI's anti-criminalization reform efforts within Indonesia. Publication of national inquiry on indigenous rights opened new spaces for progress. **Largely achieved.**

India

RRI's country strategy focused significantly on scaling up implementation of India's Forest Rights Act (FRA) and generating and releasing strategic evidence-based analyses. Community rights over 100,000 hectares were recognized in 2016, including over 500 communities. RRI was successful in facilitating the creation of a new database for tracking land conflicts, an analysis of land conflicts, a study on stalled investment projects, and research and reports on the performance and potential of the FRA on the occasion of the law's 10th anniversary in December 2016. FRA implementations efforts on the ground were scaled up to new districts in the state of Odisha and five additional states in India. **Largely achieved.**

Kenya

RRI focused the greater part of the year on gaining an understanding of the state of reforms and mapping key actors and coalitions active on land rights in the country. The information collected enabled RRI to identify Kenya as a focus country for 2017. **Not achieved.**

Nepal

In 2016, RRI and its Partners and Collaborators formed the Forest Rights Coordination Group—a diverse alliance bridging IPs, local communities, women, and Dalits—to establish a common position on a new Forest Rights Law and begin the technical process of drafting it. Additionally, The RRI Coalition has begun awareness and advocacy efforts targeting parliamentarians through dialogues and meetings underscoring the importance of a comprehensive Forest Rights Law. **Partially achieved.**

Liberia

As a result of RRI engagement, there is stronger collaboration between CSOs, and between the government and CSOs, which strengthens the odds of the Land Rights Act passing. **Partially achieved.**

Peru

RRI Partners and Collaborators are better positioned to ensure that Indigenous Peoples' land rights are respected in the implementation of national reforms in two key ways. RRI Collaborators representing Indigenous Peoples and civil society organizations became active members of the committee overseeing all stages of PTRT3 implementation (National Advisory Committee for The Rural Land Cadastre, Titling and Registration Project–Third Stage). RRI Partners and Collaborators also became part of the Inter-Institutional Commission that will advise and revise all laws related to land tenure. **Largely achieved.**

RRG Supporting Priorities

A. Strategic Analysis and Global Engagement

1. Raise awareness of INDC, Green Climate Fund and REDD strategy opportunities and weaknesses in regards to recognition of rights as a key part of their climate strategies; strengthen FCPF and UN-REDD implementation of safeguards and tenure programs; and advance tenure reforms within the FLEGT initiative along with collaborators in VPA countries.

Results

1. RRI raised international attention on the limited efforts of forested countries and climate initiatives to make community-based contributions part of the global climate solution. Strategic analyses of Intended Nationally Determined Contributions from 188 countries and submissions to the World Bank's Carbon Fund from 13 key REDD+ countries gained global media attention and were leveraged in national (e.g. Indonesia, DRC) and international arenas (e.g. UNPFII, Oslo REDD Exchange) to urge dedicated investments on tenure rights and strengthen the relevant institutional safeguards of key climate initiatives. Consolidating crucial links between rights and climate was a groundbreaking assessment realized in collaboration with Woods Hole Research Center and World Resource Institute, showing that forest communities manage at least one quarter of the above ground carbon in the tropics. Study findings achieved widespread media attention ahead of COP22 and were quoted in high-level panels during the entire Marrakech conference. **Largely achieved.**

RRG Supporting Priorities

2. Ensure implementation of commitments to respect local land rights by selected globally strategic companies and investors, signaling credible private sector solution pathways to tenure risk.

3. Effectively launch the Global Call to Action (GCA) and mobilize global support for community land rights and gender justice within community-based tenure reform processes.

Results

In collaboration with key RRI Partners and Collaborators, a multi-year engagement strategy to strengthen the recognition of community rights in GCF investments was drafted, though implementation has been delayed until 2017 to prioritize previously cited studies. **Not attempted.**

RRI contributed to the advancement of indigenous and local community forest rights in three key countries with signed EU-FLEGT voluntary partnership agreements (VPAs). In Indonesia, the RRI Coalition promoted greater accountability and transparency in forest governance through the recognition of customary (*adat*) forest rights and agrarian reforms in support of community forest enterprise and conflict resolution. In Liberia, RRI supported collaborator engagement with the FLEGT/VPA National Multi-Stakeholder Monitoring Committee and the Forestry Development Authority (FDA) to ensure community forests were not misappropriated by industrial logging companies, and that safeguards were observed. In DRC, RRI Collaborators successfully pushed for the inclusion of gender considerations in the FLEGT-VPA and related legal precedents recognizing community forest rights. In related efforts in Nepal, community forestry, womens, and indigenous groups joined together in a position paper asserting that no REDD+ program can be taken up without recognition of community and indigenous rights over forests. **Partially achieved.**

2. The legitimacy and leadership of the Interlaken Group was strengthened through expanded engagement of corporates and investors at a CDC-hosted meeting in September 2016, which brought together representatives from European development finance institutions (EDFIs)—including FMO, Proparco, DEG, PIDG, and SwedFund, in addition to members CDC and EIB—to update and strengthen commitments on the VGGTs. The meeting revealed demonstrated shareholder demand for VGGT implementation, as well as evidence of policy dialogues at national levels to update relevant trade and commercial policies, and portfolio reviews to assess impacts on land rights using the Interlaken Group's Land and Forest Rights Guide as a primary point of entry. Corporate and investor engagement in 2016 sent a clear signal that the IG process constitutes a credible solution pathway to addressing tenure risk. **Largely achieved.**

3. The GCA was officially launched in March 2016 with endorsements from 553 indigenous and civil society organizations, national and international NGOs, and national events in the Netherlands, Italy, and Washington, DC, that raised global media attention. The GCA heightened global awareness of the Liberia Forest Rights Act and India's Forest Rights Act, and supported policy

RRG Supporting Priorities

4. Consolidate and link the strategic networks and initiatives supported by RRI (e.g. GCTA, Interlaken Group, LandMark, Tenure Facility, Gender Justice).

B. Coalition

1. Expand and re-energize the RRI Coalition with new ambition and commitment to collaboratively promote and achieve RRI's target for 2030; and expand the Coalition to include two new Partners and six Affiliated Networks to broaden influence in new geographies and constituencies.

2. Expand support for community-to-community exchanges, learning, and mobilization at regional and international levels.

3. Develop a compelling strategy and proposal for the third Framework Program (FPIII 2017-2020), and earn majority support for FPIII.

Results

roundtables with Goldman prize winner Edward Loure and dialogues during the UNPFII and UN General Assembly with the Minister Trade and Development of the government of the Netherlands, which lead to joint engagements with the government of the Netherlands at the UNGA and COP 22, as well as support from other institutions (e.g. EU, IFAD, and USAID) at relevant GCA events. The GCA is credited with mobilizing as many as 60 events across 29 countries, contributing to policy dialogues on rights for IPs and local communities in various jurisdictions (e.g. Kenya and Panama), and strengthening actor coordination and collaboration around key policy goals and events. **Largely achieved.**

4. Consolidation of key RRI networks and initiatives was launched with the Interlaken Group's endorsement of efforts to expand its impact and coordination with related initiatives (namely the Tenure Facility, LandMark, and MegaFlorestais) to: scale up awareness of IG tools; initiate dialogue in priority countries; continue production of tools; and expand membership of the Group – responding to demands for information exchange, learning, and solutions to address local land tenure issues. Links between gender and private sector investments were explored via dedicated studies on the impacts of large-scale land acquisitions, and efforts to map concessions via LandMark were initiated. **Partially achieved.**

1. The RRI Coalition broadened its influence by including two additional Partners, six Affiliated Networks and six Fellows representing new geographies and constituencies. Through increased communication and closer collaboration, the Coalition was strengthened and re-energized. **Fully achieved.**

2. A community-to-community exchange took place between Indonesia and Mexico, and represented the first stage towards the development of international centers of community excellence on sustainable forest management and community forestry. Several indigenous and civil society organizations endorsed this broader idea and a larger exchange will be held in 2017. **Partially Achieved.**

3. It was decided that FPIII would cover the 2018-2021 period in order to avoid overlap with FP2 in 2017. A strategy and timeline was developed for FPIII, and Partners, Affiliated Networks, and Fellows provided solid comments on the concept note at the November Global Scan Meeting. The larger proposal will be developed in early 2017. **Partially Achieved.**

RRG Supporting Priorities

C. RRG

1. Consolidate and enhance effectiveness of the new management team and matrix organization, and coordinate and link thematic programs with country and regional and relevant Partner and Collaborator programs.
2. Implement new financial and business management systems, facilitating administration of contracts and quantification of results; and simplify and make the monitoring and evaluation systems more useful for the Coalition.
3. Renew Communications team to support RRI, Tenure Facility, and the Global Call to Action, and increase reach and influence of communications efforts to strategic constituencies.

D. Tenure Facility

1. Effectively implement six pilot projects, establish effective monitoring and learning mechanisms, and adjust operations according to lessons learned from pilot projects.
2. At least double funding committed to the Facility to enable a second round of up to six full-scale projects and establish a solid financial foundation for the next five years. Establish the interim Executive Board and strengthened Advisory Group; and agree on strategy and schedule for the post-incubation phase.

Results

1. The rollout of the Matrix was successful; full integration across programs has been partial. **Partially achieved.**
2. The implementation of new software systems is being delayed until early 2017, but the necessary infrastructure has been put into place. **Partially achieved.**
3. The Communications team is in a better position to support regional colleagues. **Fully achieved.**

1. Six pilot projects were successfully implemented, securing rights for over 300,000 hectares of forest, and applying reflection and learning for adaptive management of existing and future projects; The TF Theory of Change and second strategic objective were tested and adjusted to allow for TF to become a learning platform. **Fully achieved.**
2. Tenure Facility fundraising led to the establishment of a joint donor group and milestone process that has led to commitments to fund at least \$10M per year (double the 2016 level). The Interim Board transitioned into a full Board, a phased approach was approved, and a transition plan was put in place for transition from incubation to establishment phase in 2017. **Fully achieved.**

AFRICA

Regional Outcome

The Kenya Community Land Bill is passed and enables communities to secure their rights to their land.

Results

On August 31, 2016, the President of Kenya signed into law the Community Land Bill (CLB), the Forest Conservation and Management Act, and the Land Laws Amendment Act. RRI supported pilot processes with local communities and Indigenous Peoples to map, document, and register their lands, and the lessons learned from these processes will play an important role as the CLB moves toward implementation.

IM Score*



achieved

LIBERIA

RRI Theme

Priority Outcomes

Results

IM Score

Large-Scale Land Acquisitions and Concessions ATEMs

Outcome 1: Pilot communities are equipped with legal, technical, and capacity support to reinforce their land rights and protect customary land areas from investors and local elites.

RRI Collaborators have equipped pilot communities with legal aid, technical guidance, and mapping support through the establishment of the Early Warning System (EWS). A key tool for communities and for CSOs, the EWS provides timely information, facilitates swift reactions to potential violations of community land rights, and ultimately minimizes land-related conflict. Equipped to take proactive steps through the EWS, communities are in a stronger position in relation to companies and investors. For example, participatory mapping was used to resolve a boundary dispute between the Jogbahn clan and Equatorial Palm Oil (EPO), ultimately securing the clan's land rights and reducing tension between the community and EPO. A new MOU between EPO and the Jogbahn community states that the company cannot expand its operations without a proper FPIC process.



on track to achieve



Realizing Rights


Outcome 2: There is increased awareness with regard to the situation of land and human

RRI Collaborator Green Advocates (GA) profiled and interviewed 16 human rights defenders (HRDs), including women HRDs, who are often






partially achieved

RRI Theme	Priority Outcomes	Results	IM Score
	rights defenders, and a strategy is developed to address the criminalization of land and human rights defenders.	more vulnerable to criminalization than their male counterparts. Press visits by independent journalists to Liberia's counties have resulted in media coverage of imprisoned HRDs. GA used simplified toolkits to raise awareness among local communities about the criminalization of advocates and conducted several diplomatic missions to garner broader support for the situation of HRDs. GA has also drafted a complaint to be filed before the UN Special Rapporteur on the Situation of Human Rights Defenders and received support during this process from the Human Rights Department of the United Nations Mission in Liberia (UNMIL). With GA's support, several HRDs imprisoned in Butaw, Sinoe County, were released, and those in hiding were able to return to their homes.	
ATEMs Gender Justice	Outcome 3: Community members, including women and youth, engage in consultations with the government and the private sector on concessions, large-scale land acquisitions, and investment in Liberia.	<p>Community members—including women and youth—engaged in the RRI Coalition mobilized over 100 representatives of civil society, government, international partners, private sector, media, and communities during a multi-stakeholder dialogue on LSLAs and development in Liberia. Community and civil society representatives jointly developed a <u>communiqué</u> at the end of the dialogue with several recommendations on respecting and protecting customary rights, ensuring inclusive decision-making processes, and establishing a mechanism to monitor commitments on customary tenure rights.</p> <p>RRI Collaborators convened civil society, government, and community stakeholders (including women from affected communities) to launch a report on the gender-specific impacts of LSLAs and development. Findings from case studies throughout Liberia's counties were included in the report and illuminated the often negative impacts of foreign investment on women's tenure rights.</p>	 achieved
ATEMs	Outcome 4: Community forestry members have increased participation and representation in national consultative processes, and local communities are more aware of existing options for community forestry.	<p>Community forestry management body members have increased their participation in national processes, specifically the FLEGT/VPA National Multi-Stakeholder Monitoring Committee. Community forestry members also held consultative meetings with the Forestry Development Authority (FDA) and successfully influenced the FDA to increase its role in overseeing community forestry governance. This will contribute to preventing the misappropriation of community forestry in Liberia by the private sector.</p> <p>At the local level, the Blouquai community forest in Grand Gedeh County strengthened its governance system by revising its constitution and by-laws, and two communities in Sinoe County have</p>	 achieved

RRI Theme	Priority Outcomes	Results	IM Score
		harmonized their boundaries to forest areas with adjoining communities. Completing this step has cleared a major bottleneck in the steps for obtaining a community forestry management agreement in these two communities.	
ATEMs	Outcome 5: Community forestry models are piloted to provide alternatives for communities seeking methods of sustainable forest management.	Women-led CFEs, which do not yet feature prominently in Liberia's existing community forestry model, have gained new visibility. Community forest entrepreneurs, including women-led community forest enterprises, and have strengthened their internal organization and networking to inform civil society and government stakeholders of alternative approaches to community forestry. Several community forest entrepreneurs collaborated with RRI Coalition members to document different uses of forest resources, illuminate the connection between forest and community livelihoods, and substantiate a holistic perspective on forest resources. The Forestry Development Authority and other actors in the community forestry sector, including USAID's PROSPER program, met with RRI Collaborators and demonstrated support for this project. Women-led CFEs played a central role in these collaborative efforts and provided key insights regarding market access for women.	 partially achieved

D R C

RRI Theme	Priority Outcomes	Results	IM Score
Land Reform: Participation and Representation of Civil Society, including women and Indigenous Peoples, Realizing Rights	Outcome 1: The participation and representation of civil society in the land reform process is reinforced.	DRC's land reform process included increased participation and representation of civil society members. The Minister of Land Affairs consulted with CACO (the RRI-supported national civil society platform on land), on the structure and action plan for the National Land Commission (CONAREF), as well as on plans for the national land reform policy. Two civil society representatives, both CACO members, secured positions on the CONAREF Coordination Unit. In parallel, CACO member CODELT produced an analysis of the key factors preventing progress in the land reform, including the rollback of earlier gains. However, political unrest in DRC concerning the country's elections has challenged the capacity of CSOs to sustain advocacy for the land reform process.	 achieved

RRI Theme	Priority Outcomes	Results	IM Score
Realizing Rights	Outcome 2: The draft Law on the Basic Principles of Indigenous Peoples/ Pygmies' (PAP) Rights is adopted by parliament, and Indigenous Peoples participate in the land reform process.	CACO member LINAPYCO, an Indigenous Peoples' network, successfully restored the proposed Law on the Basic Principles of Indigenous Peoples/Pygmies' Rights – which had been stalled since 2012 – as a priority for DRC's Parliament consideration. National and provincial dialogues convening parliamentarians, local officials, and traditional authorities increased awareness of the law and garnered general political buy-in for its passage. DRC's elections, postponed until 2018, challenge continued progress with the law, since decision makers supporting the law may lose influence in the transition to a new administration. Decrees issued by the new Minister of Land Affairs in early 2016 greatly increased the participation and representation of Indigenous Peoples in the land reform process. An expert in Indigenous Peoples' rights was appointed to CONAREF, and an Indigenous Peoples' representative will be appointed in all of DRC's provinces.	 partially achieved
Gender Justice	Outcome 3: Advocacy efforts for the recognition of women's tenure rights in land and forest laws are strengthened, and policymaking processes have greater consideration for women's tenure rights.	<p>CACO member CLEDD, a women's network, finalized an analysis assessing the consideration of women's rights in DRC's land and forest sectors, including in REDD+ and community forestry programs. The report was validated during a national multi-stakeholder workshop, which was formally hosted by the Ministry of Land Affairs in collaboration with the Ministry of Women, Family, and Children. CFLEDD used the validated analysis to produce an advocacy document on women's rights and to inform CACO's overall advocacy strategy on the land reform. CFLEDD helped fill a gap in the reform process with regard to women's tenure rights and has set the stage for mainstreaming gender in the land reform.</p> <p>Additionally, RRI partnered with CACO, WWF, and the Ministry of Women, Family, and Children, to organize a conference on Gender, REDD+, Community Forestry, and Tenure Rights in DRC. The conference was DRC's first workshop on gender and tenure rights, and was met with considerable buy-in from the government. As a result of the workshop, the Ministry of Environment, Sustainable Development, and Conservation issued a memorandum instructing technical and financial partners and actors in the fields of conservation and biodiversity to mainstream gender considerations in their projects.</p>	 on track to achieve

RRI Theme	Priority Outcomes	Results	IM Score
ATEMs	Outcome 4: Local communities vulnerable to potential impacts of the Bukanga-Lonzo agro-industrial park are provided with maps that define their rights to land and natural resources.	High security and restricted access to the Bukanga-Lonzo agro-industrial park prevented CACO members from conducting participatory mapping in local communities as planned. Preliminary steps to produce maps were taken, including the compilation of GPS data, but limited park access prevented the completion of maps. The maps would have been used to inform a multi-stakeholder dialogue on Bukanga-Lonzo (see outcome below), but instead, CACO compiled all existing documentation on the agro-industrial project and used this information to guide discussions during the dialogue.	 no progress
Realizing Rights	Outcome 5: The space for negotiation and dialogue between different stakeholders on investments, social and environmental responsibilities, and the tenure rights of local communities is reinforced and expanded.	CACO member CONAPAC, the national network of peasants' organizations, organized a dialogue on the social and environmental impacts and implications for community tenure rights of DRC's agro-industrial parks, specifically the pilot case of Bukanga-Lonzo. An integral feature of the country's national development plan, the agro-industrial parks are managed by the Office of the Prime Minister, which formally hosted the dialogue. The event convened approximately 100 participants from the ILO, UNDP, government agencies, and civil society organizations. The Office of the Prime Minister praised the event as an excellent opportunity to inform the larger public on the goal of the parks and to draw lessons from Bukanga-Lonzo to improve the implementation of others in the future.	 partially achieved
Rights and Climate	Outcome 6: Local actors in the three project areas (bassins d'approvisionnement) of the Forest Investment Program (FIP) have a common understanding of ongoing issues and challenges.	Under the lead of CACO, national NGO network RRN held information sessions for local communities in the FIP project area of Maindombe, specifically in Inongo, Malebo/Boloko, and the Bateke Plateau. The four-day sessions convened local government officials, local communities, and civil society organizations. These meetings have strengthened communities' awareness on the FIP project and have built their capacity to identify opportunities for participation in and potential benefits of the FIP process.	 achieved

ASIA

Regional Outcome

Increased regional learning, cooperation, and action on agribusiness corporate practice, and investment as it relates to human and community resource rights.

Increased sharing of lessons learned from positive land and forest tenure reforms between regional government and civil society actors

Results

The Southeast Asia Human Rights and Agribusiness Conference, supported by RRI, was hosted by SUHAKAM (Malaysian Human Rights Commission) on November 3-4 at Kota Kinabalu in Sabah, Malaysia. Participants included representatives from five southeast Asian countries' Human Rights Commissions, UN Permanent Forum on Indigenous Issues, civil society, indigenous groups and international organizations, including those from Bangladesh, Cambodia, Indonesia, Lao PDR, Malaysia, Myanmar, the Philippines, and Thailand. RSPO representatives also attended, along with representatives from Unilever, Cargill, and Sime Darby. The Conference on Human Rights and Agribusiness issued a resolution calling for moratoriums to halt the further awarding of concessions throughout the region. The meeting noted how land conflicts resulting from agribusiness expansion are proliferating and urged a pause in the awarding of licenses while community and indigenous peoples' land rights are secured.

RRI organized three panels at Asia-Pacific Forestry Week at Clark City, Philippines, on "Scaling-up Communities and Indigenous Peoples' Forest Resources Rights in the Asia-Pacific" on February 24, 2016. Presentations on Forest Tenure Reforms were made by representatives of CSOs from India, Nepal, Philippines, and Indonesia. Thematic presentations were also made on the political economy of forests reforms in Indonesia; gender and land tenure in Indonesia; and forest-based industries and IP/LC land rights. Another presentation introduced the Tenure Facility to the audience.

IM Score



achieved




achieved

INDONESIA



RRI Theme	Priority Outcomes	Results	IM Score
Realizing Rights	Outcome 1: Facilitate community land and forest rights recognition.	RRI Collaborators Epistema, HuMa, and AKAR have been working to create inclusive maps and increase the capacity of local communities to engage with the landmark Constitutional Court Decision, MK 35, which could drastically improve the forest tenure rights for <i>adat</i> communities in Indonesia. Social mapping for 10 villages in Lebong and Hulu Sungai Selatan Districts is being used to support policy advocacy pertaining to recognition of Indigenous Peoples' territory. Community maps in six villages of Lebong created through this initiative have been used as a basis for determining <i>adat</i> territory within drafts of district regulations. Academic research about the Lebong and Hulu Sungai Selatan communities has been discussed by local parliaments and other critical stakeholders.	 partially achieved
Realizing Rights	Outcome 2: Facilitate effective mechanisms for resolution of land and forest rights conflicts.	<p>A series of police trainings spearheaded RRI's anti-criminalization reform efforts within Indonesia. The trainings highlighted the importance of respect for human rights while undertaking investigations of agrarian conflicts. The trainings were so successful that it is anticipated they will be scaled up to meet increasing demand amongst the national police force.</p> <p>The Indonesian police are open to Alternative Dispute Resolution (ADR), considering the limitations of a formal legalistic approach to claims by <i>adat</i>/local communities that are not supported by land certificates. As ADR constitutes an internal dilemma for the Indonesian police, as there is no regulation on how to operationalize it. HAK Foundation has drafted an academic paper on the use of ADR in land and natural resources-based conflicts, to be submitted to the national police leadership.</p>	 on track to achieve
Realizing Rights	Outcome 3: Create public pressure against criminalization of <i>adat</i> and other forest dependent communities and provide assistance to victims of criminalization.	An emergency fund (KNPA) was established. The initiative includes a reference group as the decision-making team for emergency fund requests, representing the President of KPA and RRI Collaborators AMAN, KontraS, Walhi, SW, SP, and KPA.	 on track to achieve

RRI Theme	Priority Outcomes	Results	IM Score
		<p>In a period of 5 months (April—August 2016), KNPA received 23 applications, approved 14, and rejected 9 due to their inability to meet the criterion. As much as USD \$12, 933 (Rp. 168,420,000) has been distributed to 14 applicants for 13 emergency cases in 10 provinces (North Sumatra, South Sumatra, Bengkulu, Banten, West Java, Central Java, West Kalimantan, South East Sulawesi, and NTB).</p> <p>Additionally, KNPA/Emergency Fund team carried out advocacy at the national level with related ministries/state institutions and lower levels, in order to collectively pressure the government to act out against violent acts, and to urge CSO consolidation at the provincial level to perform immediate response (one door coordination) and optimize emergency fund distribution. There were direct testimonies from agrarian and peasant activists who have been victims, highlighting cases involving plantations (private—Banggai), forestry (Perhutani—Indramayu), farming (seed breeding), infrastructure development (Kulonprogo airport), and conservation (National Park of Ujung Kulon).</p> <p>Criminalization, violence, and land eviction/grabbing cases have gotten attention from local, regional, and national media, and public awareness has increased dramatically. From April to August 2016, KNPA did a series of public exposés through a press conference and publication of articles. Four press conferences were covered by thirty-five different media outlets. During this period, the issue was covered in 23 different mass media outlets (including TV, print, and online). A film was produced on the murder of an agrarian peasant activist, Salim Kancil in the case of Iron Sand extraction in Lumajang District, entitled “Kisah Kelam Pasir Hitam” (The Dark Story of Black Sand). Another film about criminalization is currently being produced with CSOs, Desantara, API, KPA, and KNPA.</p>	 <p>on track to achieve</p>
ATEMs	Outcome 4: Strengthening of corporate and human rights practice for securing community tenure rights in Indonesia.	<p>A module and training materials on business and human rights were produced to further facilitate collaborative training with corporate staff in Jakarta and Jambi. The initiative encouraged the development of draft internal standards on the respect of human rights in the corporate sector. Additionally, a draft study on the status of respect and restoration of human rights in the landscape of Harapan Forest and the Bukit Tuga Pulu in the Jambi Province was produced.</p> <p>Increased dialogue with corporate actors and government was followed with the dissemination of information pertaining to human rights and police</p>	 <p>on track to achieve</p>

RRI Theme	Priority Outcomes	Results	IM Score
		<p>trainings in relation to agrarian conflicts through the training of criminal investigation police (more than 530 police officers in 3 locations), and trainings at the local and provincial level. These trainings were in high demand and were so successful that they led to an SRM entitled “<i>Preventing Criminalization through Strategic Police Training</i>”</p>	 <p>on track to achieve</p>
Realizing Rights	Outcome 5: Better understanding of human rights and resource rights issues amongst security agencies/ police in context of conflicts over land and forest rights.	Outcome 5 was combined with Outcome 4 to make the initiative more inclusive; see results above.	 <p>on track to achieve</p>
ATEMs	Outcome 6: Support strategic production and marketing in community and <i>adat</i> forests to demonstrate development potential of community rights.	<p>In Bengkulu, after a four-year struggle with local government and the Ministry of Environment and Forests, 5,425 ha of protected forests have been allocated as community forests to local communities who have developed the production of coffee and other related crops. Through an RRI-sponsored initiative, SAFIR and AKAR are connecting local producers with central authorities to access government funding (BLU) and support (BUPSHA). In five villages, cooperative farmer groups with coinciding business plans were established and supported in partnership with RRI Collaborator AKAR Foundation, and the local government. They received licensing by the Cooperative Ministry with support from RRI Collaborator SAFiR.</p> <p>A guideline was created via institutional assessment of community forestry, to create a model for allowing local communities and CSOs to access government funds. The guideline can be utilized and implemented by a wide audience, ranging from local communities to non-governmental organizations, for training and preparing local communities to access public funds (BLU) and public support (BUPSHA).</p> <p>This project successfully enabled collaboration among BUPSHA, BLU, local governments (Bupati, District Cooperative and Industry Agency, District Forestry Agency), and community organizations and NGOs, producing several commitments.</p> <p>There has been intense engagement with the Ministry of Cooperative and Small-Medium Enterprise, to facilitate a licensing process, and set up a cooperative at the national level and capacity building for the management of the cooperative. The ministry is committed to providing funding for capacity-building training to support community enterprise.</p>	 <p>achieved</p>


RRI Theme	Priority Outcomes	Results	IM Score
ATEMs	Outcome 7: Piloting of alternative community rights-based enterprise models.	This activity was not implemented.	 not attempted

INDIA

RRI Theme	Priority Outcomes	Results	IM Score
Realizing Rights	Outcome 1: Relevant court rulings on land, forests, and natural resources are available to advocates, and support is provided to advocates utilizing legal strategies for the recognition and protection of communities' land, forest, and resource rights.	<p>RRI continued its support of grassroots legal advocates and lawyers through a fourth training program on laws pertaining to communities, land rights, natural resources, and conflict. This training has been a continuation of trainings supported by RRI over the past two years.</p> <p>RRI also supported legal monitoring of court cases pertaining to forest and resource rights, allowing for activists on the ground to engage positively with ongoing judicial processes in order to protect community forest rights, and specifically the FRA, from legal challenges and threats.</p>	 on track to achieve
Realizing Rights	Outcome 2: Local forest communities across India receive recognition and titles for their customary lands and forests under India's Forest Rights Act of 2006.	<p>RRI has scaled up implementation of the FRA from one state (Odisha) to five new states. In Odisha, RRI's efforts have expanded to an additional five districts. By the end of 2016, over 500 community rights claims over 100,000 hectares have been legally recognized using RRI's methodology.</p> <p>In 2016, RRI expanded its direct intervention for facilitating rights recognition from only Odisha to additional states: Himachal Pradesh, Chhattisgarh, Jharkhand, Gujarat, and Rajasthan. In addition to submission of claims under the FRA, RRI has advocated for a new strategy of self-assertion of CFR rights in instances where governments have failed to respond to CFR claims that have been filed by communities.</p> <p>Odisha remains the epicenter of RRI's ground-level intervention, and there has been a considerable upscaling of the CFR recognition process. In Odisha, RRI's methodology developed for CFR recognition in Mayurbhanj district in 2015 was expanded to an additional five districts. Five hundred thirty-six new CFR claims have been recognized in Odisha in 2016, out of which RRI</p>	 on track to achieve

RRI Theme	Priority Outcomes	Results	IM Score
		<p>Collaborators facilitated 488 CFR claims over at least 32,308 ha.¹ More than 500 CFR claims have been recognized in Odisha, covering an area of at least 100,000 hectares.</p> <p>RRI has also engaged with grassroots tribal mobilizations in Odisha to push for self-assertion of rights over forests using the legal provisions of FRA. Already, in Sundergarh district, more than 150 local communities have asserted their rights over forests using the FRA.</p> <p>In 2016, RRI expanded its support for FRA implementation to Jharkhand through collaboration with Jharkhand Van Adhikar Manch (JVAM), a coalition of CSOs and grassroots mobilizations. JVAM signed a MOU on FRA implementation with the government of Jharkhand and has been made responsible for facilitating processes in 10 districts, to date. Ground-level trainings and capacity building continues, and almost 100 claims for CFR rights have been submitted.</p> <p>In Himachal Pradesh, RRI began working with Environics and Him Niti Abhiyan (HNA) for CFR recognition in Mandi District, which will later be scaled up to other districts in the state. In Chhattisgarh, RRI has initiated collaboration with tribal activists working on forest rights in Surguja district.</p>	
Realizing Rights ATEMs	Outcome 3: Evidence highlighting the importance of recognizing community land, forest, and resource rights is shared with key policy makers.	<p>RRI worked with a number of organizations and individuals to put out several important analytical reports and tools to inform and shift larger narratives surrounding land and forest tenure rights, investment, and conflict.</p> <p>The report on Promise and Performance was released at a National Convention for the 10th Anniversary of the FRA's enactment. Ten state-level reports for forested states are under preparation and will be published in 2017. The consolidated national-level report was released on December 13-14, 2016 at a major convention in Delhi attended by members of parliament, media, CSOs, and local forest community leaders. The report received widespread media attention and has put pressure on the central and state governments to provide greater political and funding support towards FRA implementation. The state reports will be launched in the various state capitals, specifically targeting the provincial political leadership.</p>	 <p>on track to achieve</p>

RRI Theme	Priority Outcomes	Results	IM Score
		<p>To push the agenda on the issue of investments, conflicts, and rights, RRI has undertaken two critical related research activities this year. RRI supported the launch of a Land Conflict Portal for India, which features an online interactive map and data analysis of land conflicts. These efforts also resulted in the release of a new study this year on land conflicts in India.</p> <p>RRI, in collaboration with the Indian School of Business, also supported the production and release of a report on stalled investment projects in India to analyze the relationship between land and forest issues.</p> <p>Both reports on land conflicts and stalled investments were released at an event in November 2016 involving government representatives, the corporate sector, investors and financial institutions, CSOs, and financial media. The release was in collaboration with Tata Institute of Social Sciences (TISS), ISB, and FAO. The release and findings of the two reports received significant media attention in India.</p>	
Realizing Rights	Outcome 4: Government and conservation agencies rethink actions and strategies that view local communities as incompatible with conservation.	<p>While a planned study on conservation areas and forest rights did not happen, RRI continues to engage government, environmentalists, and conservationists on issues of community forest rights and community-led conservation.</p> <p>At the dialogue on land conflict and investment held in November 2016, the Joint Secretary of Ministry of Environment, Forest, and Climate Change was part of a panel that discussed land conflict in India, including conflict due to protected areas evicting and/or displacing local communities. The study discussed the role and nature of exclusionary protected areas in land conflict in India.</p> <p>Furthermore, RRI's continued work on FRA implementation, data collection, and advocacy includes ongoing efforts to engage government, forest departments, and conservationists in India to implement the FRA as a community-led conservation law.</p> <p>In 2016, RRI facilitated a process of engaging international environmental and conservation agencies to lend their support to Indian efforts calling for the implementation of the FRA as a law that strengthens and conservation through community management and governance of forests.</p>	 <p>on track to achieve</p>

RRI Theme	Priority Outcomes	Results	IM Score
Realizing Rights	Outcome 5: Advisory Group provides strategic guidance for effective implementation of RRI's 2016 India Strategy towards the realization of land, forest, and resource rights.	RRI's India Advisory Group guided effective implementation of RRI's country strategy in 2016.	 on track to achieve

NEPAL

RRI Theme	Priority Outcomes	Results	IM Score
Realizing Rights	Outcome 1: Substantive progress towards enactment of a new Forest Rights Law that recognizes community land, forest, and resource rights of Indigenous Peoples, local communities, Dalits, and women.	<p>Substantive progress has been made by the RRI Coalition in Nepal towards the enactment of a new, comprehensive Forest Rights Law. In 2016, RRI Partners and Collaborators formed a Forest Rights Coordination Group to oversee an inclusive and deliberative process to conduct consultations, seek inputs from various grassroots constituencies, and begin the technical and advocacy processes to draft and pass a new Forest Rights Law in Nepal. RRI Partner and Collaborators held consultations with grassroots constituencies representing community forestry, IP, Dalit, women, and minority Madheshi groups to elicit their inputs on what rights, governance structures, and management systems should be included in a new Forest Rights Law. Following these consultations, the RRI-supported Forest Rights Coordination Group agreed and adopted a common position for a new Forest Rights Law, and is in the technical process of drafting such a law alongside lawyers and legal advocates. At the same time, the RRI Coalition has begun awareness and advocacy efforts aimed at targeting parliamentarians through dialogues and meetings to sensitize them to the importance of a new Forest Rights Law. Dialogue, meetings, and interactions with parliamentarians and policy makers on the new law are ongoing. RRI anticipates that these advocacy efforts will continue into 2017. RRI anticipates significant advances through advocacy, media campaigning, and political engagement to push for a new Forest Rights Law to be passed.</p>	 on track to achieve

L A T I N A M E R I C A

Regional Outcome

Results

IM Score

Outcome 1: Contributions from Latin America
Afro-descendant women on women's access to land are included in the regional agenda for on gender equity and climate change/REDD+.

At the conclusion of RRI's Regional Meeting on Land, Territory, and the Rights of Afro-descendant Women, in October 2016, participating government representatives and regional bodies committed to:

A. Ensuring inclusion of disaggregated data on Afro-descendant women's access to land and resources in the national census (ECLAC - Economic Commission for Latin America and the Caribbean);

B. Demonstrating leadership to other countries in the region by creating a Colombian National Roundtable of Black and Afro-Descendant Women.



C O L O M B I A

RRI Theme

Priority Outcomes

Results

IM Score

Realizing Rights

Outcome 1: A social-legal analysis informs the government and triggers the process of recognition and land titling of 2 million hectares of community lands claimed by Afro-Colombians in the Caribbean region.

Advocacy efforts led by the Pontificia University Javeriana and the Afro-Caribbean Community Councils triggered the issuing of a collective land title for the Guacoeche community to 1,712 hectares of their traditional territory, benefitting 1,806 inhabitants and setting a precedent to continue issuing titles to Afro-descendant communities in the Caribbean. Prior to this title, only 3,000 out of the requested 2 million hectares of collective lands in the Caribbean region had been legally recognized and titled.






Realizing Rights




Outcome 2: Legal framework that recognizes and protects collective tenure rights of Afro-Colombians implemented based on a roadmap agreed on between the government and Afro-Colombian authorities.

Strategic action by RRI's Collaborators enabled Afro-Colombian communities to define the criteria for meeting prior consultation in the energy sector, contributing to implementation of the roadmap.



RRI Theme	Priority Outcomes	Results	IM Score
Realizing Rights	Outcome 3: A prior consultation protocol for Indigenous Peoples containing cultural and environmental safeguards is agreed upon and implemented.	The Arhuaco People of Sierra Nevada de Santa Marta defined and implemented their own safeguard protocol to enhance their capacities to exercise and defend their resources and territorial rights. During the creation of the protocol, GIS mapping demonstrated the presence of mining operations that had not gone through the prior consultation process. The protocol contains cultural, social, and environmental measures that define how third parties can proceed inside indigenous territories. The United Nations and the government of Colombia have committed to endorsing and ratifying this protocol. This safeguard protocol can be adjusted to respond to the needs and traditions of other indigenous communities in Colombia.	 on track to achieve
Realizing Rights	Outcome 4: Policy makers are aware of the importance of the recognition of IP and Afro-Colombian collective tenure rights for climate change/REDD+ and development programs.	The RRI Coalition in Colombia convened a unique national-level discussion on the collective tenure rights of indigenous and Afro-descendant groups and their role in climate change policy and development under the peace agreement. During the event, “Territorial Rights, Transition to Peace and Climate Change Commitments in Colombia,” participants provided specific recommendations to the government and decision makers on how to secure pending land recognition and titling.	 achieved
Gender Justice	Outcome 5: Provisions on Afro-Colombian, indigenous and peasant women’s rights to land are included in the National Public Policy on Rural Women.	RRI supported Afro-descendant, indigenous and peasant organizations to create a joint proposal for the national policy debate on the establishment of a Comprehensive Public Policy for Rural Women and the regulation of the Law of Rural Women scheduled for 2017. RRI’s support fostered collaboration among indigenous, Afro and peasant groups towards the inclusion of women’s rights to land, territory, and resources in national public policy.	 partially achieved

PERU

RRI Theme	Priority Outcomes	Results	IM Score
Realizing Rights	Outcome 1: A consensus is formed between the government, IPs, and CSO's on the benefits of aligning coordination and monitoring implementation of the six REDD+ initiatives containing land-titling components (MDE, FIP, GIZ, Norway agreement PTRT3, Cuatro Cuenecas).	The national government formally established the "National Advisory Committee of the Cadaster Project, Titling and Registration of Rural Lands in Peru – Third Stage – (PTRT3)," which enables RRI's Collaborators to advise and comment on projects that have a land titling component or could affect Indigenous Peoples' land rights. Communities hope to expand to other land and titling projects including MDE, FIP, GIZ, Norway agreement and Cuatro Cuenecas). Additionally, through RRI support, the five major national Indigenous Peoples' organizations in Peru reached an agreement on a common agenda for effective advocacy before the Peruvian State for collective land titling.	 on track to achieve
Realizing Rights	Outcome 2: MINAGRI adopts guidelines for land titling procedures for peasant and native communities, and mechanisms to access information on collective tenure are established.	Indigenous Peoples' organizations reached a signed agreement with the national government to revise the two sets of guidelines approved for land titling procedures for native and peasant communities so that they better reflect the demands of the indigenous communities.	 achieved
Realizing Rights	Outcome 3: Communication strategies for early alerts on new policy changes affecting community tenure security are strengthened to reach a broader set of constituencies.	A concerted early-alert effort by several indigenous RRI Collaborators resulted in the rapid withdrawal from the Congressional agenda and archival of a bill that threatened to violate indigenous communities' right to prior consultation.	 on track to achieve

STRATEGIC ANALYSIS AND GLOBAL ENGAGEMENT THEMATIC WORK

REALIZING RIGHTS

Priority Outcomes

Outcome 1: A social-legal analysis informs the government and triggers the process of recognition and land titling of 2 million hectares of community lands claimed by Afro-Colombians in the Caribbean region.

Results

Information collected by the Operations Team suggests that LandMark is well-positioned to be the go-to site for maps and other critical information on indigenous and community lands, and to effect change on the ground. Many local and national organizations with missions to protect collective land rights have approached LandMark to have their maps and other data visualized on the platform, noting the values of sharing this information with the world. And advocates in many countries have used the maps and other information to help make the case for stronger rights and better protection of collectively-held lands. For example, David Ross, the Director of [the Central Land Council in Australia](#) used LandMark's data on the legal indicators of the tenure security to argue for stronger laws to protect Aboriginal land rights. In 2016, the LandMark Operations Team focused on developing the legal indicators of tenure security data set, working with several lawyers and other legal experts to review domestic legislation and score the 10 indicators for 116 countries around the world.

RRI supported research and publicity outreach for the 2016 UN Special Rapporteur on the Rights of Indigenous Peoples' report to the UN General Assembly on the impacts of conservation activities on the rights of Indigenous Peoples. The report catalogs the continuing human rights abuses committed in the name of conservation and can be a useful tool for communities and their allies to advocate for including indigenous communities in plans for protected areas and other conservation initiatives. It formed the basis of the Special Rapporteur's presentation to the World Conservation Congress, a key constituency that has not adequately addressed community rights, and helped to provide a counter-narrative to the successes claimed by conservation NGOs. The importance of this message was reflected in at least 12 major media hits, including in [Agence France Presse](#) (English [here](#)) and [Reuters](#). World Wildlife Fund Director Marco Lambertini told AFP that the report is an "important contribution to advancing good practices on indigenous rights in conservation."

IM Score



Priority Outcomes

Results

IM Score

Outcome 2: A community of legal experts is mobilized to more effectively advise indigenous community groups on how to achieve greater tenure security by pursuing legislative reform and litigation.

The activity associated with this outcome was canceled.



RIGHTS AND CLIMATE

Priority Outcomes

Results

IM Score

Outcome 1: GCF and participating member states acknowledge the centrality of community-based forest tenure security to climate change mitigation.

Engagement with the GCF in 2016 was limited to the development of a joint strategy with participating RRI Partners and Collaborators, to influence GCF investments and ensure recognition and integration of Indigenous Peoples and local communities in the design and implementation of project submissions, including dedicated funding for indigenous and community-led climate change mitigation and adaptation efforts. Implementation was postponed to 2017, pending consolidation of RRI resources and capacity for engagement.



Outcome 2: The international community and key developing countries acknowledge the centrality of community-based forest tenure security to climate change mitigation and adaptation.

The centrality of collective land and forest tenure security for the realization of climate mitigation and adaptation goals is now broadly endorsed and recognized by the international community. To this end, the RRI study on the integration of community-based approaches in Intended Nationally Determined Contributions and joint collaboration (with WRI and Woods Hole Research Center) on carbon storage in collective forestlands were widely cited by UN and government representatives, as well as indigenous and civil society leaders at key international events, including the joint UNDP/Ford Foundation event on Forests for Climate in April 2016; the 15th session of the UN Permanent Forum on Indigenous Issues in May 2016; the Oslo REDD+ Exchange in June 2016; and the UNFCCC COP22 in Marrakech in November 2016. The importance of community-based tenure security for the realization of REDD+ and/or other adaptation and mitigation efforts was mentioned by nearly all government representatives in their address to COP22 participants on forest-related matters.



Priority Outcomes

Outcome 3: Key REDD+ countries and implementing bodies move to adopt safeguards and delivery mechanisms for recognizing and ensuring community-based forest tenure security as central to climate success.

Results

With global attention shifting from REDD+ readiness to implementation, RRI conducted a critical analysis of Emission Reduction Project Idea Notes (ER-PINs) from 13 of the most advanced REDD+ countries in the world today, submitted to the World Bank's Carbon Fund. The study found evidence of weak integration and recognition of the importance of community-based forest tenure security in the design and delivery of proposed national emission reduction strategies. A joint event with Rainforest Foundation Norway and the Environmental Investigation Agency in advance of the Oslo REDD Exchange and Board Meeting of the Carbon Fund brought attention to implementation gaps in the Fund's safeguard system, and was used by RRI Partners and Collaborators in DRC and Indonesia to demand stronger action from responsible government entities. Endorsement of principles by UN-REDD and NICFI provides hope for advancement in 2017 and beyond.

IM Score



ALTERNATIVE TENURE AND ENTERPRISE MODELS

Priority Outcomes

Outcome 1: Leading companies and investors commit to and comply with international standards (e.g. VGGT).

Results

The Interlaken Group (IG) expanded its engagement with a new set of leading companies and investors, and supported initial activities to comply with commitments. The Interlaken Group met twice in 2016, in February and September in Windsor, UK, and at the CDC offices in London, respectively. Participation was extended to representatives from European development finance institutions (DFIs), like DEG, FMO, Proparco, SwedFund, and PIDG, who are additional to IG members from IFC, CDC, and EIB. Engagement with DFIs is strategic because their policies and approaches to address sustainability are adopted as standards by others in the private sector. Importantly, DFIs are beginning to address commitments made by their shareholders to support the VGGT, and many are utilizing the Land and Forest Rights guide as their entry point for engaging in policy dialogue at the parliamentary level, for internal policy development, or for portfolio reviews to assess implementation of the VGGT. Likewise, organizations like Nestle, Rabobank, and Stora Enso publicly stated their participation in the Interlaken Group, and their role in development of the Land and Forest Rights Guide.

Progressive companies and investors demonstrated unprecedented commitment to the Interlaken Group as the leading vehicle to help them comply with international standards with respect to land tenure. IG members developed and endorsed a Strategic Two Year Work-Plan to scale up efforts and engage at the country and regional levels. The work-plan consists of four sets of priority activities areas, including: scaling up awareness of IG tools; initiating IG dialogues in priority countries; continuing production of tools; and expanding membership of the Group. The Group formed a Steering Committee for decision-making functionality between formal meetings of the IG. Likewise, Interlaken Group members EIB and CDC, independent of RRI, organized meetings in Luxembourg and London in May and September, respectively, to convene IG members with portfolio managers, E&S staff, and clients to discuss tenure risks and approaches. These items are important because they demonstrate longer-term commitment to strategic cooperation between IG members and expansion of the impact of the Group.

RRI and the Interlaken Group documented initial piloting of the Land and Forest Rights Guide by leading companies and other stakeholders. The Guide is being used by Village Focus International (VFI) in Laos, to engage with Outspan Bolovens (Wilmar subsidiary) to influence its approach to land acquisition and community engagement. VFI has used the Guide as an entry point to understanding private sector responsibilities with respect to plantations. It is also informing Land Issues Working Group's creation of a Code of Conduct for companies wishing to work in land-based

IM Score



Priority Outcomes

Results

IM Score

sectors in Laos. Anecdotal evidence gathered during the year and via Interlaken Group meetings indicate that there is use of the Guide outside of the RRI and IG networks, and especially by DFIs seeking to align their investments with the VGGT.

The Interlaken Group and RRI continued development and coordination of guidance to facilitate implementation of international best practices with respect to land tenure. The Interlaken Group developed guidance on corporate responsibility for legacy land issues—its second joint product—in response to gaps identified in preliminary piloting of the Land and Forest Rights Guide. The process to develop the legacy guidance was a practical demonstration of the value add of the ‘safe space’ for the private sector and CSOs to work together to support secure land tenure. Responsibility for legacy land issues is a contentious issue for companies and investors, but private sector and CSO members of the group negotiated a shared position on the guidance. This internal negotiation ensures that the final, joint product satisfies the requirement of practicality for the private sector, but also meets the test of high-level practice required by CSOs.

RRI, with IG steering, commissioned an assessment of tenure risks and conflicts in Africa to support efforts to engage new companies and investors in inclusive dialogue. The purpose of the analysis is to detail the specific drivers of tenure-related conflict between communities and concession holders in East, South, and West Africa, and ultimately to draw lessons for the creation of specific due diligence approaches. The analysis is based upon the existing IAN Risk dataset of nearly 300 case studies of conflict. This analysis will provide important, practical information for the design of new systems for companies and investors to respect local rights. It will also support the Interlaken Group’s next phase of work in priority countries, where provision of key messages will help engage local companies and investors in sharing of information and testing of solutions.

RRI undertook scoping activities to assess the feasibility of creating a global database of industrial concessions. The scoping exercise revealed that a number of organizations were undertaking similar work, but that there was still value in developing a methodology for estimating the extent of concessions, as a complement to RRI tenure data. The exercise also revealed a gap in the global monitoring architecture of private sector commitments to respect rights, that is, that there is no consistent framework or coordination for monitoring of company activities at the ground level. The scoping exercise resulted in two concept notes, one elaborating a methodology for estimating the extent of industrial concessions globally, and one for development of a global community monitoring framework. The latter has been integrated into the design of FPIII.

Priority Outcomes

Outcome 2: Companies, investors, and other stakeholders in strategic sectors and regions incorporate and pilot new systems to respect community rights and share benefits within their operations, supply chains, or investments by disclosing relevant information, providing access to operations sites, and engaging in inclusive dialogues with national/local CSOs and CBOs in their business operations areas.

Results

TMP Systems, with steering support from the Interlaken Group, refined, disseminated and initiated piloting of tenure risk management tools for use by companies and investors. IAN Risk is a quantitative assessment tool designed to give investors a quick, easy means of identifying and approximating tenure risk. IAN Risk brings together 25 publicly available ESG datasets into an open-source database, which has been rendered as an interactive map that anyone will be able to download, explore, and improve. IAN Diligence consists of sector-specific toolkits and checklists to help companies or investors address tenure risks and engage local peoples, and is complementary to the IAN Risk tool. TMP Systems released the final two IAN Diligence toolkits—forestry and road and rail—to complement guides delivered in 2015, which detail the mining, agriculture, and hydropower sectors. Leading companies and investors responded to outreach efforts, and organizations including Bonsucro and CDC engaged in meaningful processes to refine and adjust the tools for inclusion in supply chains or investment processes. Additionally, TMP Systems worked with organizations like Coca-Cola, PepsiCo, BNP Paribas, and Rabobank to produce bespoke applications of the IAN platform to assess tenure risks, in addition to wider outreach efforts. IAN is now seen as the premier platform for addressing tenure risk.

RRI will undertake the activities centered on identifying economic contributions and best practices associated with community-based forestry, in 2017. Initial coordination with experts and stakeholders to brainstorm the analysis and design of a workshop were initiated in 2016.

RRI commissioned analytical work to support local advocacy efforts against large-scale land acquisitions. This work was undertaken in response to demand identified in 2015 regional planning activities in Liberia and DRC. Communities and advocates are faced with large-scale land acquisition for agro-industrial production, with little or no due diligence undertaken by the company, public-private partnership vehicle, or the government in acquiring the land. These analytical pieces are intended to provide a typology of international instruments and commitments in the context of large-scale land acquisition, and the responsibilities that they convey for governments and companies. This analytical work provides an important baseline toolkit to assess the performance of companies and government with respect to large-scale land acquisition, and identify gaps for integrating emerging solutions from the Interlaken Group.

IM Score



GENDER JUSTICE

Priority Outcomes

Results

IM Score

Outcome 1: RRI's analyses inform local and global legal and policy processes and frameworks toward stronger inclusion of women's rights in collective tenure systems, by highlighting the essential role of women's tenure rights in collective tenure systems.

At the global level, RRI prioritized the finalization of three key reports (Gender and Tenure Tracking Flagship report; Gendered Impacts of Large Scale Land Acquisitions with case studies in Indonesia and Ethiopia; and Women's Leadership and Agency in Zambia and Bolivia), which will be launched in 2017.

RRI's global team participated in a Strategic Meeting to Advance Women's Land and Property Rights in Africa with a diverse set of local, national, and global women's land rights advocates. At the meeting, the GCA was presented and discussed, and RRI Global Baseline and other RRI findings were mentioned to participants as key resources to advance their agendas in relations to the SDGs, the VGGTs, CEDAW, and the protection of women land rights defenders.

In November 2016, RRI engaged with the GCA on 16 days of activities around the issue of violence against human and land rights defenders. RRI provided support to the GCA participants in refining the policy asks and the mechanisms for bringing them to global and national level decision makers.



Outcome 2: Selected women's networks exchange with each other and advocate more effectively to mainstream Gender Justice within related global and national processes.

In June, RRI co-organized with WWF Kinshasa, CFLEDD, and a host of other organizations—under the Patronage of the Ministry of Environment, Nature Conservation (ME) and the Ministry of Women, Family and the Child of the DRC—a workshop on Gender, REDD+, Community Forestry and Land Tenure in the DRC. The objectives were to sensitize key stakeholders and decision makers; to define strategic axes for a road map to integrate gender and women's tenure rights in the DRC REDD+ and community forestry processes; and to foster the creation of a multi-stakeholder thematic working group on “Gender, Land and Forest Governance” within the ME to integrate gender in REDD+ and community forestry in the DRC. The workshop had a high level of participation from a variety of stakeholders, from IPs, communities from the provinces, women leaders from the ministries, conservation groups, and the Minister of the Environment.

As an effective means of linking the local to the global, the RRI Global team supported the Africa engagement by presenting the findings of a study co-published with the Center for Environmental Law (CIEL), “Using International Law to Advance Women's Tenure Rights in REDD+”, which alimented the discussions around the international obligations of the DRC to protect and promote women's tenure rights within REDD processes.



Priority Outcomes

Results

IM Score

As a result of the workshop, a first of its kind in the DRC, the ME published an official circular instructing all technical and financial partners, as well as actors in the nature conservation and biodiversity sectors, to henceforth mainstream gender in their programs and activities. In addition, the participants agreed to the establishment of a cross-sectorial dialogue between the different ministries and development partners.

STRATEGIC ANALYSIS AND GLOBAL ENGAGEMENT PROGRAM WORK

TENURE TRACKING

Priority Outcomes	Results	IM Score
Outcome 1: Greater recognition of the centrality of tenure rights in climate initiatives. RRI's tenure database expanded to include all country signatories to the New York Declaration on Forests, to facilitate monitoring of their commitments.	RRI incorporated three new countries participating in climate change-related initiatives into its depth of rights database in 2016. Myanmar, Panama, and the Philippines are all REDD+ Partner countries, and both Panama and the Philippines are NYDF signatories. For each of these countries, a depth of rights analysis of the rights held by Indigenous Peoples and local communities under national laws to their forest land and resources was conducted, as well as a subsequent analysis of women's rights within community-based forest tenure systems (see Gender Justice Outcome 1). Of the 30 countries for which the depth of rights and women's rights analysis was conducted, 21 are REDD+ Partners and 12 are NYDF signatories, which will provide RRI with data to incorporate into its climate change-related advocacy for greater recognition of community forest tenure rights.	 partially achieved
Outcome 2: Enhanced awareness of progress in recognizing community-based rights accelerates tenure reform.	By expanding and updating its depth of rights database detailing the bundle of rights held by Indigenous Peoples and local communities to forest land and resources under national laws, RRI continues to provide up-to-date and reliable data to support advocacy efforts and awareness of the progress and setbacks in the recognition of community-based forest tenure rights in more than 30 countries around the world. RRI will also be able to enhance awareness of women's statutory rights within community-based forest tenure systems through the findings of its newly employed methodology (findings scheduled for release in a flagship report in Q1 of 2017, see Gender Justice Outcome 1).	 on track to achieve
Outcome 3: Increased awareness of and motivation for need to accelerate tenure rights recognition. RRI and Global community is informed of progress on RRI's 2015 tenure target.	RRI's 2015-2016 Annual Review, "Closing the Gap: Strategies and scale needed to secure rights and save forests," included a chapter on the state of forest tenure rights in 2015. This chapter included the preliminary results of an update to RRI's forest tenure area data for 33 low and middle income countries conducted in late 2015/early 2016. The analysis found that Indigenous Peoples and local communities own 388 million hectares of forest land in the 33 countries for which	 achieved

Priority Outcomes

Results

IM Score

data was collected, and have more-limited rights to an additional 109 million hectares of forest land. RRI found that Indigenous Peoples and local communities have formally recognized rights to more than 30 percent of forest lands in the 33 countries assessed — indicating significant progress since 2002, but falling short of the 2015 target to double forest area owned or designated for Indigenous Peoples and local communities in low and middle income countries by 2015. Furthermore, RRI found that the forest area designated by governments for Indigenous Peoples and local communities had increased by nearly 120 percent from 2002 levels, and indigenous and community-owned forest areas had increased less than 30 percent from 2002-2015. This finding brings attention to the need for governments to recognize the stronger rights comprising forest ownership for indigenous and local communities. “Closing the Gap” was launched in London on February 3, 2016 and received significant attention by international and regional press.

GLOBAL CALL TO ACTION

Priority Outcomes

Results

IM Score

Outcome 1: GCA is launched and managed as a bold and ambitious initiative that is compelling to strategic donors and companies and receives strong media attention.

The GCA was officially launched in March 2016. 553 organizations have signed up to participate representing a diverse range of stakeholders: indigenous communities, grassroots organizations, and international and national NGOs. The “launch,” consisting of online activities and national events in the Netherlands, Italy, and Washington, DC, provided a great opportunity to engage with a variety of decision makers, particularly government representatives.

The launch earned 76 media hits across 16 countries, with 26,000 impressions and 600 direct engagements on social media.



Outcome 2: Greater global awareness of the importance of formal recognition of collective tenure rights, including women’s tenure rights for sustainable development and climate change adaption and mitigation, in land and forest laws.



Awareness of the GCA and its goals took place via a robust email program (consisting of newsletters and action alerts), two mobilization weeks, and numerous policy discussions at key moments/venues throughout the year, including the May UNPFII panel led by UN Special Rapporteur on the Rights of Indigenous Peoples, and panels hosted by the Government of The Netherlands at the UNGA in New York City, and COP 22 in Marrakech. At a policy roundtable with the Bank Information Center in Washington, DC, in October, Yator Kiptum, of the Sengwer Indigenous Peoples Programme, posited that his organization’s affiliation with the GCA launch events in Kenya helped his community open previously inexistent channels of dialogue with local decision makers, providing a firm footing for continued engagement.

Mobilization weeks capitalized on the International Day of the World’s Indigenous Peoples in August and International Human Rights Day in December. In August, 60 events raising awareness of the importance of collective tenure rights to sustainable development and climate goals occurred in 29 countries, with five country spotlights, including Panama, which contributed to the official deregistration of the Barro Blanco dam from the Clean Development Mechanism. In December, GCA joined AWID in highlighting female land rights defenders as a part of their 16 Days of Action Against Gender Based Violence campaign. Compilation of outcomes is still ongoing.



COALITIONS AND COMMUNICATIONS

COALITION AND STRATEGIC NETWORKS

Priority Outcomes	Results	IM Score
Outcome 1: The RRI Coalition is strengthened with renewed representation of key constituencies and regions.	The RRI Coalition expanded to better represent key constituencies and regions. It now includes: two additional Partners, Landesa and the Instituto Socioambiental (Brazil), with strong presence in Latin America, East Africa, India and China; six Affiliated Networks representing Indigenous Peoples, women, and smallholders (the Asia Indigenous Peoples Pact, the Indigenous People's Alliance of the Archipelago-AMAN in Indonesia, the International Association for the Study of the Commons, the International Family Forestry Alliance, and the African Women's Network for Community Management of Forests-REFACOF; and six Fellows with different expertise and strong roots in our regions of engagement. The coalition was strengthened through increased communication and cooperation on activities and themes. Partners, Affiliated Networks, and Fellows came together at the November Global Scan Meeting, creating new momentum for increased collaboration in 2017.	 achieved
Outcome 2: Greater support for forest tenure reform is fostered among public forest agency leaders	<p>Government officials from Brazil, Canada, China, DRC, Indonesia, Kenya, Mexico, Peru, Sweden, and the USA gained a greater understanding of forest governance issues and green growth opportunities at the <u>annual meeting of MegaFloresta</u>, held in China.</p> <p>Eight former leaders also called for new, participatory approaches to forest regulations to address urgent global challenges in an <u>analysis</u> launched at the event.</p>	 on track to achieve

STRATEGIC COMMUNICATIONS

Priority Outcomes

Outcome 1: RRI's analyses, data, and messages are leveraged to support RRI's mission at the national level in RRI priority countries and global dialogue on climate change and IP rights.

Results

Produced and disseminated 14 global and regional analyses and reports in four languages.

Promoted RRI's analyses through media engagement and social media campaigns tied to international events and key opportunities, including the GCA launch event; MegaFlorestais conference; Ford Foundation's "Forests for Climate" event; REDD+ conference; the UN Permanent Forum; the World Conservation Congress; and COP 22.

Led national/regional media campaigns promoting new analyses on conflict in India; a 10-year analysis on the FRA in India; a workshop on the rights of Afro-descendant women in Latin America; a national event on the role of collective tenure rights in Colombia's peace process; a campaign to pass the LRA in Liberia; and a report on the impacts of LSLAs on women in Liberia.

Connected national campaigns to global dialogue via strategically timed opinion pieces in the Los Angeles Times (Liberia), the Guardian (India), and the Washington Post (Colombia).

Provided strategic communications support to UN Special Rapporteur on the Rights of Indigenous Peoples, including for the production and launch of her report on conservation and for her events at the UN Permanent Forum, contributing to more than 1800 media hits this year.

Developed and launched an RRI messaging repository in Google Drive to provide quick access to RRI data and talking points to all Coalition members.

Launched global social media campaigns throughout the year tied to new analyses, the Global Call to Action/Land Rights Now initiative, and key events and opportunities including the World Conservation Congress and the LRA in Liberia.

IM Score



on track to achieve

Outcome 2: RRI brand is recognized and consistent in all outreach materials and activities.

Completed an RRI rebranding project that includes a new suite of templates for RRI publications and emails, new letterhead, a new RRI one-pager, and a structural "refresh" of the RRI website.

Created and launched a new set of branding materials for the Tenure Facility, including a brand manual, an animated video, a one-pager, and significant updates to the Tenure Facility website.

Promoted RRI through co-branded materials for the launch of the Global Call to Action / Land Rights Now Initiative and subsequent events and campaigns.



on track to achieve

Priority Outcomes

Outcome 3: Increased awareness of both RRI's and the International Land and Forest Tenure Facility's role in promoting forest and community tenure rights (beyond existing niche audience).

Results

Generated 536 media hits in 10 languages, in 51 countries throughout the Americas, Africa, Asia Europe, and Australia. Led successful media campaigns promoting the annual review, RRI's suite of reports on the role of community land rights in meeting global climate change commitments, and passage of the Land Rights Act in Liberia, among others.

Created a new digital strategy to amplify the reach of RRI's work online via social media, blog posts, and use of our digital mailing lists. Grew RRI's core constituency with a 60 percent increase in followers across RRI's social media channels.

Promoted the Global Call to Action / Land Rights Now Initiative through content creation, media outreach, and event support (GCA launch, Goldman Prize event, and panels at the UNGA and COP 22).

Generated a set of "impact stories" that demonstrate RRI's role in promoting community land rights at the national level in all three regions.

Created an interactive storytelling timeline tool for the Tenure Facility, highlighting pilot projects in Indonesia and Panama.

IM Score



on track to achieve

COALITION COORDINATION

Priority Outcomes

Results

IM Score

Outcome 1: Planning, monitoring and reporting systems that enable to track progress made on RRI outcomes and impact.

Coalition Coordination successfully implemented the 2016 Governance meeting; led the production of the 2017 work plans for RRG, ensuring consistency in and coordination across programs; and revised the Planning guidance notes, and monitoring and reporting templates.



Outcome 2: Governance body that is effective in guiding the Coalition.

Coalition Coordination successfully planned and carried out an all-staff training to develop a base of shared knowledge of results-based management terms and principles as well as their practical application.



The RRG Board of Directors assembled, with quorum, three times in 2016—January (Warrenton, VA); June (Oslo, Norway); November (Washington, DC)—to review RRI Program proposals, allocate funding, and provide guidance to initiatives (ie: Tenure Facility). As a deliverable of each meeting, the Board assigned a number of Next Steps for intermediate action to be taken by the secretariat on its behalf. Next Steps identified and delivered in 2016 included: drafting a list of Key Performance Indicators to quantify progress within RRG's Finance and Administration program; soliciting input from RRI Partner organizations; and identifying qualified candidates to fill Board vacancies.

TENURE FACILITY

Priority Outcomes

Results

IM Score

Outcome 1: Effective Governance Structure and Management in place for operations of the ILFTF.

Operations Manual and governance guidance approved; full Board established.



Outcome 2: Lessons are learned from the pilot phase to refine the design and procedures of the ILFTF.

Feedback from pilot leaders during two Learning Exchanges (February and October) used to validate and refine the design and procedures of TF.



Outcome 3: ILFTF supports scaled up efforts to achieve tenure reforms and implementation of laws and policies.

The TF pilot projects have scaled up implementation of laws and policies in six countries, resulting in the securing of collective rights over 300,000 ha of forest and progress in new protocols for mapping and identification of communities with collective rights.



Outcome 4: ILFTF operations are managed by RRG in preparation for handover to ILFTF Secretariat.

TF operations were managed by TF to achieve all work plan outputs and outcomes expected in 2016. A transition plan has been prepared for handover to the TF Secretariat in Sweden, after registration is approved by Swedish authorities.









Outcome 5: ILFTF applies M&E framework to learn from the Full Sized Projects.

TF did not have sufficient funding to proceed with initiating Full Sized Projects in 2016, but the M&E Framework was tested and modified.








FINANCE AND ADMINISTRATION

Priority Outcomes	Results	IM Score
Outcome 1: Operational efficiency of organization is strengthened through improved use of technology that meets coalition and organizational needs.	Conducted an RFP for a new cloud-based Financial Management System (FMS) and narrowed selection to two finalists. Upgraded IT platform to Office365 and developed prototypes to automate two key work flows, Contract Management and HRIS, for full implementation in 2017.	 partially achieved
Outcome 2: Work environment and value for money related to office space is improved to meet the needs of RRG staff.	Completed move to new office space.	 achieved
Outcome 3: Organizational control environment is improved to strengthen accountability and efficiency of controls.	Completed Audit and 990 on schedule and fully addressed issues cited in 2015 Management Letter. Posted Quarterly Financial Statements on Directors Desk. Developed Budget versus Actual Reports for Project Managers and implemented View Only Access to reports through accounting system. Developed KPI's for financial performance and key F&A functions that were accepted by RRI Board for implementation in 2017.	 on track to achieve
Outcome 4: Financial services are strengthened to bolster organizational cost effectiveness and value for money.	Successfully negotiated 25 percent increase credit limit with corporate credit card provider.	 partially achieved
Outcome 5: Organizational funding sources are diversified to ensure funding sustainability to support mission.	Developed fundraising policy and fundraising strategy for implementation in 2017 in parallel with FPIII.	 achieved
Outcome 6: Management and staff skills are strengthened to better deliver organizational and coalition mandate.	Several members of SMT received executive coaching and attended management training seminars.	 partially achieved

¹ Only 387 out of 563 CFR claims approved in 2016 have been mapped using Global Positioning System (GPS). The mapping is necessary to calculate the area of the CFRs recognized. The 32308 ha. is the area of the 387 CFRs which have been recognized and mapped, and doesn't include the area of 176 CFRs which have been recognized and not mapped. The legal recognition is done on the basis of a sketch map providing customary landmarks/ boundary prepared by the Village Assembly.

* IM Score table

PROGRESS CRITERION	SYMBOL	DESCRIPTION
achieved		The targeted result was achieved.
on track to achieve		Progress was made and achievement of the targeted result is expected by the end of the year.
partially achieved		Some progress was made against the targeted result.
no progress		No progress was made against the targeted result.
not attempted		No effort was made against the targeted result.

03

Strategic Priorities for 2017

Overarching Priority

RRI's Partners, Collaborators and Affiliated Networks:

1. Ensure passage of community land rights legislation in Indonesia, Nepal, and Liberia, and the development of new regulatory frameworks governing community lands and forest in Kenya and Colombia;
2. Consolidate the Tenure Facility and Interlaken Group to catalyze transformative change in the recognition of land rights and rights-based business practice in Peru, Cameroon, Indonesia, India and Liberia;
3. And establish recognition in the international development community that women are increasingly managers of community forests, local change agents, and political leaders across the developing world.

Africa Work Plan

1. Rationale for Engagement

Recent years have seen an increase in legal frameworks throughout Sub-Saharan Africa to recognize Indigenous Peoples' and local communities' tenure rights. Countries in Sub-Saharan Africa have reached varying stages in land and forest reforms, with some finalizing foundational legislation and others beginning down the path of implementation. Many of these countries are approaching pivotal moments in the reform process that will shape their nations' land and forest rights for years to come. In spite of these progressive laws and policies, implementation is often weak or nonexistent, and governments continue to pursue economic development through land-based investment at the expense of community rights.

For a number of years, RRI has attempted to find strategic ways to influence reform processes across Sub-Saharan Africa and develop a comprehensive regional strategy. Robust country-level engagement has been a hallmark of RRI's work in Africa, but regional approaches have been markedly less productive. In 2017, RRI's country-level work will focus on the strategic opportunities of influencing national-level reform processes in Kenya and Liberia. RRI will also pilot two new initiatives to leverage our national connections and expertise to influence regional narratives and momentum on land rights as well as reform processes in other countries. This year's strategy for regional engagement aims to use RRI's convening power and remain low-cost and low-risk for the coalition.

There is an emerging opportunity to utilize national experiences in land and forest reforms to influence regional thinking around community tenure rights. A large share—one study estimates up to 60 percent—of national land area in Sub-Saharan Africa is held under customary or traditional forms of land ownership in practice. Nevertheless, national governments do not formally recognize communities' rights to much of this land.¹ Many African states have worked to fill this gap by driving the agenda for better land governance. The Land Policy Initiative (LPI) of the African Union² and government institutions such as National Land Commissions (NLCs) play key roles in

carrying this agenda forward, operating at the regional and national levels to ensure equitable access to land, transparent land administration in both customary and statutory regimes, and the participatory formulation and implementation of land policy and laws. Representing a range of regions and reform experiences, 12 countries have established National Land Commissions in response to recommendations of the LPI.³

Three NLCs (Kenya, Liberia, and Senegal) have requested RRI to consider organizing events so that the NLCs can better learn from their counterparts in other countries, creating a unique opportunity for RRI to leverage its convening power and capitalize on political will. In 2017, RRI plans to advance the regional agenda for community tenure rights by convening Africa's NLCs—the first meeting of its kind—to exchange lessons learned in the statutory recognition of customary land tenure and to agree on an agenda for securing the tenure rights of local communities, women, and Indigenous Peoples, particularly in the context of land-based investments.

Meanwhile, there are a number of countries, including Kenya, Mozambique, Tanzania, and Uganda that are currently in the process of developing or revising regulatory frameworks for recently passed forest legislation. RRI has been invited to use the MegaForesta's⁴ network to organize a meeting on Rethinking Land and Forest Regulations in East Africa, allowing these countries to share experiences and discuss key principles for a rights-based approach to forest and land regulatory reform. This work would build on ongoing work by CIFOR on these issues in these countries and work with forest agencies and other key stakeholders.

These two regional initiatives for 2017 will serve as “pilots” for creating a long-term regional strategy in Africa. Their effectiveness and viability will be assessed at the end of the year to determine the next steps for RRI's future work in the Africa region.

¹ Rights and Resources Initiative. 2015. Who Owns the Land in Africa? Formal recognition of community-based land rights in Sub-Saharan Africa. Washington DC: Rights and Resources Initiative. ² The LPI is a joint programme of the tripartite consortium of the African Union Commission, the African Development Bank, and the United Nations Economic Commission for Africa, with the goal of enabling better performance of land policies and institutional reforms to address land issues. ³ Democratic Republic of the Congo, Ethiopia, Ghana, Kenya, Kenya, Liberia, Niger, Nigeria, Senegal, Sierra Leone, South Africa, Uganda, and Zimbabwe. ⁴ <http://megafloresta.org/activities/rethinking-forest-regulations/>

2. Africa Regional Work Plan

Main Objective: Region

Government officials in the land and forest sectors commit to promoting statutory recognition of customary land tenure as a necessary first step for local communities and Indigenous Peoples to achieve tenure security.

EXPECTED OUTCOMES	OUTPUTS	PLANNED ACTIVITIES	IMPLEMENTING ORGANIZATIONS	THEME	TOTAL BUDGET	UNFUNDED BUDGET
Outcome 1: Government actors leading land reforms in Africa agree to formal recognition of customary tenure rights.	Recommendations and/or commitments to securing customary land tenure in national land laws, policies, and regulations	Convene Africa's 12 National Land Commissions during a three-day meeting on challenges, opportunities, and best practices in securing customary land tenure in statutory laws and policy.	Lead: RRG	Realizing Rights	\$70,000	\$30,000
Outcome 2: Key actors engaged in national land and forest reforms in East Africa agree on key, rights-based principles for reforming regulations.	Network to promote information-sharing on regulatory reforms between Kenya, Mozambique, Tanzania, and Uganda	Organize a four-day workshop with government officials, CSOs, and community-based and Indigenous Peoples' organizations to promote information-sharing, share insight on the challenges of regulatory reforms, and discuss successful regulatory models around the world.	Lead: RRG	Realizing Rights	\$50,000	
Outcome 3: Governments in selected REDD+ countries accelerate the legal recognition and enforcement of forest land rights for Indigenous Peoples, local communities, and women, as enabling conditions for REDD+, sustainable livelihoods, and green growth.	Country-specific analyses of the tenure rights of IPs, LCs, and women are developed, and gaps relative to REDD+ ambitions and other sustainable development goals are identified.	In DRC, Rights and Climate will pursue work with Partners and Collaborators to assess the impacts of REDD+ initiatives, namely in Mai Ndombe and the Central African Forest Initiatives (CAFI) on the rights and livelihoods of forest communities, and support the development of country level strategies to address emerging risks and gaps.	Lead: SAGE, CACO	Rights and Climate	\$30,000	
		In Liberia, Rights and Climate will support Partners and Collaborators by providing technical assistance to enhance their comprehension and influence over national REDD+ processes, leading to the development of a strategic road map to engage government and donor-led REDD+ initiatives in the country.	Lead: SAGE, RRI Coalition	Rights and Climate		\$35,000
				TOTAL	\$150,000	\$65,000

3. Risks and Mitigation

3.1. What are the risks that can impact the attainment of the main objective?

Africa represents a geographically, politically, and legally diverse array of countries. Consequently, it may be difficult to successfully convene representatives from all of the NLCs and other actors and to ensure follow through on lessons learned.

3.2 What mitigation strategies will you adopt to avoid, lessen or reduce the adverse impacts of such risks?

RRI's regional engagement in 2017 can be considered the "pilot" phase of a regional strategy to convene key actors to exchange lessons learned and best practices. To encourage the participation of government officials, the convenings will be presented as platforms for information-sharing and will emphasize an evidence-based approach to securing community tenure rights. Additionally, an emphasis on building consensus and developing a common agenda—rather than on securing concrete commitments—will help maintain political will to follow through on lessons learned. As the pilot phase, this approach will rely on path corrections throughout the year followed by a comprehensive evaluation of progress.

4. Africa Program Budget 2017

Summary		
	FUNDED	UNFUNDED
Regional	\$150,000	\$65,000
Liberia	\$200,000	–
Kenya	\$220,000	\$381,800
Facilitation	\$93,484	–
Planning	\$20,000	–
Travel	\$55,000	–
TOTAL	\$738,484	\$446,800

Above totals correspond to RRG Board-approved Program Allocation and do not include RRG staff time, which is covered under RRG Core Allocation. Budget in Table 5 includes RRG staff time.

LIBERIA

1. Rationale for Engagement

Over the last 10 years, Liberia has initiated a series of land and forest reforms as part of the country's peacebuilding process, with progressive laws and policies setting a new precedent in West Africa for the recognition of customary tenure rights. The 2009 Community Rights Law (CRL) recognized communities' customary forest rights; progressive provisions on customary land rights were the hallmark of the 2013 Land Rights Policy (LRP), and the 2016 Land Authority Act (LAA) established a government agency to oversee land matters in Liberia. When submitted to the National Legislature in 2014, the draft Land Rights Act (LRA) enjoyed broad endorsement from civil society and from the National Land Commission, particularly for granting customary tenure the same status as private land ownership—yet the LRA has still not been passed. Although communities can secure collective ownership over forests through the CRL, there are growing risks that the private sector will capture the community forestry process and jeopardize the country's emerging vision of rights-based forest management. In the absence of the LRA, oil palm companies continue to seek more land for expansion, and local communities are increasingly discontent with inequitable benefit sharing and weak consultation processes.

Beginning in 2008, RRI's work in Liberia has made critical contributions to advancing legal recognition of community rights. RRI fills a gap in Liberia by conducting targeted advocacy for key legislation, which saw considerable success with the passage of the widely praised 2009 CRL. In addition to strengthening the capacity of local communities to secure customary tenure rights over land and forest, RRI has maintained momentum for community rights in Liberia by supporting advocacy efforts for the LRA. The imminent passage of the LRA in 2017 represents a key opportunity for the country to strengthen the position of local communities through the law's implementation.

With elections in 2017, the LRA risks falling by the wayside while policy makers focus on re-election or when a new administration establishes its own agenda the following year. Civil society organizations have warned that not passing the LRA jeopardizes the country's future peace and stability, with more than 60 percent of violent conflicts in Liberia related to disputes over land. With evident linkages between insecure tenure and conflict, oil palm companies and other investors are increasingly cognizant of the detrimental effects of tenure risk on their operations. In 2017, the Interlaken Group will respond to growing interest in solutions to tenure risk by establishing a pre-competitive space for private sector stakeholders operating in Liberia.

Initiatives such as the USAID Land Governance Support Activity and the Tenure Facility pilot project are jumpstarting processes of community boundary harmonization and self-identification in anticipation of the Land Rights Act. Given these ongoing efforts in implementation, RRI will continue to advocate for the LRA's passage in 2017, bringing added value in the absence of other actors focusing on advocacy. While RRI Collaborators have a strong presence in many of Liberia's counties, communities in more isolated areas remain particularly vulnerable to exploitation by concessionaires. In 2017, RRI will respond to this emerging risk by taking preventative action and supporting communities facing future—but considerable—threats to their land and forest rights. Partnerships such as the Tropical Forest Alliance 2020 (TFA 2020) are providing an important space for the Government of Liberia to share best practices with civil society and the private sector on improving land tenure and reducing deforestation. With numerous actors focusing on the implementation of community forestry in Liberia, RRI will support civil society to ensure that community tenure rights are promoted and prioritized in national and global initiatives.

2. Liberia Work Plan

Main Objective

In 2017, the Government of Liberia passes a Land Rights Act that respects the main recommendations of the Land Rights Policy and provides recognition for customary tenure rights, and communities leverage the LRA to protect their rights in concession areas and in climate change initiatives.

EXPECTED OUTCOMES	OUTPUTS	PLANNED ACTIVITIES	IMPLEMENTING ORGANIZATIONS	THEME	TOTAL BUDGET	UNFUNDED BUDGET
Outcome 1: Civil society organizations influence consultations on the review of the Land Rights Act and safeguard the core principles on customary land rights.	Position statement and advocacy strategy consultations with traditional leaders, parliamentarians, government officials, and communities	Participate in consultations and in the Multi-Stakeholder Working Group on the review of the LRA and develop a joint position statement on the outstanding issues in the LRA.	Lead: SDI RRI Coalition	Realizing Rights	\$50,000	
Outcome 2: Local communities in areas earmarked for expansion of concessions have knowledge of their rights and are better equipped to negotiate with investors.	Community by-laws, land use management plans, governance structures, and maps	Provide legal and technical support to communities in the Wologizi area.	Lead: GA ARD, NRWP, RRF	Realizing Rights	\$50,000	
	Training sessions	Provide legal and technical support to communities in Grand Kru.	Lead: SESDev ARD, FCI	Realizing Rights	\$50,000	
Outcome 3: Civil society organizations leverage participation in climate change initiatives to advocate for community tenure rights.	Consultations	Hold consultations with stakeholders on promoting women's leadership and participation in the REDD+ process and produce recommendations on the inclusion of women's tenure rights in REDD+.	Lead: FCI GA, NRWP, SDI	Gender Justice	\$30,000	
	Policy recommendations					
	Talking points					
	Advocacy strategy	Prepare key talking points for participation in and develop an advocacy strategy to promote community tenure rights in TFA2020, the RSPO, and the Oil Palm Working Group.	Lead: RRF RRI Coalition	Rights and Climate	\$20,000	
Outcome 4: Influential companies and investors begin to transform business practices and supply chains by adopting and supporting alternative models that prioritize community rights.	Pre-competitive Interlaken Group networks catalyzed in priority countries yield opportunities to engage with local and regional companies and investors.	Initiate Interlaken Group pre-competitive networks in Cameroon and Kenya, and scope at least two additional opportunities.	Lead: SAGE RRI Coalition	ATEMs		
Outcome 5: Governments in selected REDD+ countries accelerate the legal recognition and enforcement of forest land rights for Indigenous Peoples, local communities, and women, as enabling conditions for REDD+, sustainable livelihoods, and green growth.	Strategic road maps to accelerate community tenure reforms and minimize risks of reversals are produced.	In Liberia Rights and Climate will support Partners and Collaborators by providing technical assistance to enhance their comprehension and influence over national REDD+ processes, leading to the development of a strategic road map to engage government and donor-led REDD+ initiatives in the country.	Lead: SAGE RRI Coalition	Rights and Climate		
TOTAL					\$200,000	-

3. Risks and Mitigation Strategies

3.1. What are the risks that can impact the attainment of the main objective*?

1. The LRA's core provisions on customary rights may have been weakened during the revision process, which has been ongoing since 2014. Some provisions may be interpreted as legalizing land grabs, such as respecting existing concession contracts, classifying all Protected Areas as government land, and facilitating elite capture through tribal certificates.

2. External actors may drive the agenda of climate change initiatives and national programs to the detriment of community interests. Both REDD+ and TFA2020 have been criticized for being predominantly influenced by international conservation organizations. Similar critiques have been made of donor-driven outgrower schemes, which may outsource conflict from concessions to communities.

3. The REDD+ process in Liberia has not included a study on the country's main drivers of deforestation. Without this, the risk is greater that deforestation will be disproportionately attributed to community activities. As a consequence, REDD+ in Liberia may unfold without adequate considerations for community rights.

3.2 What mitigation strategies will you adopt to avoid, lessen or reduce the adverse impacts of such risks?

1. The Civil Society Working Group on Land Rights implements a comprehensive advocacy strategy to promote a pro-community LRA. The Working Group engages a diverse pool of constituencies; identifies and collaborates with key LRA supporters; and engages directly with lawmakers, including the Liberia Land Authority, to dispel misconceptions about community land rights and encourage progress.

2. There is robust civil society engagement and participation in climate change initiatives and other donor-driven processes. TFA2020 offers a new opportunity for multi-stakeholder discussions on emerging issues in the land and forest sectors, and civil society organizations can leverage participation in TFA2020 to advance the agenda of community rights.

3. Civil society organizations increase their knowledge of REDD+, define a stance on key issues in the process, and engage consistently with the National REDD+ Coordination Unit. Community ownership of the REDD+ process and the ability of civil society to influence its orientation are critical to ensuring full integration of local communities' land and forest rights in REDD+.

4. Implementing Organizations

Alliance for Rural Democracy (ARD): The Alliance for Rural Democracy consists of four constituencies—local communities, the informal sector, independent unions, and women's groups – and has community partners in all 15 of Liberia's counties. ARD focuses on economic, social, and cultural rights, and looks at issues related to corporate accountability, local entrepreneurs, and labor rights.

Foundation for Community Initiatives (FCI): Founded in Liberia in 2004, the Foundation for Community Initiatives builds the capacity of rural groups, especially women, in natural resources governance, sustainable forest management, and other issues affecting their livelihoods.

Green Advocates (GA): The Association of Environmental Lawyers of Liberia (Green Advocates) is Liberia's only not-for-profit public interest environmental law organization. Green Advocates aims to protect the environment by campaigning for stronger legislation and monitoring the implementation of existing regulation in this area; advance human rights by promoting sound environmental practices and upholding the claims of Liberia's rural communities; and empower the people of Liberia to participate in environmental decision making through the use of education campaigns and the provision of training activities.

Natural Resources Women's Platform (NRWP): The Natural Resources Women's Platform is a constituent of ARD but functions as an independent entity. NRWP focuses on raising awareness among women in local communities on Liberia's ongoing legal reforms, as well as building capacity with regard to climate change processes including REDD+.

Rights and Rice Foundation (RRF): The Rights and Rice Foundation is a non-governmental organization, established in 2007, with the overall aim of working for social justice and community empowerment in Liberia.

Social Entrepreneurs for Sustainable Development (SES-Dev): Social Entrepreneurs for Sustainable Development supports communities in concession areas in Grand Kru, Maryland, and Sinoe Counties. SESDev's work focuses on community governance and decision making.

Sustainable Development Institute (SDI): The Sustainable Development Institute (SDI) works to transform decision-making processes of natural resource management so the benefits are shared equally. SDI's work aims to create space for the participation of local communities in decision making processes on natural resources and to strengthen mechanisms to ensure that communities receive a fair share of the benefits derived from natural resource exploitation.

KENYA

1. Rationale for Engagement

The 2010 Constitution in Kenya launched a major reform of the country's land and forest sectors, recognizing the collective nature of land ownership (Art. 61) as well as community rights to customary and ancestral lands (Art. 63). On August 31, 2016, the Government of Kenya passed key laws on community tenure rights, most notably the Community Land Act (CLA) and the Forest Conservation and Management Act (FCMA).

RRI began engagement in Kenya by focusing on the tenure security of forest-dwelling communities through the Strategic Response Mechanism (SRM) in 2014 and 2015. 2016 saw more focused engagement, including an RRI-supported conference convened by the National Land Commission and an SRM that successfully restored community land titles to pastoralists. RRI's gradual entry into Kenya revealed the need for a thoughtful, comprehensive approach to future work. RRI has capitalized on the presence of RRI Partners in Kenya, including CIFOR, ICRAF, and FPP, to develop a strategy for engagement in 2017. There has been strong demand from various local actors for RRI's support, specifically to address the impacts of private investment on communities. Bridging gaps between key actors in Kenya's land and forest sectors, RRI will leverage relationships with multiple stakeholders—government, civil society, and community—to prioritize the voice of communities and to advance progress for the recognition of community rights.

The CLA provides a strategic opportunity to secure community land rights in Kenya. Local communities, including traditional forest dwellers, can obtain community land titles under the CLA's legal framework. Furthermore, the new law strengthens the position of local communities by requiring community consent for investment projects and instituting quorums for community representation in local land governance. By and large, stakeholders have accepted the CLA, and plan to push for inclusive and progressive regulations to address the law's shortcomings.

Some of the FCMA's gaps, particularly regarding community participation and benefit sharing, can be resolved through the issuance of strong implementing regulations, expected in 2017. Other more problematic legal issues must be addressed prior to implementation. Article 63 of Kenya's 2010 Constitution recognizes "ancestral lands and lands traditionally occupied by

hunter-gatherer communities" as "community land," yet the ancestral forests of many communities were gazetted as "public land" by the government prior to the new law. As a result, some have argued that these forests are ineligible for classification as "community forests" under the FCMA or for the more robust rights provided for community lands and forests by the CLA. Advocates plan to resolve this discrepancy by issuing a constitutional petition and continuing dialogues with the Ministry of Environment to define an amicable path toward realizing Article 63 for Kenya's forest-dwelling communities.

Meanwhile, Kenya continues to attract foreign direct investment, primarily for large infrastructure and energy projects, but conflicts and delays are common. Many international investors have committed to respect the FAO Voluntary Guidelines on the Responsible Governance of Tenure (VGGT) Guidelines and the UN Declaration on the Rights of Indigenous Peoples (UNDRIP). This provides unique leverage and a strategic opportunity, particularly for the development finance institutions (DFIs) active in Kenya. For this reason, the Interlaken Group will convene a pilot workshop on tenure risk in Kenya for key investors, in addition to developing analyses and tools to guide stakeholders facing tenure risk in Kenya.

2017 is an election year in Kenya, meaning that Parliament will be dissolved earlier than usual and government officials are likely to focus on campaigns for re-election. This aside, the coming year is a pivotal one for civil society organizations and communities to set the stage for drafting regulations for the CLA and the FCMA. The Civil Society Working Group on Community Land is conducting an analysis of gaps in the CLA and defining an agenda for the draft CLA regulations, working in collaboration with the Ministry of Land. In 2017, RRI will add value to this process by strengthening the position of civil society to inform the development of regulations for the FCMA, and by supporting the Katiba Institute to review Kenya's land laws, assess their compliance with the 2010 Constitution, and provide guidance to communities. Similarly, with RRI's support, traditional forest dwellers will map, register, and document their land claims to obtain community land titles, while leveraging the legitimacy of the Constitution through legal action. RRI's interventions in Kenya throughout the coming year aim to achieve national impact by positioning local communities and Indigenous Peoples to drive the agenda in the country's land and forest sectors.

2. Kenya Work Plan

Main Objective

In 2017, civil society organizations draft new regulations in collaboration with government agencies for the Community Land Act and the Forest Conservation and Management Act that respect and secure customary tenure rights, and investors make commitments to respect community land rights.

EXPECTED OUTCOMES	OUTPUTS	PLANNED ACTIVITIES	IMPLEMENTING ORGANIZATIONS	THEME	TOTAL BUDGET	UNFUNDED BUDGET
Outcome 1: Local communities utilize the legal framework of the 2016 Community Land Act (CLA) to strengthen their customary land rights.	Maps of community lands	Support communities to conduct mapping of their customary lands, register their land claims, and apply for community land titles	Lead: FPP FIPN, Katiba Institute	Realizing Rights	\$50,000	\$70,000
	Documentation of registration					
	Applications for community land titles	Conduct a legal audit of Kenya's land laws and policies and provide relevant guidance to local communities	Lead: Katiba Institute Independent Expert (Liz Alden Wiley)	Realizing Rights	\$40,000	\$40,000
Outcome 2: Legal action to address provisions in the FCMA prompts a constructive dialogue on the law's compliance with Kenya's 2010 Constitution.	Constitutional petition	File legal proceedings to align the Forest Conservation and Management Act with the 2010 Kenya Constitution	Lead: Katiba Institute FIPN	Realizing Rights	\$60,000	\$48,000
Outcome 3: Civil society and community-based organizations influence the development of pro-community regulations for the Forest Conservation and Management Act (FCMA).	Draft regulations for the FCMA	Develop regulations for the FCMA that strengthen community representation and participation in conservation and sustainable forest management	Lead: CIFOR and NACOPA FIPN, Katiba Institute	Realizing Rights	\$70,000	\$223,800
Outcome 4: Influential companies and investors begin to transform business practices and supply chains by adopting and supporting alternative models that prioritize community rights.	Pre-competitive Interlaken Group networks catalyzed in priority countries yield opportunities to engage with local and regional companies and investors	Initiate Interlaken Group pre-competitive networks in Cameroon and Kenya, and scope at least two additional opportunities	Lead: SAGE RRI Coalition	ATEMs		
	Strategic analysis, tools, and technical assistance made available to companies, investors, communities and governments facing land tenure problems.	Develop baseline analyses, guidance, and technical support in response to IG guidance and learning as it engages in priority countries and globally	Lead: SAGE RRI Coalition	ATEMs		
TOTAL					\$220,000	\$381,800

3. Risks and Mitigation Strategies

3.1. What are the risks that can impact the attainment of the main objective?

1. The Government of Kenya has not yet established a timeline or assigned a budget for the implementation of the CLA, which may delay progress, leaving community land vulnerable in the interim. Additionally, the 2017 elections in Kenya risk politicizing the implementation of the CLA.
2. Civil society organizations have taken a proactive stance to drive the process of regulating and implementing Kenya's new land and forest laws. However, there is a risk that the Government of Kenya will not exhibit buy-in for civil society and communities' proposals, in turn creating parallel but divergent processes that are unaligned on key issues.
3. Securing the rights of Kenya's traditional forest dwellers may be inhibited by a low level of understanding for their situation, currently and historically. The judiciary may ascribe to the narrative that forest-dwelling communities should be evicted from their land and duly compensated. If the situation remains unresolved, traditional forest-dwellers risk facing continued evictions.

3.2 What mitigation strategies will you adopt to avoid, lessen or reduce the adverse impacts of such risks?

1. Communities and community-based organizations are supported to drive processes as active agents, rather than to participate passively. Working directly with local actors ensures that communities have ownership over national processes. Community-based organizations will play a central role in drafting land and forest regulations to ensure the robust integration of community interests.
2. Civil society organizations, communities, and Indigenous Peoples gain buy-in from government by emphasizing collaboration in their advocacy efforts. For example, traditional forest dwellers plan to continue constructive dialogues with the Ministry of Environment on defining an amicable path toward realizing constitutional protections for customary land claims. Similarly, NACOFA plans to involve the Kenya Forest Service, Ministry of Environment, and different county governments throughout the drafting of regulations.
3. The 2010 Kenya Constitution is widely supported in the country, and using constitutional arguments to support the case of traditional forest-dwellers will reduce the risk of alienating certain groups while curtailing the practice of evictions. Communities will map, register, and document their customary land claims to obtain titles, providing an additional layer of security for their tenure rights.

4. Implementing Organizations

Center for International Forestry Research (CIFOR):

The Center for International Forestry Research is a non-profit, scientific facility that conducts research on the most pressing challenges of forest and landscape management around the world. CIFOR uses a global, multidisciplinary approach and aims to improve human well-being, protect the environment, and increase equity. CIFOR supports policymakers, practitioners, and communities to make decisions based on solid science about how they use and manage their forests and landscapes.

Forest Indigenous Peoples' Network (FIPN): The Forest Indigenous Peoples Network brings together forest-dwelling communities from across Kenya to support each other in ensuring that their forestlands are protected and conserved according to their traditional bylaws. FIPN includes six traditional forest-dwelling communities in Kenya, including the Aweer of Boni forests, Sengwer of

Cherangani Hills, Ogiek of Mt. Elgon, Ogiek of Mau, Yiuaku of Mugogodo forests, and the Sanye of Lamu County.

Forest Peoples Programme: Founded in 1990, Forest Peoples Programme supports Indigenous Peoples' struggles to defend their lands and livelihoods. Through advocacy, practical projects, and capacity building, FPP supports forest peoples to deal directly with the outside powers, regionally, nationally, and internationally that shape their lives and futures. FPP works with forest peoples in South America, Africa, and Asia, to help them secure their rights, build up their own organizations and negotiate with governments and companies as to how economic development and conservation are best achieved on their lands.

Katiba Institute (KI): Based in Nairobi, Kenya, the Katiba Institute was established in 2011 to promote knowledge and studies of constitutionalism and to facilitate the implementation of Kenya's new constitution. The principal objective of KI is to achieve social transformation through the constitution. KI works on diverse areas of the constitution including issues of leadership and integrity, human rights, devolution, gender and electoral issues to appropriation of land and evictions of Indigenous People and other long term settlers and protection against illegality and harassment by the police, facilitating public participation.

National Alliance of Community Forest Associations (NACOFA): The National Alliance of Community Forest Associations is a network of Community Forest Associations in Kenya that advocates for empowerment, recognition, and active involvement of communities in forest management.

World Agroforestry Centre (ICRAF): The World Agroforestry Centre is a CGIAR Consortium Research Centre headquartered in Nairobi, Kenya. ICRAF's mission is to generate science-based knowledge about the diverse benefits—both direct and indirect—of agroforestry, or trees in farming systems and landscapes, and to disseminate this knowledge to develop policy options and promote policies and practices that improve livelihoods and benefit the environment.

Asia Work Plan

1. Rationale for Engagement

Asia, as a region, has the largest number of Indigenous Peoples and local communities whose land and forest rights have not been recognized. It also has some of the highest rates of deforestation and number of people living in poverty in the world. In many countries in Asia, the large-scale transfers of land for agribusiness, logging, mineral concessions, and other investment and infrastructure projects, continues to pose a threat to the recognition of customary and community rights as well as violate local peoples' human rights and prevent effective resource protection. The increasing trade and investment integration in the region constitute both threats and opportunities for the rights agenda.

Within the region, a number of countries offer major opportunities, with some on the cusp of transformative change in the context of the rights agenda and the number of people affected. India's Forest Rights Act (FRA) is potentially the largest land reform (with almost 200 million forest dwellers potentially benefitted) in that country's history and the largest such effort currently ongoing in the world. Indonesia remains the global hotspot for deforestation, forest-linked carbon emission, and non-recognition of indigenous rights, with a potential game changing Indigenous Forest Rights Law in the offing. Indonesia has also become a FLEGT country, creating space for IPs and local communities in monitoring and governing forests. Civil Society in Nepal, after getting collective and IP rights mentioned in the new Constitution, is now fighting for a new Forest Rights Law that will finally provide effective legal recognition to IP and local community rights over Nepal's forests. To seize these opportunities, RRI will continue to work directly with its Partners and Collaborators in the three countries of India, Indonesia, and Nepal through the annual planning cycle.

China, Myanmar, Malaysia, Cambodia, Vietnam, Philippines and Bangladesh, also, offer opportunities for RRI intervention. RRI Partners and Collaborators remain active in these countries. RRI remains engaged with the situation in China through its relationship with Peking University, and has responded to demands for interventions through the Strategic Response Mechanism (SRM) in the Philippines and Cambodia. The SRM continues to be available for Partners and Collaborators in all the countries in the region.

Myanmar's fast-evolving forest and land rights situation is a key area of interest, with a number of Partners, including Forest Trends, and RECOFTC, deeply engaged in land and forest rights issues. RRI will explore how to support Partners' efforts to facilitate the creation of rights-based resource governance policies, laws, and regulations in Myanmar.

Due to funding constraints, formal regional planning was not undertaken in 2016. There are a number of cross-cutting issues across the region prioritized by Partners and Collaborators. These include the common threat of agribusiness and the corporate sector to resource rights and human rights, and the critical issue of gender and collective rights. RRI has been supporting the Annual Conference on Human Rights and Agribusiness in the ASEAN region. The 2017 Conference will be organized by FPP and the National Human Rights Commission of Indonesia (KomnasHam) and, importantly, is expected to bring together the National Human Rights Commissions of ASEAN Countries, CSOs, IP movements, and key corporate sector actors in the region. Due to funding constraints, RRI is unable to budget for the Annual Conference, and therefore this critical activity remains unfunded in the work plan.

RRI will also support and facilitate the Interlaken Group's engagement with local and regional investors on land rights issues in the region, specifically in Indonesia, Cambodia, and potentially Myanmar. This activity will be funded by the SAGE Program under the ATEMs budget in the work plan.

A second initiative at the regional level is regional co-ordination on Gender and Tenure, with leaders like Joan Carling, Vicky Tauli-Corpuz, Nonette Royo, and Madhu Sarin anchoring this regional process. A part of the budget for the meeting is provided for in the gender justice budget under SAGE (\$10,000). Half of the budget for the meeting (\$10,000) remains unfunded in the work plan.

2. Asia Regional Work Plan

Main Objective: Region

Ensure regional coordination on the Collective Land and Forest Tenure Agenda with special focus on agribusiness, human rights, and gender issues.

[illegible]

2. Asia Program Budget 2017

Summary		
	FUNDED	UNFUNDED
Regional	–	\$50,000
Indonesia	\$270,000	\$165,000
India	\$360,000	\$292,000
Nepal	\$100,000	\$60,000
Facilitation	\$120,000	
Planning	\$15,000	
Travel	\$50,000	
TOTAL	\$915,000	\$567,000

Above totals correspond to RRG Board-approved Program Allocation and do not include RRG staff time, which is covered under RRG Core Allocation. Budget in Table 5 includes RRG staff time.

INDONESIA

1. Rationale for Engagement

During 2016, the RRI Coalition Partners and Collaborators (Tenure Coalition members listed in section 4) have contributed to several achievements in *adat* (customary) forests recognition (several regional regulations (PerDa) issued/in preparation); the agrarian reform agenda (consolidated agrarian reform strategy worked out with Presidential Office); the economic empowerment of community forestry holders (coffee producers in HKM Bengkulu); the fight against criminalization (emergency fund to assist victims); engagement with the private sector (to implement human rights and business principles); and engagement with the security sectors (training for police on human rights and land conflicts).

However, in terms of tenure rights recognition, little has been achieved. The proposed National Law on Indigenous Peoples Rights (PPMHA) has not passed and the Indigenous People's Task Force (*adat satgas*) has not been finalized or implemented. Three years after the landmark Constitutional Court Judgment (MK35) on the *adat* forests, not a single final recognition of *adat* forests as per the judgement has taken place. The conflict resolution mechanisms developed by the government have been largely ineffective, due to a lack of coordination between ministries and poor drafting of regulations. In addition, there have been worrying developments with direct effects on the tenure rights of IPs and local communities. These include a strong push by the government for a massive infrastructures development plan, the creation of a pro-investment and pro-business regulatory framework, and the adoption of new presidential eco-tourism development policies, without paying attention to the unsettled issue of land and forest rights. Simultaneously, there is increased criminalization of *adat*/local communities defending their lands accompanied with increasing impunity for corporate and security personnel, leading to even more conflicts and disposessions on the ground.

In view of the above, the Tenure Coalition deemed it necessary to take stock of the current stalemate and stimulate new collective action by governments, CSOs, and grassroots organizations to ensure tenure justice for IPs and local communities. To achieve this objective, the Coalition has decided to collectively organize a Lombok

+6 Conference. The original Lombok Conference held in 2011 was a critical watershed event, as it brought the Ministry of Forestry on board to the tenure reforms agenda and led to the creation of a common Roadmap for forest tenure reform. Five years later, although several of the roadmap targets have been achieved (with new institutions, regulations, and better positioning of CSO within the system), the actual realization of the local and *adat* communities' tenure rights envisaged in the roadmap remain largely unachieved.

By holding a Lombok +6 Conference, the Coalition seeks to leverage its strength as a collective through coordinated action to reduce the gap in rights implementation and realization and achieve productive engagement on an updated roadmap. Building on the engagement of Partners and Collaborators, the approach is twofold:

- Addressing the gap between commitments and implementation: gather evidence to demonstrate government policy and procedural inconsistencies, and examine budget allocations, institutional set-up, contradicting policies/regulations, and limited operationalization.
- Featuring best practices to be scaled-up: build on P&C and communities' experiences and best practices.

The preparation process will include improving internal functioning of the Coalition; reviewing and updating the Lombok Roadmap; developing counter-narratives based on evidence (research), and featuring best practices (on key themes).

In addition to the Lombok+6 Conference, RRI will continue to strategically collaborate on advocacy and awareness-raising efforts as well as gather documentation and analyze evidence on the national recognition of *adat* communities, effective implementation of agrarian reform, engagement with private sector and security on the ground in high-conflict areas, economic empowerment of community forest enterprises, and contribution to climate change programs.

2. Indonesia Work Plan

Main Objective

Catalyze new action on land and forest tenure recognition by holding a Lombok + 6 Conference to address the realization gap and achieve productive engagement on an updated roadmap.

EXPECTED OUTCOMES	OUTPUTS	PLANNED ACTIVITIES	IMPLEMENTING ORGANIZATIONS	THEME	PLANNED INPUTS/ BUDGET	UNFUNDED BUDGET
The implementation gap in the tenure agenda is documented and addressed through productive engagement by government, private sector, and civil society joint endorsement of an updated roadmap.	Output 1: Interactive visual maps demonstrating the percentage and hectareage returned to communities, demarcating the areas that were granted as business entities and conflict areas	Activity 1: Review and complete Lombok Conference Roadmap reflecting the Coalition's consolidated position on tenure agenda	RRI Indonesia Tenure Coalition	Realizing Rights	\$30,000	
	Output 2: Updated Lombok Conference roadmap					
	Output 3: Tools, briefs, and maps are produced in order to strengthen discussions in the Lombok Conference as well as provide examples of best practices	Activity 2: Campaign and collaborate with local, regional, and national government to achieve recognition of <i>adat</i> forests	HuMa	Rights and Climate	\$30,000	\$10,000
		Activity 3: Promote economic empowerment in community forestry as a valuable alternative for local economic development	AKAR Safrir	ATEMs	\$30,000	
		Activity 4: Land tenure- related conflict database and mapping	TBD	ATEMs, Realizing Rights	\$20,000	
		Activity 5: Ensure agrarian reform process by defining land to be redistributed and act against criminalization	KPA	Realizing Rights	\$30,000	\$20,000
		Activity 6: Promote human rights/ADR approach among private sector and security sector operating in the context of forest and land conflicts	AsM HAK Foundation	ATEMs, Realizing Rights	\$30,000	\$10,000
	Output 4: Support is mobilized from donor community and Indonesian government Output 5: Lombok +6 Conference successfully held	Activity 7: Conduct Lombok +6 Conference	Samdhana RRI Tenure Coalition RRG	Rights and Climate, Realizing Rights, Gender Justice	\$100,000	\$110,000
Learnings on linking forest rights-based CFEs with economic and political empowerment of women's groups	Output 6: Evidence of Improved political and economic status of women Output 7: Sharable print and multimedia outcomes from documentation of the process leading to empowerment of women Output 8: Women friendly Forest Management Models and learnings for a global and national audience	Activity 8: Facilitate women's participation in forest management to achieve agroforestry in community forests in Bengkulu, Sumatra, Indonesia.	AKAR	Gender Justice		\$25,000
TOTAL					\$270,000	\$175,000

3. Risks and Mitigation Strategies

3.1. What are the risks that can impact the attainment of the main objective*?

- a. Inability to mobilize adequate funding for the Lombok + Conference: RRI will contribute a small part of the conference budget; therefore, there is a need for joint sponsorship and increased collaboration from the government, aid agencies, and other international organizations.
- b. Competitive agendas within RRI Coalition: a collective action requires a common vision and shared priorities. Considering the different avenues followed by Coalition members to advance tenure rights agendas, there is a need to reconcile these so as to be reflected in the updated Roadmap to be proposed and shared at the conference.
- c. Entrenched interests within the National Assembly and bureaucracy: this can slow down, divert or even block the reform process. For instance, land redistribution is being used to legalize the assets of trans-migrants and could even replace corporate obligation to provide land to communities under the “plasma obligation” in concessions’ agreements.
- d. Lack of support by private sector and security sector: nationalistic narratives can be used to oppose adat communities’ recognition, which can be perceived as a risk to state unity. Mid-sized, locally-owned corporations are resisting environmental and social regulations perceived as obstacles to their business interests.
- e. Ego-sectionalism (or lack of cooperation) of various Ministries and State agencies: one of the obstacles so far has been an inability to foster constructive cooperation between various ministries and state agencies to achieve progress on the tenure agenda. A risk is that this conference fails to bring all relevant partners on board due to continued ego-sectionalism.

3.2. What are the mitigation strategies?

- a. The Coalition will mobilize the Partner and Collaborator network to donors’ communities and work together with ILC to mobilize the necessary funding.
- b. The Coalition will set up information and cooperation mechanisms, map organizations working on tenure and respective roles, and work on an internal strategy to strengthen joint positioning.
- c. Targeted actions will be supported as part of this workplan to address this specific challenge (under activity 2 and 4 in particular).
- d. Specific action taken under activity 5 is aimed at building a commitment among leading companies and garnering support from high-ranking police officers.
- e. Strategic negotiations will have to be conducted with relevant ministries and agencies so as to build common ownership for this event. The role of the Presidential Office might also be instrumental in bringing everyone on board.

4. Implementing Organizations

The Tenure Coalition in Indonesia works to secure forest and natural resource rights for local and indigenous communities, focusing on various agendas such as the recognition of indigenous forest areas based on the Constitutional Court Decision MK 35, effective implementation of the social forestry target of 12.7 million ha under community management by 2019, the achievement of the land redistribution objective under the agrarian reform agenda, the empowerment of local and adat communities to protect their rights on land and natural resources, and the engagement with private sector and security sector to respect human rights in agrarian conflicts context. The Tenure Coalition in Indonesia includes the following RRI coalition members:

Samdhana Institute: a community of fellows who, after learning from farmers and Indigenous Peoples, are committed to inter-generational and universal values of nurturing people, nature, and culture.

The World Agroforestry Centre (ICRAF): The World Agroforestry Centre generates knowledge about the complex role of trees in agricultural systems and their effects on livelihoods and the environment, and fosters use of this knowledge to influence decisions and practices that impact the poor.

The Centre for International Forestry Research (CIFOR): The Centre for International Forestry Research is a non-profit, scientific facility that conducts research on the most pressing challenges of forest and landscape management around the world.

The Centre for People and Forests (RECOFTC): The Centre for People and Forests is an international not-for-profit organization advocating for the increased involvement of local communities in the equitable and ecologically sustainable management of forest landscapes.

Forest Peoples Program (FPP): Forest Peoples Program (FPP) advocates for an alternative view of how forests should be managed and controlled, respecting peoples' rights.

And numerous additional Collaborators, including:

Aliansi Masyarakat Adat Nusantara (AMAN) and BRWA: The Indigenous Peoples Alliance of the Archipelago consist of 2,279 member communities, and three sister organizations representing indigenous women, youth, and lawyers. AMAN set up the Agency to Register Adat Territories/BRWA. Together with JKPP, BRWA is promoting participatory mapping of adat territories.

Konsorsium Pembaruan Agraria (KPA): Consortium for Agrarian Reform is built to fight for the realization of a fair agrarian system, and guarantee the balanced spread of agrarian resources for the Indonesian people. KPA is acting as the coordinator for the Agrarian Reform National Coalition/KNPA.

Epistema Institute: encourages learning about law, society, and the environment in order to support the movement toward the establishment of a national legal system that is based on democratic values, social justice and the environment, as well as cultural pluralism.

HuMa: is a non-governmental organization working on law reform in the field of natural resources.

Sajogyo Institute: an independent non-profit institute engaged in research, education and training, and policy advocacy to achieve the ideals of agrarian justice, independence of the villages, and the sovereignty of the citizens of Indonesia.

SAFIR and AsM Law Offices: Law offices acting as facilitators and advocates for the rights of indigenous and local communities throughout Indonesia.

AKAR Foundation: a non-profit and non-political organization aimed at strengthening peoples' participate in achieving development rooted in social justice. Akar works on policy advocacy, agrarian reform, empowerment of IP communities and economic foundation.

HAK Foundation: promotes justice in development process by enhancing respect of basic rights through laws and regulations understanding and enforcement, so as to ensure that various interests are better balanced.

INDIA

1. Rationale for Engagement

India's Forest Rights Act (FRA) represents a transformative instrument for empowerment, development, and conservation, as its full implementation will recognize community tenure for around 200 million tribal and forest-dwelling peoples in 170,000 villages over at least 35 million hectares of forest land. Though only 3 percent of the potential of the FRA has been realized to date, it is already the largest land reform in India's history, and potentially the most powerful means for alleviating deep and persistent poverty in forested areas of India. In the few cases where the FRA has been effectively implemented, rights recognition has led to enhanced livelihoods, reduced poverty, and better community-led conservation of forests and biodiversity. The FRA also has the potential to reduce persistent conflicts and extremism arising out of land-related contestation.

However, the implementation of the Forest Rights Act has been extremely poor relative to its potential. Poor implementation of FRA is an outcome of a lack of political will at the national and state levels; strong and sustained opposition from entrenched forest bureaucracy seeking to forestall democratic accountability through FRA; and opposition to the community consent clause in FRA by powerful corporate sector actors. At the same time, lack of secure land and forest tenure has led to increasing conflict over land required for infrastructure and industrial and developmental activities; an RRI-supported study of 289 land conflicts reveals more than 3 million people affected and investments worth \$190 billion at risk. Lack of secure tenure will also mean that the billions of dollars being channeled by India for afforestation and forest restoration through the inefficient forest bureaucracy will likely fail to achieve their impacts.

Given the immense potential of FRA for empowerment, development, conservation, and conflict amelioration, RRI has identified community forest rights recognition through FRA as a core priority. In the last three years, RRI has built unique credibility in India through its evidence-based analyses; facilitated successful, scalable models for community forest rights recognition; and helped convene a critical mass of CSOs, grassroots groups, and other advocates to support the Forest Rights Act. RRI is now catalyzing FRA implementation in six states through direct support, up from one in 2015. RRI has also managed to convene government, CSOs, and corporate actors on the issue of secure tenure, land conflicts, and investments. RRI is in the unique position to be able to dialogue with movements, CSOs, government, and the private sector on the issue of rights, even though the larger civil society spaces have shrunk rapidly in India. This has created immense demand for RRI's role in India.

In 2017, RRI will seek to capitalize on the emergent opportunities to ensure that the transformative potential of the FRA is reached through a four-pronged, strategic approach:

I) Generating evidence-based analyses linking lack of land and forest rights to stalled investments, India's climate change strategy, and effective conservation and restoration of ecological infrastructure. The strategic research and analysis on the Land Conflict Watch database, stalled investments and land tenure, and climate change will be continued, while new research on forestry plantations and forest rights will be launched. RRI will continue to monitor the implementation of the FRA and provide inputs to policy makers.

II) Fostering political buy-in of FRA and counter opposition: The evidence-based analysis will be shared with carefully targeted messaging to ensure policy impact and political support for the FRA. Media campaigns, convening, and grassroots mobilizations will be used for effective policy advocacy at national and state levels, with special efforts to reach out to elected representatives. RRI will continue its engagement to counter the legal challenges to the FRA in courts while ensuring that legal initiatives to uphold the law are supported.

III) Facilitating scaling up of FRA implementation: RRI will continue to provide direct support to grassroots level implementation of the FRA, complementing a larger national network of civil society organizations focused on this issue. RRI Collaborators instigated 1,100 Community Forestry Rights (CFR) claims in 2016 and aim for 4,000 more in 2017. Over the past years, RRI and Vasundhara's methodology has been widely adopted by district and state governments and civil society organizations as an effective way towards community rights recognition. RRI will focus on using its own limited resources to catalyze larger investments by state agencies for FRA implementation. The success of the piloting of rights recognition will be leveraged through information sharing, exposure visits, and media campaigns to obtain political support for FRA.

IV) Continued capacity building of resource organizations, CSOs, and state actors for FRA implementation: Training other actors to implement the methodology is a key path to scale. This will be carried out through scaled up trainings, convening and workshops, exchange visits, etc. Both national level (CFR-LA) and state level coalitions (Odisha, Jharkhand, Chhattisgarh, Rajasthan) around the FRA will be supported and strengthened. In 2016, RRI trained 2,485 key actors. In 2017, RRI aims to train an additional 4,000.

RRI's aim is to scale up investments over the next two years, which will set in motion a critical mass of actions that will lead to the full implementation of the FRA within the next five years.

2. India Work Plan

Main Objective

The main objective of RRI support and intervention in 2017 is substantial scale up of community forest rights recognition in six states through effective implementation of the FRA, as well as political buy-in for community land and forest tenure rights reforms by leading state and national government institutions, private sector companies, and development agencies.

EXPECTED OUTCOMES	OUTPUTS	PLANNED ACTIVITIES	IMPLEMENTING ORGANIZATIONS	THEME	PLANNED INPUTS/ BUDGET	UNFUNDED BUDGET
Counter legal challenges to FRA and ensure that the law is upheld through legal interventions.	<p>Output 1.1: Regular reporting on high-level court cases, rulings, and judgements</p> <p>Output 1.2: Legal support provided to advocates arguing cases and utilizing strategies for the recognition and protection of communities' land, forest, and resource rights</p> <p>Output 1.3: High Court/ District Court Lawyers convening for effective legal support to FRA</p>	Activity 1: Monitor ongoing high-level court cases related to land, forests, and natural resources, and provide support for grassroots legal advocates	TBD	Realizing Rights	\$40,000	\$10,000
Local forest communities across India secure forest and land rights recognition, and attain titles for their customary lands and forests under India's Forest Rights Act of 2006.	Output 2: Effective rights recognition under FRA across India	Activity 2: Provide support to grassroots organizations for FRA implementation and community rights recognition	Vasundhara, AIPP, JVAM, TBD	Realizing Rights	\$180,000	\$180,000
Relevant district and state level government actors and civil society organizations actively promote and thereby rapidly scale up FRA implementation.	<p>Output 3.1: Trainings and workshops in order to facilitate more effective implementation of the Forest Rights Act</p> <p>Output 3.2: Guidance and inputs to district and state level functionaries, CSOs, and grassroots organizations for effective implementation of FRA</p>	<p>Activity 3: Trainings and workshops on FRA.</p> <p>Consultations and meetings with state actors, CSOs, and grassroots organisations to provide inputs and support on FRA.</p>	TISS, Niti Aayog, Consultants	Realizing Rights	\$40,000	\$20,000
Government, corporate, and civil society support for community land and forest rights is	Output 4.1: Updated land conflict database, map, and analysis	Activity 4: Updated compilation and analysis of land conflict data across India	TBD	ATEMs/ Realizing Rights	\$88,000	\$82,000

2. India Work Plan (continued)

EXPECTED OUTCOMES	OUTPUTS	PLANNED ACTIVITIES	IMPLEMENTING ORGANIZATIONS	THEME	PLANNED INPUTS/ BUDGET	UNFUNDED BUDGET
generated through evidence-based research, analyses, and data.	Output 4.2: Updated stalled investment database and analysis	Activity 5: Updated compilation and analysis of stalled investment projects and non-performing assets		ATEMs		
	Output 5.1: Database and analysis of plantations in India	Activity 6: Creation and analysis of database on plantations and compensatory afforestation programs		Rights and Climate/ Realizing Rights		
	Output 5.2: Study reports and release events	Activity 7: Support to Niti Aayog on Forest Rights Recognition		Realizing Rights		
		Activity 8: Strategic Release of studies	TBD	Realizing Rights		
RRI strategy is led by most informed and credible actors.	Output 6: Proceedings and recommendations from Advisory Group Meetings	Activity 9: Meetings with India Advisory Group	RRI Tenure Coalition	Realizing Rights	\$12,000	
TOTAL					\$360,000	\$292,000

3. Risks and Mitigation Strategies

Engaging with vested bureaucratic interests and authorities in India is fraught with complexities. Powerful forest officials, conservation, and development lobbies have impeded rights recognition and continue to undermine FRA and forest rights recognition. India's national leadership is focused on projects and investments and efforts by communities to seek democratic accountability through the consent provisions of the FRA is perceived as being anti-development and anti-investment. The Indian Government has clamped down on civil society actors and has been discouraging rights-based discourses to the extent that donor support to CSOs for FRA implementation has almost dried up.

RRI has sought to address these challenges by trying to work with the government and to get prestigious corporate sector, international agencies, and academic institutions on board. For example, RRI has sought to open space for the sensitive topic of land conflicts and investments by co-convening the November 16th Workshop on Analyzing Land Conflict and Investment Risks in India with FAO, Indian

School of Business (ISB), and Tata Institute of Social Sciences (TISS); while ensuring participation from the Prime Minister's Office and the Ministry of Environment and Forest, Ministry of Home Affairs, and Ministry of Tribal Affairs. Continued targeted interventions at the grassroots, policy, and advocacy levels also seek to address these risks. RRI works closely with government agencies at the district, state, and central level. Continued implementation of the FRA will display further examples of the benefits of rights recognition, including in addressing internal security. Lastly, further generation of analyses and data-focused reports will provide the hard evidence to shift larger narratives on land tenure rights in the context of development, investment, climate change, and conflict in India.

4. Implementing Organizations

RRI India Tenure Coalition is a coalition comprised of various civil society organisations and individuals that are working together to secure legitimate forest and natural resource rights for local communities and indigenous communities by working in tandem on promoting the implementation of the Forest Rights Act (FRA), and by advocating for transparent and accessible legislation on land rights. The India Tenure Coalition includes:

Vasundhara: A research and policy advocacy group that works on environment conservation and sustainable livelihood issues, with a focus on community forestry, working across the state of Odisha.

Sahjeevan: An organization that works closely with local communities on issues surrounding pastoralism, water, biodiversity, and Urban issues; and has established specialized units for each core issue. Sahjeevan works across the state of Gujarat with pastoral communities, particularly in Kutch, which has its own unique ecosystems and socio-cultural complexities.

Environics Trust: An organization that is working to evolve innovative and evidence-based solutions to the problems of community development that respond to the diversity and complexity of specific eco-systems and socio-political-cultural environments.

Jharkhand Van Adhikaar Manch (JVAM): A platform of 17 civil organisations working in the state of Jharkhand. The main objective of JVAM is to ensure the correct implementation of The Scheduled Tribes and Other Traditional Forest Dwellers (Recognition of Forest Rights) Act, 2006, so as to protect the rights of forest-dependent tribal communities and other traditional forest dwellers, and bring about a new paradigm of forest governance through the active participation of forest-dependent communities.

Tata Institute of Social Sciences (TISS): A higher education institution that continually responds to changing social realities through the development and application of knowledge, towards creating a people-centred, ecologically sustainable and just society that promotes and protects dignity, equality, social justice and human rights for all.

The Community Forest Rights-Learning and Advocacy (CFR-LA): process was started in 2011 to facilitate exchange of information and experiences and reinforce national level efforts for evidence-based advocacy on Community Forest Rights (CFRs) under the Scheduled Tribes and Other Traditional Forest Dwellers (Recognition of Forest Rights) Act, aka the Forest Rights Act, 2006. This process involves organizations and individuals working at local, national and international levels on facilitating and/or understanding CFRs.

NEPAL

1. Rationale for Engagement

Nepal's existing forest laws provide an extremely limited framework for the claims for rights and jurisdiction over Nepal's forests by IPs and forest communities. The community forestry groups led by FECOFUN and the IP groups (led by NEFIN) made a sustained effort during 2014 to get community and indigenous rights into the new Constitution promulgated in 2015. The new Constitution provides an indirect reference to the primacy of local claims over natural resources, without providing explicit rights. To obtain clear legal rights over forests, a new Forest Rights law is required.

A major achievement of the RRI Coalition in 2016 was the coming together of diverse constituencies and potential right holders in Nepal's forests—local communities, Dalits, women, ethnic minorities and Indigenous Peoples—to mobilize for a new Forest Rights Law in Nepal. In this context RRI facilitated the creation of a Forest Rights Coordination Group to conduct consultations with various grassroots constituencies, including local forest communities, Indigenous Peoples, women, Dalits, and Madheshis on what rights

should be secured in a new Forest Rights Law. Following prolonged consultations and negotiations, these diverse rights holders have drawn up a common position paper on what rights should be secured in a new Forest Rights Law that would meet the needs of all constituents. This is a unique and powerful moment as organizations and groups representing more than 50 percent of Nepal's population have committed to supporting a common demand for a new Forest Rights Law based on agreed principles.

Based on the common position paper, the Coalition shall draft a new Forest Rights Law in consultation with legal experts, sensitize parliamentarians and policymakers on the importance of such a law, and begin advocacy campaigns to push for its passing. In 2017, the Coalition expects to engage with the Parliament and the political parties at all scales to ensure that the new Forest Rights Law is enacted and thereby successfully secures the community land, forest, carbon, and resource rights of local communities, Dalits, women, ethnic minorities and Indigenous Peoples in Nepal.

2. Nepal Work Plan

Main Objective

The main objective for Nepal in 2017 is to ensure the passage of the Forest Rights Law, in alignment with the new Nepali Constitution, which will recognize the forest, carbon and land rights of local communities, Dalits, women, ethnic minorities and Indigenous Peoples; and will create spaces for pro-poor community led governance of forest resources for development, poverty alleviation and ecological security of the local communities.

EXPECTED OUTCOMES	OUTPUTS	PLANNED ACTIVITIES	IMPLEMENTING ORGANIZATIONS	THEME	PLANNED INPUTS/ BUDGET	UNFUNDED BUDGET
The Forest Rights Law is passed and supports secure land, forest, resource and carbon rights, and includes provisions for management responsibilities to be vested in IPs, local communities, Dalits, women, and Madheshis.	Output 1.1: Regular meetings to ensure technical support and to strengthen advocacy efforts for the Forest Rights Law	Activity 1: Convene the alliance of rights-holders groups and organizations	RRI Nepal Tenure Coalition	Realizing Rights	\$28,000	
		Activity 2: Conduct workshops, trainings and panels				
	Output 1.2: Joint position paper, and publications on the processes of the Forest Rights Law	Activity 3: Hold regular meetings of the RRI Nepal Tenure Coalition to facilitate joint strategizing				
	Output 2.1: Multi-stake holder dialogues, SMS campaigns, public hearings and rallies.	Activity 4: Design and implement an advocacy campaign				
	Output 2.2: Distribution of advocacy materials	Activity 5 :Conduct evidence-based analysis and disseminate the results at the local and national level	RRI Nepal Tenure Coalition		\$48,000	\$40,000
	Output 2.3: Position paper policy briefs					
	Output 2.4: Advocacy campaign around local and national elections					
Evidence-based analysis linking forest rights with climate change and development (through community forest enterprise) to generate support amongst political leadership and officials for Forest Rights Law.	Output 3: Study reports, position papers, policy brief and documentation of best practices	Activity 6: Generation and distribution of a collection of ‘Best Practices for Community Forestry Enterprises’ report	RRI Nepal Tenure Coalition	ATEMs	\$24,000	\$20,000
		Activity 7: Conduct an analysis of climate change programs and policies and best practices to achieve climate change mitigation	RRI Nepal Tenure Coalition	Rights and Climate		

3. Risks and Mitigation Strategies

One risk is that the draft Forest Rights Law will not receive ample political support from Parliamentarians, politicians, and policymakers to pass in its ideal form or will be significantly diluted before a version is passed.

Entrenched interests from the bureaucracy may similarly attempt to prevent or dilute a robust law that grants rights and management authority over land, forests, and natural resources to various grassroots constituencies in line with their traditional governance, livelihood, and management systems. Fortunately, the RRI Coalition in Nepal is well- represented within the main three political parties in the country and has already begun awareness-raising, sensitization, and advocacy efforts to make the case amongst decision-makers for a strong Forest Rights Law. This includes regular interaction with Parliamentarians, a planned exposure visit to Mexico to learn from community forestry experiences (supported by an RRI SRM), and an expansive media campaign.

Another risk is that new and/or existing climate change programs and policies of the government of Nepal may actively impinge on communities' rights and abilities to manage their forests and natural resources. It is therefore essential that a new Forest Rights Law includes carbon rights for local communities, as well as mitigation strategies. In December 2016, the RRI Coalition held a dialogue with the REDD Cell in Nepal, Parliamentarians, and civil society organizations to discuss how forthcoming climate change programs and policies that respect community forest rights can be formulated. Following this interaction, the RRI Coalition will continue to engage these important stakeholders, while conducting advocacy and documentation efforts highlighting the importance of community land and forest rights for successful climate change mitigation policy.

Latin America Work Plan

1. Rationale for Engagement

The Latin America region has more than 50 percent of the world's tropical forests, with Afro-descendant, rural people, and 45 million Indigenous Peoples living in and depending on forests. Latin American countries have enacted significant forest tenure reforms. However, the implementation of those reforms remains limited, and there are increasing threats of rights rollback across the region. Major threats to indigenous and local community territories are posed by expanding mineral, hydrocarbon, infrastructure, and agribusiness sectors. Peru and Colombia have modified laws and regulations to weaken social and environmental safeguards and encourage foreign investment in the extractive industry sector, including in indigenous territories.

One of the most important risks of rollback in Latin America, if not the world, in 2017 is in Brazil, where the Brazilian Congress is considering changes in the Constitution, law, and policies that could curtail Indigenous Peoples' rights and open up their territories to infrastructure and mining investors. A proposed amendment (PEC 215) to the Brazilian Constitution intends to rollback Indigenous Peoples' rights in more than 115 million hectares of indigenous lands. RRI will monitor this situation and be ready to support our Partner ISA and Indigenous Peoples' organizations through the RRI SRM mechanism if the threat becomes imminent and strategic opportunities for influence emerge. Given the increasing threats of infrastructure and mining projects in the region, RRI will also explore opportunities for leveraging the influence of the Interlaken Group by engaging national and regional investors on land rights issues, specifically in Colombia and possibly other countries. This activity will be funded by the SAGE Program under the ATEMs budget in the work plan.

Colombia and Peru are the two countries that offer the most important opportunities for positive transformative change and also have strong RRI Coalition presence. Colombia is entering a historical moment with the Peace Accord, which includes the implementation of major agrarian reforms to help address the issue of inequitable land access. There, the RRI Coalition will closely engage on the issue of women's rights and collective rights of IPs and Afro-descendants in the context of the Peace Accord and the agrarian reforms. Peru is the only country in the region that has established clear commitments for resolving Indigenous Peoples' tenure rights within the international

climate change agreements. Currently, there are 11 major projects supporting titling that constitute a unique opportunity to help resolve the pending recognition of Indigenous Peoples' collective tenure rights. The RRI coalition in Peru will focus on engaging with donors, government agencies, and the titling projects to effectively address the territorial rights claims of IPs and local communities; and ensure that women's rights are effectively incorporated into the titling processes.

The regional networks of Latin American indigenous organizations, including COICA and AMPB, have been actively engaged in highlighting the critical contribution of Indigenous Peoples in addressing climate change. There is a growing demand for cross-regional learning on community forest management and enterprises models. Given the increasing level of threats to the rights of IPs and local communities, coordinated action through the regional and national networks has become critical. To accelerate support to self-determined development models and community forest enterprises on the ground, RRI began initiating a number of new activities in this arena in 2016 and worked with AMPB, AMAN, civil society organizations and local communities both in Indonesia and Mesoamerica to foster learning between communities. In 2017, through the Coalition and Strategic Networks Program, RRI will continue to promote exchanges, leading the way to a community of practice and the longer-term establishment of International Centers for Community Excellence. These organizations and this exchange initiative will also contribute to the SAGE-led global stocktaking of community forest enterprises in 2017, and exploration of establishing a global community of practice, as well as a workshop on the current status and innovative support mechanisms to be held in Vancouver in October, preceding the MegaFlor-estais meeting.

RRI continues to engage at the regional level to facilitate coordination, action on common threats, and opportunities on collective rights of IPs and local communities, with special attention to gender justice. RRI did not prepare a formal regional plan for 2017, in view of funds constraints. However, for 2017, Partners and Collaborators prioritized dialogue and common action on women's land and forest rights. Going forward, RRI will continue its support for this dialogue and action through a regional workshop in Peru.

2. Latin America Regional Work Plan

EXPECTED OUTCOMES	OUTPUTS	PLANNED ACTIVITIES	IMPLEMENTING ORGANIZATIONS	THEME	TOTAL BUDGET	UNFUNDED BUDGET
Increased regional learning, cooperation, and action plan on indigenous women's land rights in Latin America	Outputs: Indigenous women's common agenda for strategic actions to include their land rights in policy reforms	Activity 1: Regional gender workshop to support indigenous women's agenda on their land rights.	ONAMIAP ONIC AIDSESP	Gender Justice		\$70,000
TOTAL					-	\$70,000

2. Latin America Budget 2017

Summary		
	FUNDED	UNFUNDED
Regional	–	\$70,000
Colombia	\$190,000	–
Peru	\$175,000	–
Facilitation	\$118,203	–
Planning	\$20,000	–
Travel	\$35,000	–
TOTAL	\$538,203	\$70,000

Above totals correspond to RRG Board-approved Program Allocation and do not include RRG staff time, which is covered under RRG Core Allocation. Budget in Table 5 includes RRG staff time.

COLOMBIA

1. Rationale for Engagement

Colombia is undergoing the most dramatic transformation in its history with the signing of a peace agreement. Vast areas of territories claimed by Indigenous Peoples and Afro-descendant communities are potentially affected by the accord. At the same time, major climate investments have been channeled into Colombia to reduce deforestation and related carbon emissions. The peace accord process, the donor investments in climate change, and a more responsive national government have opened potential opportunities to scale up recognition of IP and community rights in Colombia, while also creating novel risks.

The peace process negotiations between the Colombian Government and the FARC Guerillas has major implications on the territorial claims of Indigenous Peoples (IP) and Afro-descendant (AD) communities, as it includes comprehensive agrarian reform targeting 10 million hectares for individual land redistribution. The IP and AD communities are deeply concerned about how the agrarian land reforms could impact on their territories and collective claims, particularly in areas where legal recognition is pending. In order to deal with the threats to their territories, the IP and AD communities organized the Inter-Ethnic Commission for Peace to represent them in the peace process negotiations, and were able to obtain an “Ethnic Chapter” protecting their territorial rights in the peace agreement. As the government moves ahead with developing new laws and regulations for implementing the peace accord, it is critical that the Inter-Ethnic Commission for Peace is able to ensure that the territorial claims and rights of IPs and AP communities are respected and that the “Ethnic Chapter” principles are followed. In 2017, RRI will support the Inter-Ethnic Commission to strengthen its legal, technical, and institutional capacity to monitor the implementation of the agrarian reform, particularly to ensure that the territorial rights of IPs and ADs are protected, including in areas where claims are pending.

In 2016, the government created the National Land Agency (ANT) with the mission to formalize rural land tenure, including rights over collective territories for indigenous and Afro-descendant communities. Thousands of claims for recognition and titling of collective lands of IP and Afro-descendant communities have been pending for years. Due to sustained advocacy by RRI P&Cs, the ANT has started processing these longstanding claims and has issued the first collective title for Afro-descendant communities in the Cesar Department of the Caribbean Region, setting a precedent for advancing the stagnant land titling process in the area. In 2017, RRI’s Coalition will take advantage of this momentum and political will to ensure that the ANT continues to recognize pending territorial claims. The RRI P&Cs will support the ANT by providing updated information on indigenous and Afro-descendant territorial claims. The RRI Coalition will try to ensure that the agrarian reform implementation will protect indigenous and Afro-descendant territories with pending legal recognition.

Sustained RRI Coalition advocacy led to a commitment by the national government to create a Comprehensive Policy for Rural Women and a National Level Office for Rural Women’s Affairs. RRI’s Coalition has facilitated a powerful alliance of indigenous, Afro-descendant, and peasant women to provide inputs to the government on how to incorporate women’s land rights into the proposed public policy on rural women. In 2017, RRI will support the women’s alliance to influence the drafting of this public policy.

In 2017, Indigenous and Afro-descendant communities will seek to ensure that they effectively participate in the implementation of climate change programs, in particular to protect and strengthen their territorial rights and access funds to support their own climate change mitigation processes.

2. Colombia Work Plan

Main Objective

In 2017, indigenous and Afro-descendant organizations coordinate with the government to ensure that the agrarian reform and climate change programs guarantee respect for their collective tenure rights, and women's organizations make progress in the drafting of a bill on rural women's rights.

EXPECTED OUTCOMES	OUTPUTS	PLANNED ACTIVITIES	IMPLEMENTING ORGANIZATIONS	THEME	TOTAL BUDGET	UNFUNDED BUDGET
Outcome 1: Recommendations to secure territorial rights of indigenous and Afro-descendant communities are included in the agrarian reform and peace agreement legislations.	Output 1: Document with analysis and data on pending collective land recognition, including legal and political recommendations.	Activity 1: Produce an analysis on the extreme vulnerability of the territorial rights of Indigenous Peoples and Afro-descendants without land recognition, including following up on the requests of the collective land titles registered before the ANT.	ONIC, Tayrona Confederation, OPIAC/Escuela Amazónica, Javeriana University AAS, PCN	Realizing Rights	\$35,000	
Outcome 2: The Inter-Ethnic Commission for Peace (ONIC-CONPA) is better positioned to monitor the implementation of peace agreement laws and ensure territorial development are taken into account.	Output 2: Proposals for monitoring peace agreement implementation; a territorial development plan based on indigenous and Afro-descendant perspectives	Activity 2: Equip the Inter Ethnic Commission with policy, legal and technical tools to elaborate: a. proposals for monitoring the peace agreement implementation b. a territorial development plan based on indigenous and Afro-descendant perspectives.	PCN, CONPA, ONIC OPIAC/Escuela Amazónica, FISH, AAS, Javeriana University	Realizing Rights	\$30,000	
Outcome 3: Climate change funding programs include recommendations from Indigenous Peoples and Afro-descendant communities' on securing collective tenure and access to funds.	Output 3: An analysis of the different agreements and projects financing climate change initiatives, including an advocacy and communications strategy.	Activity 3: Conduct an assessment of agreement/programs for financing climate/REDD to advocate before donors and governments.	PCN AAS ONIC OPIAC/Escuela Amazónica	Rights and Climate	\$35,000	
Outcome 4: Indigenous and Afro-descendant's community-based management plans are positioned as key contributors to the fulfillment of national climate change commitments.	Output 4: Territorial management plans that include recommendations on community monitoring systems and advocacy strategy to influence donors, national and regional governments.	Activity 4: Showcase the contributions of IPs and Afro communities to climate change mitigation through two pilot territorial management plans. a. Developing participatory community monitoring on reduction of deforestation and degradation b. Conducting advocacy and communications strategy to influence donors and government.	Santa Marta- Arhuacos, Community Councils of the Caribbean, PCN AAS PUJ	Rights and Climate	\$55,000	

10

10

3. Risks and Mitigation Strategies

3.1. What are the risks that can impact the attainment of the main objective?

1. The principles contained in the Ethnic Chapter might be overlooked when the national government fast tracks laws for the implementation of the peace agreement.
2. The government could maintain a lack of willingness to integrate Indigenous Peoples' recommendations on collective tenure rights into climate change programs.
3. The discussions and work to draft the National Public Policy on Rural Women might slow down, delaying this commitment to Colombian rural women, given that the national government will prioritize the implementation of the new laws to move the peace reconstruction process forward.

3.2 What mitigation strategies will you adopt to avoid, lessen or reduce the adverse impacts of such risks?

1. Through the work of the Inter-Ethnic Commission for Peace, Indigenous Peoples and Afro-descendant organizations will ensure the implementation of the Ethnic Chapter to respect their rights, with special emphasis on their territories. These coordinated actions will allow them to provide Indigenous Peoples and Afro-descendants with prompt information regarding the possible violation of their rights, so that they can take actions to prevent future rollbacks.
2. Indigenous and Afro-descendant communities' organizations will work on advocacy and communications strategies to influence the national government to position their territorial management plans and strategies as key contributors for the fulfilment of climate change commitments.
3. Women's role in the peace process has led to an unprecedented focus on women's rights in the final version of the accord. The women's organizations in Colombia, and in particular Afro-descendant and indigenous women, will continue their advocacy, relying on these clauses to continue making progress toward the drafting of the National Public Policy on Rural Women.

4. Implementing Organizations

Asociación Ambiente y Sociedad (The Environment and Society Association): The Environment and Society Association is a not for profit, non-governmental organization composed of professionals specialized in environmental matters. It seeks to generate positive changes in regulation, policies, processes, decision making, and practices in environmental issues, while promoting the full implementation of participatory rights, access to information by civil society, and transparency of public and private entities working primarily with affected communities, youth groups, and women. AAS has been consistently supporting the Process of Black Communities.

Observatorio de Territorios Étnicos y Campesinos de la Pontificia Universidad Javeriana: The Ethnic and Rural Territories Observatory is a research project of the Department of Rural and Regional Development of the Faculty of Environmental and Rural Studies of the Javeriana University. Its mission is to support the defence processes of rural and ethnic communities' territories. The observatory's supports the strengthening of ethnic groups' governments around the territorial administration and provides tools to facilitate state responsiveness to the territorial claims of ethnic and rural communities across the country. Pontificia Javeriana University provides technical support and analysis to the community councils in the Caribbean Community Councils for their collective land titling efforts.

Organización Nacional Indígena de Colombia (ONIC) (National Indigenous Organization of Colombia): ONIC is the National Indigenous Peoples organization in Colombia representing 47 regional organizations throughout the country. ONIC's mission is to strengthen and support the self-governance of Indigenous Peoples and their ability to exercise authority in order to assume control of their territories along with the realization and defence of their human and collective rights. In 2016 ONIC coordinated with work with Afro-descendant, peasant and indigenous recommendations for the Public Policy on Rural Women.

Proceso de Comunidades Negras de Colombia (PCN) The Process of Black Communities: The Process of Black Communities is a national platform of Afro-descendant communities composed of 120 ethnic-territorial organizations that actively participate in the negotiation and establishment of Law 70, which aims to "recognize the black communities that have been occupying uncultivated land in rural areas adjoining the rivers of the Pacific Rim." PCN has been actively involved with RRI's Coalition in Colombia since 2010 influencing national level policy and programs on climate change and REDD+; advocacy to move forward regulation of the pending chapter of Law 70 (related to management of natural resources, artisanal mining, development), and ensuring the application of prior consultation rights for Afro-descendant communities.

Confederación Indígena Tayrona (CIT): The Tayrona Indigenous Confederation (CIT) represents the Arhuaco, Wiwa, Kogui, and Kankuamo peoples of Colombia and seeks to defend and protect their ancestral territory in the Sierra Nevada de Santa Marta (SNSM). They believe that environmental conservation is the responsibility of all, not just that of Indigenous Peoples. They have been engaged with RRI since 2014.

Organización Nacional de los Pueblos Indígenas de la Amazonia Colombiana (OPIAC): The National Organization of Indigenous Peoples of the Colombian Amazon is an indigenous organization representative of Indigenous Peoples of the Colombian Amazon. OPIAC's main objective is to ensure that all collective and individual rights of its members are respected and recognized by all stakeholders in the Colombian Amazon region.

PERU

1. Rationale for Engagement

During 2016, RRI's Coalition in Peru successfully pressured the government to consolidate the establishment of the National Advisory Committee, under the Directorate of Agrarian Property and Rural Cadaster (DISPARC) of the Ministry of Agriculture. The Advisory Committee is composed of government officials, civil society, and indigenous organizations that monitor and advise the government for effective implementation of the land titling project (PTRT3) funded by the Inter-American Development Bank (IDB). Eight organizations in the RRI Coalition became active members of the Committee and are better positioned to influence government decisions on collective tenure. In 2017, members of the Committee aim to expand their work to 10 titling projects¹ awaiting full implementation in the upcoming years. Similarly, advocacy efforts led by national indigenous organizations to prioritize and increase the number of collective indigenous land titles in the Amazon Region under the PTRT3 came to fruition when IDB agreed on postponing individual land titling until 2018 and increased collective land titles of Amazon communities from 190 to 403. As the implementation of the Peru's titling projects started to move forward, indigenous women's groups have been working to include within these projects women's access to land. With RRI's support, in 2017 indigenous women's organizations will promote women's access to land as part of these projects.

In 2016 through RRI's support, the five national Indigenous Peoples organizations of Peru reached an agreement to create a common agenda in order to advance the prioritization of collective land titling within the National Advisory Committee and before the national and regional governments.

Building on the 2016 results that positioned the RRI Coalition at a higher level to influence national government decisions on the implementation of collective land titling, and taking advantage of a national common agenda for tenure security, RRI will focus efforts on scaling up opportunities to broaden commitments for community titling. The Coalition will also work to secure the advising and monitoring role of the National Advisory Committee in the implementation of all the ongoing titling projects in Peru.

Parallel to the Peruvian government's commitment to reduce emissions up to 30 percent, and the upcoming implementation of Nationally Determined Contributions (NDC), in 2017, the RRI Coalition will advocate for the inclusion in the NDC of crucial topics related to the security of indigenous territories, such as regulations on palm oil and mining industries, food security, collective tenure rights, and women's participation in decision-making, among others.

Additionally, national Indigenous Peoples' organizations are advocating for the inclusion of community economy models and food security in the national titling projects. In 2017, the RRI Coalition will support indigenous organizations to draft a common public policy proposal on indigenous economy and food security that will contribute to introducing these topics into the national agenda on land tenure recognition. Using its strategic role at the DISPARC's PTRT3 National Advisory Committee, RRI is well positioned to promote the inclusion of a common public policy proposal and the expectations of indigenous women in the national level debate.

¹The projects are: Rural Land Titling & Registration Project in Peru - Third Phase (PTRT-3); Forest Investment Program (FIP), which includes three regional projects in San Martín, Loreto, Madre de Dios and Ucayali; Dedicated Grant Mechanism (DGM) Saweto, Letter of intent Peru, Germany and Norway to support Peru's efforts in reducing greenhouse gas emissions from deforestation and forest degradation; Responsible Land Policy (BMZ-GIZ); Project 4 Watersheds: Extension of the Cadaster Service, registry and titling of land in the native communities of Ríos Pastaza, Tigre, Corrientes y Marañón, Region Loreto and the Tenure Facility in the Region of Madre de Dios.

2. Peru Work Plan

Main Objective

In 2017 the National Indigenous organizations and CSO will coordinated actions to scale-up the national government commitments to implement collective titling programs, and the inclusion of IP's proposals to fulfil Nationally Determine Contributions (NDC's)

EXPECTED OUTCOMES	OUTPUTS	PLANNED ACTIVITIES	IMPLEMENTING ORGANIZATIONS	THEME	TOTAL BUDGET	UNFUNDED BUDGET
Outcome 1: National level indigenous organizations have coordinated goals and strategies to increase the number of community land titling in the current 11 projects for collective land titling.	Output 1.1: Common proposal to increase the current goals on titling of indigenous communities within the current titling projects	Activity 1.1: Enhance coordination among indigenous organizations members of the National Advisory Committee to create a common proposal to increase the number of indigenous communities to be titled under the PTTR3 and in international climate change agreements with titling components.	CNA AIDESEP ONAMIAP CONAP	Rights and Climate	\$30,000	
	Output 1.2: Plan for effective coordination between IP/Advisory Committee and the government to advise on the effective implementation of titling projects.	Activity 1.2: Strengthen coordination among the DISPARC, regional governments, the National Congress, and the National Advisory Committee to extend the scope of work of the PTTR3 Advisory Committee to the 10 climate change agreements with titling components.	CNA AIDESEP ONAMIAP CONAP		\$20,000	
Outcome 2: IP organizations hold the government accountable for fulfilling its Nationally Determined Contributions (NDC) commitments while including key recommendations from IPs.	Output 2.1: Analysis of the challenges and recommendations to achieve the government's commitments to the NDCs.	Activity 2.1: Analyze the challenges and steps to achieve the NDC's commitments to conduct an advocacy strategy before national/regional governments.	AIDESEP CNA, ONAMIAP CONAP DAR, EIA, RFUS	Rights and Climate	\$35, 000	
	Output 2.2: Detailed plan for advocacy strategy to integrate IP's proposals into the national plan to fulfill NDC's commitments	Activity 2.2: Conduct an advocacy strategy to engage with the national government on the inclusion of IP's proposals to fulfill the NDC's commitments.	AIDESEP CNA ONAMIAP CONAP	Rights and Climate	\$25,000	
Outcome 3: Indigenous Peoples' common proposal for public policy on food security and "good living" (buen vivir), including women's role, is introduced into the national political debate.	Output 3: Public policy proposal that includes indigenous traditional economic, food security, the good living, and the role of women, along with a communications strategy targeting national and international stakeholders.	Activity 3: Creation of IP common public policy proposal on indigenous economy, food security, good living, and the role of women, along with communications and advocacy strategies to position it in the agenda of national government.	AIDESEP CNA ONAMIAP CONAP	ATEMs Realizing Rights Gender Justice	\$35,000	
Outcome 4: Indigenous women's perspectives on access to land are disseminated and considered in ongoing land titling projects.	Output 4: A publication on RRI's study of indigenous women on collective land titling is used as advocacy tool.	Activity 4: Updating and publishing a RRI's study on current perspectives of indigenous women's access to land to be promoted in the ongoing climate change programs with land components and the PTTR3	ONAMIAP ILC RRG	Gender Justice	\$30,000	
TOTAL					\$175,000	-

3. Risks and Mitigation Strategies

3.1. What are the risks that can impact the attainment of the main objective?

1. If the national government continues to engage separately with each national indigenous organization, this poses the risk of polarizing and disrupting Indigenous Peoples' current unity and common agenda for negotiation.
2. For coordination in the implementation of the 11 titling projects, the national government might create a specific coordinating body for each one of them, resulting in excessive bureaucracy, unequal levels of participation, and slow implementation. This would also affect the role of the National Advisory Committee as it would be used solely for advising on one of the programs.
3. The governmental working group, in charge of defining the plan for implementing Peru commitments under ND, could overlook the crucial role of indigenous communities and limit their participation in designing the plan.

3.2 What mitigation strategies will you adopt to avoid, lessen or reduce the adverse impacts of such risks?

1. National indigenous organizations have established a plan for regular coordination, which includes holding meetings and joint assessment of the threats and challenges to be better prepared to negotiate their common agenda on tenure security with the government.
2. The National Advisory Committee actively engages with relevant decision makers within the government, allies at the national level such as the National Ombudsman Office, and international donors to promote its key advising role on land titling projects.
3. Indigenous organizations in Peru will use their own analysis of the challenges and steps towards achieving the NDC as an advocacy tool to open a path to provide inputs plans for implementing these commitments.

4. Implementing Organizations

The National Agrarian Confederation (Confederación Nacional Agraria) – CNA: CNA represents 18 regional indigenous organizations throughout the country. They have collaborated with RRI to strengthen coordination between indigenous and peasant communities for a common agenda on land rights. CNA's work focuses on securing the collective rights of Indigenous Peoples within peasant communities, as well as on promoting their leadership and organization in efforts to preserve their rights, modes of production, livelihoods with regards to food sovereignty, land and territory, identity, recognition, participation, and with regards to climate change.

The Interethnic Association for the Development of the Peruvian Jungle (Asociación Interétnica de Desarrollo de la Selva Peruana) - AIDSESP: AIDSESP is a national Indigenous Peoples organization representing 65 indigenous federations in the Peruvian Amazon. The organization seeks to promote respect for the collective rights of the Indigenous Peoples of the Peruvian Amazon through developing their autonomy in governance, the recognition and titling of their ancestral territories, and the management of their resources. AIDSESP has been collaborating with RRI since 2010 in their advocacy strategy for the land recognition and titling of Amazonian Indigenous Peoples.

The National Organization of Indigenous Andean and Amazonian Women of Peru (Organización Nacional de Mujeres Indígenas Andinas y Amazónicas del Perú) – ONAMIAP: ONAMIAP is a national organization representing Andean and Amazonian indigenous women. It works towards organizing and strengthening the leadership of indigenous women, allowing active participation in public and political spaces where topics related to the situation of Indigenous Peoples and women are discussed at the local, regional, national, and international levels. ONAMIAP has been collaborating with RRI since 2013.

The Confederation of Amazonian Nationalities of Peru (Confederación de Nacionalidades Amazónicas del Perú) – CONAP: CONAP is a national organization representing Indigenous Peoples and focuses on defending the collective rights of Indigenous Peoples, as well as on advancing the needs and struggles of native communities to the national political agenda through its proactive participation in different spaces for dialogue and decision making. The organization develops sustainable projects within the communities in order to ensure their development incorporates gender equality, an intercultural vision, and environmental protection.

Strategic Analysis and Global Engagement Work Plan

1. ATEMs Priorities

The ATEMs program works to encourage and scale-up rights-based and community-identified economic development models on two fronts: 1) by promoting community forest enterprises and development models; and 2) by promoting respect and support of community rights and development models by external investors and companies. In 2016, work under the ATEMs program secured the status of the Interlaken Group as the leading precompetitive network for engaging companies and investors on issues of community land tenure. The Group created path-breaking tools like its Corporate Guidance for Addressing Legacy land issues. The Group also provided steering support to the IAN Risk platform, the only geospatial and due diligence platform to help investors visualize and respect community tenure rights, whether formally recognized or not, as they relate to their investments or operations. Interlaken Group tools and the IAN Risk platform saw some limited piloting and uptake by multinational companies and investors, particularly from development finance institutions. While the Interlaken Group focused on developing alternatives for the private sector, ongoing tenure reform and local victories from around the world underlined demands from the RRI Coalition to simultaneously invest in communicating and support the scaling up of approaches for communities to capitalize on their secured land rights.

Work under the ATEMs program in 2017 will seek to scale up corporate and investor action to secure community land rights and promote responsible investment through adoption of best practices and testing of alternative business models, and increase the visibility and support for community forest management and enterprises as a vehicle for delivering local economic growth and other sustainable outcomes. The Interlaken Group will continue to convene multinational companies and investors at the global level. It will also catalyze the creation of precompetitive networks in priority countries to respond to demand for solutions from companies and investors facing risks and disputes driven by insecure tenure. Country level engagement will allow the IG to engage private sector stakeholders operating at the local and regional levels, who are largely invisible to traditional advocacy focused on leveraging brand and reputation. RRI and the IG will continue to produce and advise on strategic analytical products, tools, and guidance

to support expanded engagement with companies and investors, and inform country-level activities. Initial analytical products will likely focus on describing baseline constraints inhibiting companies and investors to respect rights including, for example, internal and national level policies, land and forest conversion, and operational overlaps with customary lands, among others.

In 2017 RRI will also work with experts on community forest enterprises and management to develop globally-oriented analytical work to characterize the status of CFEs, constraints (e.g. timber illegality, etc.), innovative support systems, and priority next steps for use to influence and inform governments, CSOs, and donors. RRI will undertake this work in a collaborative manner and pilot the development of a new, international, “community of practice” to support community forest enterprises. RRI will also initiate scoping activities on the growing number of community-led systems to monitor external actors (private concessions, conservation organizations), and communicate incidences of illegal acts and criminality. This will include exploring possibilities of facilitating community leveraging of the growing number of international, web-based data platforms, to facilitate and expand community ability to hold external agents accountable. This suite of activities and explorations—dubbed “democratizing accountability”—are intended to influence government and private sector pressures impacting community lands and inciting conflicts.

Key outputs will be achieved with collaboration and technical support from international and community experts, consultants, and RRI Coalition members. Countries for Interlaken Group engagement will be selected in collaboration with RRI Coalition members. Discrete outputs for the Interlaken Group at the global level will include two formal meetings of the Group. Interlaken Group activities at the country level will yield at least four workshops convening local and regional private sector with members of the global Interlaken Group, and at least seven strategic analytical products to support engagement. To support outcomes aimed at promoting CFEs, RRI will deliver at least two strategic analytical products, and co-convene an international event. RRI will develop at least two documents to support scoping for a global community monitoring platform.

2. Strategic Analysis and Global Engagement Work Plan

Alternative Tenure and Enterprise Models (ATEMs)

OUTCOMES	OUTPUTS	PLANNED ACTIVITIES	FUNDED	UNFUNDED
Influential companies and investors begin to transform business practices and supply chains by adopting and supporting alternative models that prioritize community rights	Output 1.1: Pre-competitive Interlaken Group networks catalyzed in priority countries yield opportunities to engage with local and regional companies and investors	Activity 1: Initiate Interlaken Group pre-competitive networks in Cameroon and Kenya, and scope at least 2 additional opportunities	\$87,500	\$92,500
	Output 1.2: Strategic analysis, tools, and technical assistance made available to companies, investors, communities and governments facing land tenure problems.	Activity 2: Develop strategic analyses, guidance, and provide technical assistance to companies, investors, communities, and policy makers in response to IG engagement in priority countries and globally to identify gaps and respond to opportunities to leverage private sector support for community land rights.	\$262,500	\$112,500
		Activity 3: Initiate scoping activities and develop road-map for Community Monitoring Platform		\$40,000
	Output 1.3: Tenure Risk Management Tools available for use and tested by investors and companies	Activity 4: Disseminate, promote adoption, and pilot IAN Tenure Risk Management tools with investors to identify and mitigate tenure risks in land-based investments	\$105,002	
		Activity 5: Develop, disseminate, and pilot an IAN Institutional Investor Tool, to respond to demand from development finance institutions to facilitate implementation and alignment of DFI portfolio investments with the FAOs VGGT.		\$495,000
	Output 1.4: Interlaken Group capacity expanded at the international level to convene, engage, and coordinate among multi-national companies, investors, and emerging mechanisms to advance tenure rights.	Activity 6: Implement Interlaken Group Strategic Workplan by convening formal meetings of members, and leveraging influence of the Group in key international forums	\$18,750	\$173,750

OUTCOMES	OUTPUTS	PLANNED ACTIVITIES	FUNDED	UNFUNDED
Policymakers recognize community forest enterprises as attractive alternative to top-down development models and vehicle for community-driven local economic development	Output 2.1: Meeting of international experts to assess global status of community forest enterprises and recommend priority next steps.	Activity 7: Organize and deliver meeting of international experts on CFEs to be held at UBC		\$50,000
	Output 2.2 Strategic analyses to assess and update the global status and opportunities associated with expansion of CFEs	Activity 8: Develop and deliver at least two studies to establish a new baseline of the status of CFEs globally, with recommendations for policy makers and other stakeholders to scale up		\$50,000
	Program Coordination and Technical Assistance			
TOTAL			\$473,752	\$1,013,750

3. Risks and Mitigation Strategies

The primary risk to the ATEMs program of work is related to the Interlaken Group's ability to catalyse a legitimate pre-competitive platform at the country level. In many countries around the world, conflict and violence over land have created deep distrust between communities, companies, and government stakeholders, which could conceivably be too great for the Group to overcome. This risk will

be mitigated by relying on the knowledge and expertise of RRI and Interlaken Group networks in priority countries to ensure that interventions are designed for success. This includes ensuring that the right people and organizations are involved in the process. The Interlaken Group has developed criteria for identifying and engaging in priority countries to mitigate this risk.

RIGHTS AND CLIMATE

1. Rights and Climate Priorities

In 2016, RRI began the important process of establishing baseline indicators to measure the performance of key climate initiatives relative to the recognition of indigenous and local community forest and land rights. Nationally determined contributions from 188 countries to the 2015 Paris Agreement were appraised; 13 emission reduction submissions to the Carbon Fund pipeline were assessed; the contributions of indigenous and local communities to the management of forest carbon stocks were determined across 37 tropical countries; and efforts to evaluate the impacts of Green Climate Fund (GCF) investments on indigenous and local communities were initiated. Results of these analyses and ongoing engagement at the national and global levels show that despite growing awareness over the importance of tenure security, progress towards recognizing collective land and forest rights remains slow: REDD+ initiatives continue to target traditional and local land use practices instead of addressing major drivers of deforestation; only a few of the studied countries are making substantive efforts to recognize community forest rights; the resource flows needed for substantive change have yet to emerge; and the pursuit of negative emission strategies could result in even slower recognition of community forest rights. While there is increasing talk of making Indigenous Peoples (IPs) and local communities part of the climate solution, country-level actions and commitments remain inconsistent, as do large scale multilateral initiatives (e.g., New York Declaration on Forests, the Carbon Fund) and investments made by regional development banks.

For 2017, RRI will continue to monitor the performance of national and international climate agreements and initiatives, and expand the scope of engagement to consider the wider range of impacts IPs and local communities have on climate change mitigation and adaptation. Specifically, (i) the assessment of forest community considerations in the design of GCF submissions will be completed; (ii) the role of communities in climate change mitigation and adaptation will be explored further, with special emphasis placed on the contributions of traditional livelihoods to the climate and development agendas; (iii) private sector impacts on community land rights in REDD+ countries will be appraised (in collaboration with the ATEMs theme); and (iv) the climate benefits of community-based forest enterprises (CFEs) will be assessed, as part of a broader study on the benefits and challenges of CFEs.

Priority outcomes and outputs for 2017 will be achieved through expert technical support and coherence with regional programming needs and SAGE themes will be secured through joint planning and integration. To ensure reach and impact, Rights and Climate products and contributions to ATEMs will be leveraged through the launch of at least two new policy briefs, one side event to the GCF in collaboration with RRI Partners and Collaborators to showcase the results of our analysis, and the holding of a joint international event focused on making IPs and communities part of the climate and development solutions.

2. Rights and Climate Work Plan

OUTCOMES	OUTPUTS	PLANNED ACTIVITIES	FUNDED	UNFUNDED
Governments in selected REDD+ countries accelerate the legal recognition and enforcement of forest land rights for Indigenous Peoples, local communities, and women, as enabling conditions for REDD+, sustainable livelihoods, and green growth.	Output 1.1: Country-specific analyses of the tenure rights of IPs, LCs and women are developed and gaps relative to REDD+ ambitions and other sustainable development goals are identified;	In DRC, R&C will pursue work with partners and collaborators to assess the impacts of REDD+ initiatives, namely in Mai Ndombe and the Central African Forest Initiatives (CAFI) on the rights and livelihoods of forest communities, and support the development of country level strategies to address emerging risks and gaps.	See Africa Region Workplan	\$20,000
	Output 1.2: Strategic road maps to accelerate community tenure reforms and minimize risks of reversals are produced.	In Nepal, R&C will contribute to an analysis of Climate Change Programs and Policies and Best Practices To Achieve Climate Change Mitigation		
International climate initiatives and financing mechanisms, and developing country governments adopt institutional safeguards and standards to scale-up the recognition of forest and land tenure rights, as a conditional requirement to REDD+ and other joint mitigation and adaption approaches.	Output 2.1: Global analyses exploring linkages between community tenure rights and climate change mitigation and adaptation produced;	Develop a White paper on the impacts of GCF submissions and investments on the rights and livelihoods of forest communities; support partner and collaborator engagement with GCF, and hold a side event to present the results of RRI's analysis.	\$50,000	\$80,000 (TBD)
		Update forest peoples' contributions to carbon sequestration – a global analysis, combined with assessment of traditional livelihoods impacts on climate change adaptation and mitigation (strengthening case for climate resilience in low carbon economies)	\$40,000	
		Update status of community-based approaches in National Determined Contributions & assess potential impacts of negative emissions strategies on indigenous and local communities	\$10,000	
		From mitigation to adaptation – assessing threats and responses to community adaptation to climate change in RRI focus countries (TBD) Secure Coalition & ATEMs engagement in COP23 & GLF to highlight country-level experiences on community-based approaches		
	Output 2.3: Advocacy in core climate and forest-related initiatives, implementation bodies, and regulatory mechanisms is carried out to advance community forest tenure reforms as a conditional requirement.	Secure Coalition & ATEMs engagement in COP23 & GLF to highlight country-level experiences on community-based approaches		\$20,000
TOTAL			\$100,000	\$120,000

** If adaptation study is pursued, a nearly half of the funds could be leveraged from NICFI country support. Proposed figure would need to be adjusted with the scope of the study.

3. Risks and Mitigation Strategies

The main risk factors associated with the realization of the 2017 Rights and Climate workplan pertain to internal resource capacities needed to ensure contracting and delivery of stated commitments.

TENURE TRACKING

1. 2017 Tenure Tracking Priorities

In 2016, RRG expanded the depth of rights database to cover 32 low and middle income countries with significant forest cover, and further assessed the specific rights of indigenous and rural women within community-based forest tenure systems in 30 of the same countries. In 2017, RRG will release and build upon the data collected on the gender-differentiated community-based forest tenure rights, placing a particular emphasis on indigenous and rural women's governance rights, inheritance rights, and the implications of private sector engagements on indigenous and rural women. Drawing upon the recently updated depth of rights data for a select number of countries, RRG will explore the gap between indigenous and local

communities' statutory rights and their community-based rights as exercised in practice. RRG will also update and expand its core Forest Tenure area database to include additional countries that are participating in climate change initiatives, and will use this updated data to examine the extent to which countries are recognizing the vital contributions of indigenous and community forest rights to climate change mitigation and adaptation. In further recognition of the crucial linkages between indigenous and local communities' rights to land and resources, RRG will establish and implement a conceptual framework to track indigenous and local communities' statutory rights to freshwater.

2. Tenure Tracking Work Plan

OUTCOMES	OUTPUTS	PLANNED ACTIVITIES	FUNDED	UNFUNDED
Enhanced awareness of the recognition of community-based forest rights accelerates inclusion of tenure rights in climate initiatives.	Output 1: Expansion and update of RRI Forest Tenure area database	1. Addition of 5-10 countries with significant forest cover and/or participation in REDD+, NYDF, and other climate change-related initiatives (cover pan tropical region) 2. Collection of updated data for 54 countries in existing Forest Tenure area database	\$23,000	
	Output 2: Targeted analytical briefs drawing on Forest Tenure area update	Series of policy briefs using findings of Forest Tenure area update to target key climate change initiatives (includes production, printing, and translation costs for two 4-page briefs)		
Greater recognition of the importance of communities' rights to use and govern freshwater associated with their lands.	Output 3: Development of legal framework and methodology assessing the national, statutory recognition of community-based rights to use and govern freshwater	1. Development of a conceptual framework for monitoring the national recognition of communities' freshwater rights	\$8,000	
		2. Pilot analysis of the national recognition of communities' freshwater rights in 4-6 countries 3. Findings –disseminated at key global events engaging community rights advocates		
Improved understanding of the gap between community-based and statutory forest tenure rights.	Output 4: Analysis of the gap between community-based and statutory rights	Report comparing communities' statutorily recognized forest tenure rights (as tracked through RRI's depth of rights database), with complementary Land Tenure Security Working Group data concerning exercised forest tenure rights.		\$75,000
Enhanced awareness of the recognition of women's rights within collective tenure systems strengthens the position and tenure of indigenous and rural women.	Output 5: Targeted analytical briefs drawing on Gender Tenure Tracking data.	Series of policy briefs using findings from the 2017 Gender Tenure Tracking flagship report. Briefs will address indigenous and rural women's statutory tenure rights, some of which will also cover responses to private sector engagements.		\$8,000
TOTAL			\$31,000	\$98,000

REALIZING RIGHTS

1. Realizing Rights Priorities

In the face of slowing tenure reforms and rollback, more evidence-based strategic advocacy is urgently needed. In 2017, under the Realizing Rights theme, RRI will continue to support three focal areas identified as important for Realizing Rights in 2016. The first area is continued support to the development of the new LandMark platform of Indigenous Peoples and Community Lands that provides easy access to information about collective land rights and community lands maps from around the world. The second area involves research on protected areas and human rights;

this activity will build on the RRI research done for the UNSR reports to the UN and IUCN WCC in 2016, including the dialogue UNSR opened with conservation organizations on this issue. In 2017, RRI will produce a report that reviews the positive changes and the continued issues, and host two dialogues. RRI will also assess and possibly expand the pilot effort to document evidence that awarding concessions are awarded quickly while the processing and award of titles/forest rights to communities is delayed.

2. Realizing Rights Work Plan

OUTCOMES	OUTPUTS	PLANNED ACTIVITIES	FUNDED	UNFUNDED
1. Effective advocacy for national tenure reform and implementation and resistance to rollback of rights	Output 1.1: Protected Areas effects on local communities and Indigenous Peoples are documented and discussed.	Study on the conflicts between community/human/indigenous rights and Protected Areas, and the progress made in the past decade; and two international meetings (one with IP/LCs and one with Conservation NGOs) — 50,000 USD;	\$50,000	
	Output 1.2: The LandMark Platform is fully developed and leveraged for advocacy.	LandMark core funding to support technical work to continue development of data layers.	\$50,000	
	Output 1.3 Titling and concessions procedures for community land rights vs private sector titling and commitment are documented	Indonesian pilot study on ease of award of concession vs titling		\$50,000
TOTAL			\$100,000	\$50,000

GENDER JUSTICE

1. Gender Justice Priorities

RRI's Gender Justice goal is to ensure broad, representative, and equitable inclusion and participation of women and men within community/common/collective forests, lands, and resources governance, ensuring equal rights and protections in law and in practice. In 2016, RRI initiated a number of strategic analyses on the gender dimensions of collective tenure systems, including: 1) a comparative analysis of 25 countries tracking women's rights within community-based tenure regimes; 2) an analysis of the gender-differentiated impacts of large-scale land acquisitions (LSLAs) on local tenure rights in two countries; and 3) an assessment of the impact of collective tenure systems on women's right to access, use, and manage community resources.

Using its analytical and convening power, RRI has significant opportunities in 2017 to influence key actors from civil society, Indigenous People's organizations, governments, and the private sector on gender justice issues. Moving from theory to action, emphasis will be placed on the dissemination and use of study findings, and the development of advocacy tools to engage governments and private sector actors and to inform and prepare community and civil society actors to more effectively integrate gender justice into policy and legal reforms. Study findings and lessons learned will be presented in at least four global conferences and disseminated through Partners and Collaborators in Peru, Colombia, Liberia, DRC, Kenya, Nepal, India, and Indonesia, thus ensuring that findings have broad policy and media impact and help shift the narrative on gender justice and rights.

In terms of global engagement and networking, RRI will continue supporting existing and emerging global and regional women's networks. The RRI Gender Justice Advisory Group will be re-convened, and will serve as a forum for the development of tools to overcome tenure-related gender-inequities and RRI's gender justice

strategy for 2018-2022, in alignment with its new framework program (FP3). The gender advisory group will foster adaptive learning, sharing, and collective strategizing to increase the level of impact and efficiency on gender and forest tenure rights advocacy.

At a regional level, RRI will support: the African Women's Network for Community Management of Forests (REFACOF) to strengthen its leadership and develop its strategic plan for the next five years; Latin American Afro-descendant women to strategize for their access to land; and a major regional meeting on gender and collective land and forest rights in Asia.

At the national level, support will be provided to gender justice initiatives in Indonesia, India, Peru, Colombia, Liberia, and the Democratic Republic of Congo (DRC), including national level conventions, studies, actions on policy reforms and implementation, and climate change processes. National level activities will be designed to not only meet gender justice goals within countries, but also generate learning, inform regional and global processes, and facilitate cross-country sharing. RRI will also support networking amongst women's groups in the different focus countries via web-based platforms that allow for the sharing of news, documents, and developments.

2. Gender Justice Work Plan

OUTCOMES	OUTPUTS	PLANNED ACTIVITIES	FUNDED	UNFUNDED
Global Analyses/tools Enhanced awareness of the recognition of women's rights within collective tenure systems strengthens the position and tenure of indigenous and rural women.	Output 1: Targeted analytical briefs drawing on Gender Tenure Tracking data. • Brief on LSLAs/women's governance rights; • Brief on women's inheritance rights	Series of policy briefs using findings from the 2017 Gender Tenure Tracking flagship report. Briefs will address indigenous and rural women's statutory tenure rights, some of which will also cover responses to private sector engagements.	See Tenure Tracking Output 2	
Knowledge dissemination and advocacy • Create new opportunities for dialogue and advocacy to advance Gender Justice within reforms involving collective tenure and customary governance systems • Findings from the Tenure Tracking Gender Flagship Report are used by RRI Collaborators to inform national-level advocacy efforts for policy reforms	Output 2: • The promotion of research and policy actions during land and gender-oriented conferences	Share the study findings with experts during the RRI Gender Advisory Group meeting groups in May/June 2017, the Interlaken Group meetings in countries, and with other initiatives and coalitions members of the Global Call to Action; Share the study findings in global conferences such as the World Bank Annual Land Conference in March in Washington DC, the 61st session of the Commission on the Status of Women (CSW) in March in New York City, RRI Stockholm conference in September		
	Output 3: Peru: a publication on RRI's study on demands of indigenous women on collective land titling DRC: data from the Gender Flagship report can be integrated into advocacy efforts for women's rights in the land reform Africa Region: Data from the Flagship Report will be used to inform at the Africa's National Land Commissions convening in Addis Ababa and the Rethinking Regulations in East Africa meeting in Uganda (Kenya, Mozambique, and Tanzania are all included in the flagship report)	Use the study findings to develop advocacy tools for civil society and women's networks in Indonesia, Nepal, India, Peru, the DRC, Liberia, Kenya, Colombia to engage policy reform processes at the national level	Peru funded by regional program	\$20,000 (DRC)
Networking support/Advocacy Strengthen women's networks and civil society's capacity to leverage and convene multi-level actors	Output 4: Global: RRI Gender Justice Strategy 2018-20121 Asia Output 1: Strategy on promoting gender justice within the rights agenda in Asia;	Global: RRI Gender Justice Advisory Group meeting in Washington DC Asia: Asia Regional Meeting on Gender and Collective Land and Forest Rights Latin America: Regional gender workshop to support indigenous women's agenda on their land rights.	\$70,000 \$10,000	 \$5,000 \$70,000

OUTCOMES	OUTPUTS	PLANNED ACTIVITIES	FUNDED	UNFUNDED
	<p>Output 2: Strategy on how gender justice can be leveraged to strengthen land and forest rights agenda; Output 3: Creating an alliance of regional women's organisations and collective rights organisations on the issue of gender and collective rights</p> <p>Latin America: Output 1- Indigenous women's common agenda for strategic actions to include their land rights in policy reforms</p> <p>Africa: Output 1- strategic plan 2017-2021</p>	Africa: REFACOF regional meeting to discuss leadership structure and develop five-year strategic plan		\$60,000
<p>Support country gender justice activities</p> <p>Indonesia: Learnings on linking forest rights based CFEs with economic and Political Empowerment of women's groups</p>	<p>Output 1: Evidence of Improved political and economic status of women</p> <p>Output 2: Sharable print and multimedia outcomes from Process documentation of the process leading to empowerment of women</p> <p>Output 3: Women-friendly Forest Management Models and learning for a global and national audience from the same</p>	<p>Facilitate Women's Participation in Forest Management to achieve Agroforestry in Community Forests in Bengkulu, Sumatera, Indonesia</p> <p>Afro descendant, indigenous and peasant organizations carry out a joint advocacy and monitoring strategy for the inclusion of their concerted guidelines on the draft of future the National Public Policy on Rural Women</p> <p>Document, showcase, and strengthen women's leadership in community forestry</p>		<p>\$25,000</p> <p>\$40,000</p>
<p>Colombia: Indigenous, Afro descendant and peasant women provide guidelines to the government for the creation of the future National Policy on Rural Women.</p> <p>Liberia: increase women representation, engagement, leadership and participation in community forest institutions</p>	<p>Guidelines from Afro, Indigenous and peasant women for the creation of a draft National Policy on Rural Women</p> <p>Output 1: Gender- disaggregated List of existing community forest institutions</p>			
TOTAL			\$80,000	\$220,000

3. Implementing Organizations

The Rights and Resources Initiative is the primary implementing organization responsible for the delivery of SAGE products and services. As appropriate, RRI will contract

consultants to deliver key outputs and/or collaborate with Partners and Collaborators at the national and global levels to ensure achievement of stated results.

Strategic Communications Work Plan

RRI is working in a more politically turbulent world than we expected only a short time ago. Rising nationalism and flouting of the global human rights regime appear likely to continue in 2017. But new communications technologies and a hyper-connected world also provide opportunities for us to communicate a key strategy and source of hope for meeting a number of daunting global challenges: securing the land rights of the 2.5 billion community landholders who protect and conserve the forests, water, biodiversity, minerals, and ecosystems the rest of humanity depends on.

That said, there is an ever increasing need to present this information in context-specific, reproducible ways that are easily adoptable by in-country advocates to ensure that RRI's strategic analysis is disseminated to targeted audiences via a wide range of relevant communications channels. Information is increasingly consumed in short form, and persuasive pieces that speak directly to the audiences we seek to engage are an important tool. This is particularly important given the continued rise in the use of social media, which has become even more influential (for many)

than anticipated as a means of sharing news and amplifying messaging. Coupled with the fact that many are still moved to act by data, RRI is capitalizing on these opportunities to change the way we disseminate information at all levels. The redesigned RRI website and blog, RRI Fellow "corner" on the Newsletter, and expanded outreach of the Interlaken Group, for example, will serve as wide-reaching digital resources that will contribute to influencing both the global narrative and critical country processes.

In this new world, leveraging the expanded and reengaged RRI Coalition is an utmost priority. Taking full advantage of the skills, knowledge, and voices of members—particularly to capitalize on strategic opportunities—will require a heightened level of internal communication and organization in 2017. The success of both national and global level communications strategies will rely on strong relationships with these key spokespeople, harnessing the excitement of an invigorated coalition toward our common goals, and a system in which these voices and data can easily be reused, reproduced, and shared.

1. Priorities

1.1. Priority outcomes:

Outcome 1: Targeted communications and advocacy support advances the national agenda in priority countries, i.e. Indonesia, Liberia.

Outcome 2: RRI's communications initiatives mobilize key actors, generate greater global awareness of RRI's priority issues and possible solutions, and facilitate progress on these issues.

Outcome 3: Communications processes, vehicles, and tools are updated and streamlined to ensure coordinated messaging, facilitate engagement across the coalition, and better equip key stakeholders to advocate for community land rights at both the global and national levels.

Outcome 4: RRI is equipped with a resource mobilization strategy that will enable it to pursue diversified funding sources, in a steady manner and meet the financial needs of the organization.

Outcome 5: Planning, monitoring and reporting frameworks enable focus on results, track progress, and learning by the coalition, and facilitate donor reporting.

Outcome 6: FPiII is completed with strong endorsement by RRI Partners and Affiliated Networks, and attracts new commitments.

1.2. Key strategies to bring about these outcomes

Close collaboration with RRG thematic teams, Regional Directors, Partners, Affiliated Networks, Fellows and Board to understand their sense of threats and strategic opportunities to inform RRI products and messages.

Linking local and global narratives using effective storytelling, RRI data, key arguments about the importance of community land rights to climate change mitigation, sustainable development, and conflict prevention remains a priority. To ensure linkages, cross learning, and sharing, the communications team will continue to have staff representation on all regional and thematic matrix teams.

Generating greater global awareness by leveraging new and existing analyses, utilizing targeted communications vehicles, updating messaging repository, and creating a new database of spokespeople from around the coalition in order to extend the "bench" of spokespeople available to speak to press and other influential constituencies on key issues.

RRI will continue to develop and formalize a digital communications strategy that standardizes and strengthens the RRI brand and message across all platforms. This will include formal procedures for submission to the website, blog, newsletter, and social media.

2. Strategic Communications Work Plan

Main Objective

An expanded and engaged RRI Coalition is leveraged to ensure targeted communications and advocacy advances the national agenda in priority countries; generate greater global awareness of RRI's issues and possible solutions; and equips key stakeholders at both the global and national levels.

EXPECTED OUTCOMES	OUTPUTS	PLANNED ACTIVITIES	THEME	TOTAL BUDGET	UNFUNDED BUDGET
Outcome 1: Targeted communications and advocacy support advances the national agenda in priority countries.	- Comms strategies targeting decision makers in priority countries at key moments	Targeted outreach to respond to fast breaking strategic opportunities to increase our audience – (national level outreach, supporting Interlaken Group in-country pilots)	ALL	\$40,000	\$20,000
	- Relevant media materials and training (dependent on targets) - Tools/process to identify “what is news” (and what the international media requires)	Lombok+6 promotion/outreach	ALL	\$20,000	\$5,000
Outcome 2: RRI's communications initiatives mobilize key actors, generate greater global awareness of RRI's priority issues and possible solutions, and facilitate progress on these issues.	- RRI spokespeople database and materials	Maintenance of the RRI Messaging Repository	ALL		\$5,000
	- Unique Interlaken Group mailing list and identity	Targeted outreach to respond to fast breaking strategic opportunities to increase our audience (global outreach)	ALL		\$40,000
	- Expanded Messaging Repository, Impact stories, talking points	Launch of Gender Flagship	Gender Justice	\$25,000	
	- Relevant media materials and training (dependent on targets)	Launch of RRI Annual Review of the State of Rights and Resources 2017-2018	ALL	\$50,000	\$10,000
		Sweden conference promotion / outreach	ALL		\$25,000
		Further develop the audience and unique brand of the Interlaken Group (unique mailing list, build out in French and Spanish)	ATEMs	\$10,000	
Outcome 3: Communications processes, vehicles, and tools are updated and streamlined to ensure coordinated messaging, facilitate engagement across the coalition, and better equip key stakeholders to advocate for community land rights at both the global and national levels.		Engagement and support for the Global Call to Action	ALL	\$10,000	
	- RRG managed websites and social media channels (RRI, MegaFlorestais, Interlaken Group, Community Land Rights) are updated and maintained	Website hosting, maintenance and technical support for various websites supported by RRI	ALL	\$15,000	
	- Full suite of RRI branded materials (analytical and promotional/ outreach)	Constituent management database, editing software and online outreach (Including systems used for Tenure Trends, Quarterly Newsletter, press release distribution, social media engagement, etc.)	ALL	\$15,000	
	- Updated digital communications strategy to maximize utility of products and increase engagement opportunities for Coalition, including “how to contribute” for key constituencies	Meltwater annual membership	ALL	\$15,000	
	- Production Process updated	Data visualization and repackaging of RRI country / regional level data into reproducible formats	ALL		\$10,000
	- Crisis comms plan (i.e. communicating killing and criminalization of land defenders)	General (including thumb drives, folders, banners, business cards, changes to RRI brand such as adding new Partner or Donor, etc.)	ALL	\$10,000	
		Production of Sweden report in English, French and Spanish (assuming NOT water flagship)	ALL	\$10,000	\$40,000 IF FLAGSHIP
		Production of Gender Flagship in English, French and Spanish	Gender Justice	\$50,000	
		Production of RRI Annual Review	ALL	\$40,000	

EXPECTED OUTCOMES	OUTPUTS	PLANNED ACTIVITIES	THEME	TOTAL BUDGET	UNFUNDED BUDGET
		of the State of Rights and Resources 2017-2018 Production of Lombok+6 report in English, French, and Spanish (assuming brief) SAGE production: 8-10 briefs (translation, layout, printing) DRC paper production	Realizing Rights ALL	 \$20,000	\$10,000 \$20,000 \$10,000
Outcome 4: RRI is equipped with a resource mobilization strategy that will enable it to pursue diversified funding sources, in a steady manner and meet the financial needs of the organization.	- Resource Mobilization Plan	Develop a resource mobilization plan that provides RRG with options to diversify its funding base and secure funding to support its mandate.	ALL		
Outcome 5: Planning, monitoring and reporting frameworks enable focus on results, track progress, and learning by the coalition, and facilitate donor reporting.	- IM report 2017 (and FP11) - 2018 Work Plan - 2017 activities monitoring reports - 2017 activities final reports - Annual Narrative report - Donor reporting tracking	Implement the Independent monitoring of the RRI 2017 Program of Work. Update current RRI planning, monitoring and reporting platforms to better plan, monitor and report on results.	ALL ALL	\$60,000	
Outcome 6: FP11 is completed with strong endorsement by RRI Partners, Affiliated Networks, and Fellows, and attracts new commitments.	- FP11	Finalize FP3 with input from Coalition Partners, Affiliated Networks, and Fellows.	ALL		
			TOTAL	\$390,000	\$195,000

3. Risk and Mitigation Strategies

3.1. What are the risks that can impact the attainment of your program's goals?

- a. A lack of engagement by Partners, Affiliated Networks, and Fellows could hinder the communications team's work to expand the "bench" of spokespeople, standardize messaging across the coalition, and improve RRI's ability to persuasively communicate on regional and global issues.
- b. Missed timelines, failure to receive information and materials in a timely manner, and a failure to integrate communications strategic planning into country and global plans from the onset could make it difficult to both deliver products in a timely fashion and to ensure that communications initiatives strategically advance the goals of the coalition.
- c. A closing of the democratic space in priority countries could present security challenges for spokespeople and prevent communications initiatives from reaching target audiences.
- d. A critical mass of donors no longer support Framework Programs.

3.2 What mitigation strategies will you adopt to avoid, lessen or reduce the adverse impacts of such risks?

- a. Regular and early communications within RRG and with other key members of the coalition can ensure that engagement-specific communications strategy align with other programmatic goals, and that communications is part of global and country strategies from the beginning. The full participation of communications team members in regional and thematic teams through the new matrix structure is already mitigating this risk.
- b. National level communications strategies/activities will be developed in close consultation not only with the RRI Regional Director and team, but also directly with engaged local constituencies to ensure ownership and utility of said engagement.
- c. The development and communication of formal timelines to RRG staff and other key stakeholders will ensure that there is clear understanding of what the team needs at what point during the process to maximize outreach and prioritize linking of local narratives to global dialogues, especially to the international media.
- d. Dedicated time and energy towards reenergizing and building relationships with communications focal points, Partners, Fellows, and Affiliated Networks will help to ensure they are engaged in RRI's communications efforts. Updating processes for contributions from these groups – such as to the RRI blog – and creating formal RRI spokespeople will also help to mitigate this risk.
- d. Proactive dialogue with all RRI donors, paired with a new (internal) RRI reporting process will serve to ensure that donor requirements are woven in to ongoing program/activity reporting to the extent possible to alleviate capacity-related constraints.
- e. The development of a new resource mobilization plan that provides RRG with options to diversify its funding base in 2017 will alleviate some stress due to lessened support for the Framework Program.
- f. See SAGE and country plans for specifics to mitigate risk beyond the more process driven and global mitigation strategies indicated here.

Coalition and Strategic Networks

1. 2017 Priorities

In 2016, the program expanded to incorporate both the coordination of the RRI Coalition and strategic networks. This shift was done to more effectively facilitate connections between coalition members and additional networks, and leverage them for increased impact.

Expected outcomes for the year:

Coalition: In 2016, the RRI coalition was re-energized with new ambition and commitment to collaboratively promote and achieve RRI's targets. The coalition expanded to include two Partners, six Affiliated Networks, and six Fellows, and broadened its influence in new geographies and constituencies. The priority for 2017 will be to further strengthen the RRI coalition to foster greater strategic collaboration between coalition members to leverage major change on forest and tenure rights. The Board will go through an important transition and welcome new officers, and it will be essential to consolidate and empower the new leadership.

Strategic Networks: Fostering and leveraging strategic networks remains a key and fundamental value of RRI. Through the program, RRI has both strengthened networks of community, policy and civil society leaders to more effectively advance reforms and advocate for rights recognition, and catalyzed learning across constituencies. In 2016, the program continued to engage indigenous, community, women and government networks, supported action and joint efforts (e.g., REDD-Exchange, COP22), and promoted knowledge sharing between communities on forest management and community enterprise. In 2017, the program will continue to foster learning between communities, leading the way to the establishment of a community of practice supporting self-determined development and enterprises. The program will also continue its engagement with MegaFlorestais (an informal network of forest agency leaders) to improve forest governance and strengthen public agencies' commitment to support the rights of Indigenous Peoples and new development models through peer-to-peer learning and exchange. Building on DRC and Kenya's participation in previous meetings, it will support

MegaFlorestais' increased regional influence and initiate work on rethinking forest regulations in East Africa.

Stockholm Conference: Amidst global turbulence, the risk of land rights constituencies fragmenting and the issue being eclipsed by other crisis is high. To diminish these, a 3rd International Conference will provide a platform for the global development community to identify real opportunities to scale-up recognition of indigenous and community land rights, mobilize new actors and sectors, and attract greater donor support.

Key Strategies to bring about these outcomes;

In 2017, the program will adopt a collaborative approach in all its projects, working with other RRG teams, members of the RRI coalition, and consortium of other organizations to take advantage of opportunities and combine resources and expertise for increased impact and efficiency.

Coalition: Coalition members will continue to receive regular updates from RRG, and will be mobilized around key coalition-wide or regional events. More attention will be placed to leverage the expertise of Affiliated Networks and Fellows (e.g., participation in meetings, blogs, greater involvement in the implementation of activities in their respective regions). Lastly, close collaboration with the Board of Directors will ensure a smooth transition and the integration and active participation of its newest members.

Strategic Networks: Until now, RRI and the broader development climate sectors have given inadequate attention to communities once their rights are recognized. To accelerate support to self-determined development models and community forest enterprises on the ground, RRG began initiating a number of new activities in this arena in 2016. These included collaboration with the Rainforest Alliance, the Samdhana Institute—a Partner organization—, AMPB and AMAN—two RRI Affiliated Networks—to foster learning between communities of Indonesia and Guatemala, leading the way to a community of practice and the longer-term establishment of International Centers for Com-

munity Excellence. MegaFlorestais remains an influential network to advance RRI's agenda. Collaboration with forest and land agencies (especially the Canadian Forest Service, the US Forest Service, and the State Forest Administration of China) will be strengthened to increase their participation in the governance and activities of the network, in accordance with the new strategic plan developed in 2016. At the annual meeting, governments' awareness will be raised on the actual and potential contributions of community forestry enterprises to social, economic and environmental goals, as steps towards more thriving rural communities and reduced illegal logging. Lessons learned from past international workshops on Rethinking Forest Regulations will be brought to government officials from East African countries to help with their ongoing reform processes.

Stockholm Conference: Building on the last 2 conferences in Interlaken (2013) and Bern (2015), the conference will be designed with input from key partners within and outside the RRI Coalition to create new momentum in support of the community rights agenda, identify strategies to scale-up recognition of indigenous and community land rights, and highlight a series of instruments that will help address the tenure gap.

2. Coalition and Strategic Networks Work Plan

Main Objective

1. Further strengthen the RRI coalition and Board to foster greater strategic collaboration to leverage major change on forest and tenure rights;
2. Accelerate learning on self-determined development models by increasing capacity of Indigenous Peoples and local communities;
3. Strengthen forest governance and public agencies' commitment to support the rights of Indigenous Peoples and new development models through peer-to-peer learning and exchange;
4. Identify real opportunities to scale-up recognition of indigenous and community land rights and mobilize new actors and sectors to move from commitment to implementation.

EXPECTED OUTCOMES	OUTPUTS	PLANNED ACTIVITIES	IMPLEMENTING ORGANIZATIONS	THEME	TOTAL BUDGET	UNFUNDED BUDGET
Outcome 1: The expanded RRI coalition is further strengthened and coalition members are effectively leveraging each other to achieve major changes on forest and tenure rights.	Greater collaboration is fostered within Partners, Affiliated Networks and Fellows.	Continued engagement with coalition members. Implementation of 1 Partners meeting.	RRG	ALL	\$10,000	
Outcome 2: The transition to a new leadership in the Board of Directors is successfully completed and its members are equipped with the proper tools and information to effectively support the governance of the Coalition.	2-3 Training curriculum -Governance Meeting -Governance Book 2-3 Board Book and Minutes	Implementation of 2-3 Board trainings	RRG, Consultants	ALL		
		Organization of the 2017 governance meeting	RRG, Consultants	ALL	\$65,000	\$20,000
		Implementation of 2-3 Board meetings	RRG	ALL	\$35,000	

EXPECTED OUTCOMES	OUTPUTS	PLANNED ACTIVITIES	IMPLEMENTING ORGANIZATIONS	THEME	TOTAL BUDGET	UNFUNDED BUDGET
Outcome 3: The impact of RRI activities is amplified by mobilizing coalition members and leveraging RRI's networking expertise.	The program works closely with other RRG programs on regional and inter-regional activities to increase impact and build on previous experiences and relationships.	Collaboration with RRG teams on regional and inter-regional activities (e.g., exchange between Nepal and Mexico; Lombok conference; African Land Commissions event).	RRG	ALL	N/A These activities will be funded by regional programs	
Outcome 4: Indigenous leaders and other key stakeholders from Indonesia built their capacity on self-determined development models through community-to-community exchange.	A community-to-community exchange between Indonesia and Guatemala is organized in early 2017, followed by technical assistance provided by other collaborators.	Visit of Indonesian delegation to Guatemala.	RRG, Samdhana Institute, AMAN, Rainforest Alliance, ACOFOP, AMPB	Rights and Climate, ATEMs	\$60,000	
Outcome 5: Public agencies' commitment to support the rights of Indigenous Peoples and new development models is strengthened through peer-to-peer learning and exchange	The annual meeting of MegaFlorestais focuses on community development models in October. Other relevant activities are organized to disseminate findings and share lessons learned.	Year-round collaboration with co-conveners and others collaborators to design and hold the annual meeting. Dissemination of studies led by SAGE during and after the meeting.	RRG, Canadian Forest Service (CFS), the Govt of British Columbia, US Forest Service, FP Innovations, University of British Columbia	Realizing Rights, Rights and Climate, ATEMs	\$50,000* * Could be reduced due to external contributions	\$120,000
	A workshop on Rethinking Forest Regulations bringing together 5 countries from East Africa is convened to strengthen forest governance and promote exchange and learning of best practices, with input from MegaFlorestais Leaders and experts.	Workshop organized in collaboration with the Africa program and the MegaFlorestais network.	RRG, Land Commissions and Ministries of Forestry or Land Affairs of involved countries	Realizing Rights	\$15,000 Additional funding provided by the Africa program	
Outcome 6: The global development community identified new opportunities to scale up recognition of indigenous and community land rights, and mobilized new actors and sectors.	The 3rd International Conference is organized in October, and leads to further collaboration to improve rights recognition on the ground.	International conference held in collaboration with co-conveners, key constituencies and members of the coalition.	RRG, SEI, Devex, LandMark, Land Rights Now, Interlaken Group, LARRI, IFS, etc.	ALL	\$270,000	\$145,000
TOTAL					\$505,000	\$275,000

3. Risks and Mitigation Strategies

Coalition: It will be critical in 2017 to maintain close collaboration with the newest members of the coalition to ensure they are properly integrated and do not become dissatisfied. Coalition-wide events and meetings will provide good opportunities to keep the coalition engaged.

Strategic Networks: With projects involving multiple teams and collaborators, working very closely with all organizations and teams and having frequent follow-up will be essential to ensure projects move forward efficiently and according to the agreed timeline.

Stockholm Conference: The conference will be a key moment for the coalition, and RRI's reputation will be at risk without the proper mobilization of the coalition and participation of the right leaders. In order to develop an exciting agenda and engage broader constituencies, a larger number of co-conveners was brought together (including, but not limited to, the Swedish Environmental Institute, Sida, LandMark, and the Interlaken Group), and Devex was contracted as a media partner. An advisory group representing key constituencies will also be established.

Tenure Facility Work Plan

1. 2017 Tenure Facility Priorities

The International Land and Forest Tenure Facility (the Tenure Facility) is a mechanism for cost-effective deployment of funds to advance land and forest tenure security, and the rights and livelihoods of Indigenous Peoples and local communities.

The International Land and Forest Tenure Facility (the Tenure Facility) is being incubated over three years (2014-2017) by RRI. During the inception phase, legal analyses were completed, Advisory Group roles and expectations were defined, and technical advisors were selected. During the Pilot Phase, country demand studies were completed; six pilot projects are being implemented in Indonesia, Panama, Liberia, Cameroon, Mali, Panama and Peru, securing 300,000 hectares of forest by late 2016; lessons learned are being documented and fed back into final design; institutional policies, governance guidance, and an operational manual are in place; donor Milestones were met; an Interim Board was replaced by the founding Board; and application for registration as a “collecting foundation” was initiated in Stockholm.

The six pilot projects have demonstrated that initiatives with significant levels of funding, led by indigenous and community-focused organizations can rapidly foster coordination and joint actions with government, development partner and private sector representatives to dramatically scale-up the implementation of tenure reforms, and solve bottlenecks to secure the rights and livelihoods of com-

munities. The overall vision of the Tenure Facility is to increase the area of tropical forest land under secure indigenous and community tenure, conservatively estimated at 42 and 91 million additional ha of forest secured over a period of 10 years, with funding averaging \$10M per year. By targeting countries where strategic opportunities are high, as illustrated by the opportunities seized by the pilots in Peru, Cameroon, Liberia and Indonesia, the Tenure Facility and RRI are working in synergy to strengthen the tenure rights of Indigenous Peoples and local communities.

During 2017, a transition plan will be finalized and implemented. Independent operations will be established in Stockholm and, after an independent assessment, fiduciary responsibility will be transferred to the new entity. Independent operations are scheduled to begin by late 2017 with an independent governance body, secretariat, and pipeline of strategic projects. Pilot phase projects will be completed in six countries; and at least six projects will be initiated to support Indigenous Peoples and local communities’ organizations collaboration with government and other stakeholders to implement secure tenure. At least one project will focus on supporting the implementation of women’s collective tenure rights. A learning strategy will be finalized and the emerging learning platform will share practical approaches for implementing land and forest tenure reforms in innovative ways, and leverage greater support and investment in securing the land rights of Indigenous Peoples and local communities.

2. Tenure Facility Work Plan

Main Objective

Establish the Tenure Facility as an independent institution with \$50 Million commitments for 2017-2021, demonstrate its effectiveness by maintaining momentum in upscaling tenure reform implementation, and secure an additional 2 million ha. of forest under community tenure.

EXPECTED OUTCOMES	OUTPUTS	PLANNED ACTIVITIES ¹	IMPLEMENTING ORGANIZATIONS	PLANNED INPUTS/ BUDGET	UNFUNDED BUDGET
1: TF is effectively governed and managed	ILFTF Secretariat set up and Board in place	Set up Facility Secretariat and Facility Board of Directors	Staff and consultants		
	Assessment verifies readiness of TF for independent financial functioning	Conduct evaluation to assess readiness for independent financial functioning	Staff and consultants	\$75,000	
	Registration approved by Swedish authorities; transition plan successfully implemented and Facility achieves main objectives for 2017	Maintain and run the Facility (core expenditures)	Staff and consultants	\$1,421,533	
2. Practical approaches for implementing land and forest tenure reforms are shared and leveraged by practitioners and stakeholders to enable greater support and investment in securing IP/LC land rights.	Two TF Learning Exchanges	Monitor, Evaluate, and Assess Impact	Staff and consultants	\$282,431	
	Learning Strategy completed and Learning Platform established and strengthened at national, regional, and global levels to inform place-based tenure reforms and the strategies, policies, and interventions of climate, development and private sector initiatives.	Consolidate and disseminate lessons and best practices from Facility-supported activities.	Staff and consultants	\$235,361	
3. The land and forest rights of Indigenous Peoples and local communities are made more secure by governments in targeted developing countries.	Pilot projects completed. New projects initiated. Additional public and private commitments and support are leveraged to secure IP/LC tenure more broadly.	(11) Support implementation and scaling up of land and forest tenure reform projects and processes and creation of enabling conditions for more fair tenure policies and legislation, and the modalities for their implementation.	Indigenous Peoples and Local Communities' Organizations coalitions as Grantees, consultants and staff	\$1,031,310	\$4,897,526
TOTAL				\$3,866,217	\$4,897,526

¹ Activities as defined in Sida agreement funding the Tenure Facility

3. Implementing Organization

The Rights and Resources Initiative: is the primary implementing organization incubating the establishment of the new Tenure Facility. RRI, in addition to contracting consultants for assistance in setting up the new institution in Stockholm as per the Transition Plan, also anticipates awarding up to six new grants for projects to Indigenous Peoples' and Local Communities' Organizations (TBD) when additional funding becomes available. The criteria and process for moving from ideas to projects are provided on the TF webpage, thetenurefacility.org

4. Risks and Mitigation Strategies

Key obstacles to success are political and financial.

First, national governments will have limited political willingness to undertake implementation of land and forest reforms. There is moderate likelihood of this risk. The Tenure Facility will prioritise countries where a clear window of opportunity exists to advance local community and Indigenous Peoples' land and forest rights on a significant scale and will only support projects where the minimum conditions are in place. These include tenure policies and laws emerging or being of national or subnational concern; and positive relationships existing between civil society and government. Furthermore the Tenure Facility promotes participatory design to ensure "buy-in," works closely with government and champions within government and provides dedicated technical support and structured facilitation to help move processes along.

Second, power imbalances limit the ability of Indigenous Peoples and local communities to sustain their engagement in tenure reform. There is moderate likelihood of this risk. Local community organisations are engaged from the very beginning from project selection and design to implementation, participate in country-level project steering, have advocated for the establishment of the Tenure Facility as an international instrument and have a vested interest in its success, and are represented in the overall governance of the Facility.

Third, the Tenure Facility supports interventions that are uncoordinated with existing forest and climate initiatives. There is a low likelihood of this risk because representatives of many other initiatives are on the Advisory Group of the Tenure Facility, and at country level are engaged in consultations during the design and implementation of projects.

Fourth, local Indigenous Peoples and community organisations have weak financial administrative capacity and this constrains their ability to partner on projects. There is a moderate likelihood of this risk. The Tenure facility takes this into account when selecting project proponents, where necessary uses financial support service providers and also engages other organisations and individuals in the project to provide technical support and assistance.

Fifth, the Tenure Facility fails to attract high calibre staff for its team or to its Board of Directors. There is a low likelihood of this risk. A competitive and open process for the CEO has been launched and an international talent hunter hired. RRG staff are providing strong back up in the first 2 years of establishment. There is a robust process in place for seeking additional Board members that is actively reaching out to well-known academics, high-level officials/ex-officials, senior advisors/ex-advisors to government, is well thought out.

Finally, additional donor finance over time constrains the operations of the Tenure Facility. In the current funding climate there is a moderate likelihood of this risk. However, this can be mitigated if the Tenure Facility maintains high performance, achieves and communicates its lessons and results effectively. It will also regularly coordinate its donor support group, helping it amplify and diversify its membership, including non-traditional funders such as climate funds, private foundations and progressive companies.

Finance and Administration Work Plan

1. 2017 Priorities

1.1. Priority outcomes:

Outcome 1: Operational efficiency of organization is strengthened through improved use of technology that meets coalition and organizational needs.

Outcome 2: Organizational control environment is improved to strengthen accountability and efficiency of controls.

Outcome 3: Financial services are strengthened to bolster organizational cost effectiveness and value for money.

Outcome 4: Organizational funding sources are diversified to ensure funding sustainability to support mission.

Outcome 5: Management and staff skills are strengthened to better deliver organizational and coalition mandate.

2. Finance and Administration Work Plan

PRIORITY OUTCOMES	OUTPUTS	PLANNED ACTIVITIES
Outcome 1: Operational efficiency of organization is strengthened through improved use of technology that meets coalition and organizational needs	New systems (accounting, HR, Time and Expense reporting, and work flow automation)	Select and implement new Financial Management System software. Implement Work Flow Software Applications for Contract Processing and HR Forms
Outcome 2: Organizational control environment is improved to strengthen accountability and efficiency of controls	Clean Audit/990 Quarterly Financial Statements & KPIs on Director's Desk. Quarterly Budget vs Actual Reviews with Project Managers. Updated HR Policies and Procedures	Conduct annual audit, 990 and internal audit on schedule. Complete Quarterly Financial Statements & KPIs and post them on Director's Desk within 30 days of end of quarter. Complete Quarterly Budget vs Actual Statements for RRG Project Managers. Conduct Quarterly Progress Review Meetings with SMT and Project Managers Complete comprehensive review of HR Policies and Procedures

PRIORITY OUTCOMES

OUTPUTS

PLANNED ACTIVITIES

Outcome 3: Financial services are strengthened to bolster organizational cost effectiveness and value for money

Improved banking and other financial services (e.g., Line of Credit, Corporate Credit Card, Foreign Currency Exchange) to reduce risk and transaction costs.

Conduct comprehensive review of all financial services (banking, line of credit, corporate credit cards, and foreign currency exchange) and conduct RFPs to consider and select service providers.

Outcome 4: Organizational funding sources are diversified to ensure funding sustainability to support mission

Fundraising strategy

Develop comprehensive fundraising strategy.

Develop internal capacity to target new funding sources.

Outcome 5: Management and staff skills are strengthened to better deliver organizational and coalition mandate

Training workshops and other capacity building activities

Implement training and development activities in support of the matrix organizational structure

3. Risks and Mitigation Strategies

Operational efficiencies gained by planned automation and process improvements will not be sufficient to make up for reductions in staff and could impact progress on priority outcomes and critical control functions.

Monitoring and reporting of progress, including KPIs, will be maintained so that corrective action can be taken if critical control objectives and/or key milestones on priorities are not being met.

12. annex 01

Strategic Response Mechanism

(SRM) Program Report, 14 December 2016

The Strategic Response Mechanism (SRM) is designed to enable flexible, rapid response to unforeseen but strategic opportunities. It complements the annual planning process by providing funding (up to \$100,000) that rapidly responds to specific situations, allowing RRI to be effective in shifting political landscapes. SRM proposals are evaluated and approved through a simple, accelerated process. In order for an activity/project to qualify as an SRM, the activity must meet all five criteria: exploits a political window of opportunity, supports a critical moment in a social mobilization process; exploits higher risk opportunities and could expand RRI relationships; is new or newly expanded activity, and outcomes are dependent on incremental funding/connectivity at the right strategic moment.

In 2016, the Board authorized a budget of US \$1,254,000 for SRM activities. The actual SRM budget committed for SRM activities approved and contracted during 2016 was US \$708,431.

During 2016 RRI supported 17 SRM activities, including two that were contracted in 2015 and extended into 2016.

The following table provides a summary of each 2016 SRM activity and the results that have been reported to date.

Proponents	Country(ies) Impacted	SRM Project and Objective	Status of Progress	Evidence of Achievement	Amount
Tebtebba	Philippines	<p>Project Proposal: Securing the Rights to Lands and Resources and to Self-Determination of Non-Moro IPs (LUMAD) Within the Bangsamoro Autonomous Region</p> <p>Objective: To secure the land and resource rights of the Lumad through policy advocacy and finalization of community maps to receive community titles for their ancestral lands.</p>	<p>IN PROGRESS</p> <p>Contract end date: Dec. 31, 2016</p> <p>Issued: July 22, 2015; may be extended to early 2017</p>	<p>Advocacy efforts contributed to the inclusion in Senate Bill No. 2894 of almost all of the proposed provisions including indigenous identity, ancestral domain, and the requirement of Indigenous Peoples' free, prior and informed consent (FPIC) before activities affecting their lands can take place. In the House of Representatives (HoR), advocacy teams briefed and secured the support of at least 10 Congressmen. Unfortunately, neither the Senate nor the HoR managed to pass the BBL due to lack of time to resolve controversial issues.</p> <p>The mapping process for over 300,000 ha. claimed by the Lumads is underway (although it encountered procedural and equipment issues that have delayed the process). Once the maps are finalized and validated and the survey returns are prepared, the map launching will take place, although it may now be delayed until early 2017 (TBD).</p> <p>Activities Conducted:</p> <ul style="list-style-type: none"> • Post-campaign assessment and strategy session • Advocacy missions • Participatory community mapping 	\$94,700 (2015)
Epistema	Indonesia	<p>Project Proposal: Advancing Land Tenure Reform in Indonesian Land Bill</p> <p>Objective: To support local districts legal recognition of Indigenous Peoples land tenure rights and their mapped territories.</p>	<p>COMPLETED</p> <p>Contract end date: May 31, 2016</p> <p>Issued: 2015</p>	<p>By supporting the government and Parliament in the preparation of the Land Bill, regulation concerning the protection of indigenous peoples and their land rights is expected to be advanced.</p> <p>Activities Conducted:</p> <ul style="list-style-type: none"> • Published six policy briefs on strategic issues of land tenure reform in response to the Indonesian land bill • Four meetings with Parliament legal drafters and experts • Three meetings with Parliament Commissions • Regular information meetings with civil society organizations 	\$22,000 (2015)
UNSR	Colombia	<p>Project Proposal: Off- Record meeting of Colombian IP leaders with the UN Special Rapporteur on the Rights of Indigenous Peoples</p> <p>Objective: Convene an informal, private space to inform the UN Special Rapporteur on the Rights of Indigenous Peoples on IP concerns around key thematic issues such as the impacts of the internal armed conflict on IP territories and livelihoods as well as the expansion of megaprojects on indigenous territories.</p>	<p>COMPLETED</p> <p>Contract end date: Feb. 25, 2016</p>	<p>Planned actions resulting from meeting:</p> <ul style="list-style-type: none"> • The five national IP organizations will send a joint official letter to the office of the UNSR informing about the lack of inclusion in the peace and post conflict processes. • After reception of the letter, a national and international media campaign addressing the content of this letter was recommended. <p>Activities Conducted:</p> <ul style="list-style-type: none"> • Private meeting between the UN Special Rapporteur on the Rights of Indigenous Peoples and indigenous leaders 	\$7,657
FPP	Peru	<p>Project Proposal: Challenging agribusiness expansion in indigenous territories in the Peruvian Amazon: The case of Santa Clara de Uchunya, vs Plantaciones de Pucallpa</p> <p>Objective: to secure the legal titling and protection of lands for the indigenous community of Santa Clara de Uchunya; and to hold the Peruvian government and palm oil sector accountable to environmental and social standards.</p>	<p>IN PROGRESS</p> <p>Contract end date: Dec. 31, 2016</p>	<p>Titling of Santa Clara was officially recognised by the regional government as one of the priority communities in Ucayali. Informal endorsement was made by agrarian authorities for the community to initiate 'self-demarcation'; demarcation was initiated and partially completed.</p> <p>On October 12, 2016, just days before the Round Table on Sustainable Palm Oil's (RSPO) complaints panel was supposed to issue a final judgment on the complaint filed against it by the community of Santa Clara de Uchunya, Plantaciones de Pucallpa (PdP) withdrew from the RSPO. The RSPO secretariat informed the complainants of this latest development, explaining that the complaint process would now be closed and a</p>	\$100,000

Proponents	Country(ies) Impacted	SRM Project and Objective	Status of Progress	Evidence of Achievement	Amount \$
				<p>final report issued. Complainants have maintained that this is unacceptable and have insisted that the RSPO publish its final resolution, as this is a precedent-setting case.</p> <p>Background: The Complaint was filed by the community in conjunction with FECONAU, IDL and FPP (the complainants) in December 2015, showing that the company had acted illegally by clearing more than 5000 hectares of forest to establish its plantations on lands traditionally owned by the Shipibo indigenous community.</p> <p>Activities Conducted:</p> <ul style="list-style-type: none"> • Elaboration and community validation of the lawsuit • Filing of a constitutional appeal was filed in the court of first instance in Ucayali • Government commission formed and functioning with formal participation of indigenous representative (FECONAU) • Santa Clara is named on priority list of communities to be titled 	
Ekuri Initiative	Nigeria	<p>Project Proposal: Capacity-building and emergency support for a court case against the government of Cross River State, Nigeria, over the revocation of forest-dependent communities' rights to ancestral lands and forests for the construction of a highway</p> <p>Objective: to restore to the Ekuri Community their ancestral land and forest rights and to position the Ekuri community as a strategic advocate for its rights through non-violent protest techniques.</p>	<p>COMPLETED</p> <p>Contract end date: Oct. 31, 2016</p>	<p>The Ekuri Initiative supported a court case to challenge the government's revocation of community land to build a superhighway and to restore the rights of the Ekuri Community to 36,000ha of forest. An unfortunate negative court ruling was issued on Dec 8, 2016. The Ekuri Initiative now plans to appeal to the Federal Court of Appeal where there is likelihood of justice.</p> <p>This temporary setback does not take away from what was achieved with this SRM. Workshops held in five different communities, with strong participation of women and youth and each attended by at least 60 participants, mobilized communities to utilize non-violent protest techniques to respond to their situation. These trainings raised community awareness of their rights and resources, and positioned them to present grievances coherently and effectively. The Ekuri civil society coalition, NGOCE and the Wise Administration of Terrestrial Environment and Resources (WATER) established strong collaborative relationships with the media;13 media partners have supported a campaign to disseminate information about the proposed superhighway, providing an important counter-narrative to government-owned media outlets. These collaborative efforts also led to a petition with over 50,000 signatures from the affected communities, and to an online petition with 220,000 signatures. Both petitions were presented to the Minister of Environment and to the President of Nigeria. Although the federal government instructed Cross River State to review the superhighway's inadequate EIA, it was finalized with few, if any, revisions. At present, the government remains committed to constructing the superhighway in spite of the implications for community land.</p>	\$52,000
ILEPA	Kenya	<p>Project Proposal: Securing Land Rights for the Maji Moto Pastoralist Community in Kenya</p> <p>Objective: to reverse the illegal acquisition of land in the Maji Moto Group Ranch and secure land rights for pastoralist communities living on the ranch, including tenure rights over collectively held communal land.</p>	<p>COMPLETED</p> <p>Contract end date: Dec. 1, 2016</p>	<p>Following ILEPA's advocacy efforts and a series of community consultations, the National Land Commission (NLC) and Ministry of Lands halted the illegal acquisition of land on the Maji Moto Group Ranch (MMGR), returning land titles to their rightful owners. Group ranch officials who had engaged in illegal land acquisition have been suspended, and a peaceful change of leadership is underway. Ranch officials had been misappropriating funds from an account accruing revenue from a trust deed, and the account has thus been frozen, with plans to redistribute funds to com-</p>	\$24,550

Proponents	Country(ies) Impacted	SRM Project and Objective	Status of Progress	Evidence of Achievement	Amount \$
				<p>munity members. In addition to intensive advocacy efforts and community consultations, ILEPA engaged robustly with the NLC and the Ministry of Lands to reach this resolution, ultimately transforming the machinery of government institutions to speak the voice of communities and, in the process, restoring a sense of agency to the MMGR members.</p> <p>Activities conducted:</p> <ul style="list-style-type: none"> • Profiling and Validation of Maji-Moto Land Rights Claims • Initiating corrective action with relevant state institutions 	
FECOFUN	Nepal	<p>Project Proposal: Strategic Analysis and Advocacy for Continued Support from Government and Donors for Community Forestry Development in Nepal</p> <p>Objective: to secure continued support from the Government of Nepal and leading donors for community forestry in Nepal through evidence-based data and advocacy.</p>	<p>IN PROGRESS</p> <p>Original end date: Nov. 1, 2016 An extension amendment until early 2017 is under negotiation</p>	<p>Data collection is complete and analysis has begun. FECOFUN has asked for an amendment to extend the study and an extension contract amendment is under negotiation.</p> <p>Activities Conducted:</p> <ul style="list-style-type: none"> • Planning meetings were organized • Development of data format draft and pilot testing of format • Data collection orientation program • Data collection in more than 800 Community Forest User groups has been completed 	\$66,600
SDI	Liberia	<p>Project Proposal: Expanding the Forum: A Civil Society-Led Advocacy for the Passage of the Land Rights Act</p> <p>Objective: advocate for the passage of the Land Rights Act (LRA) by raising awareness about its pro-community provisions among rural populations, diversifying the pool of advocates supporting the law, conducting a national media campaign, and engaging high-level national and international stakeholders.</p>	<p>COMPLETED</p> <p>Contract end date: Sept. 15, 2016</p>	<p>Although the (LRA) has not yet been passed, the advocacy strategy of the CSO Working Group on Land Rights (CSO WG) allowed for maximum impact with minimal resources, broadening the network of CSOs and bringing the LRA back to the national legislative agenda. The CSO WG released a <u>position statement</u> on passing the 2014 version of the LRA, garnering widespread national and international media coverage with support from the RRG Communications Team. Mobilizing large numbers of community members, civil society representatives, and other stakeholders was central to the CSO WG's advocacy efforts. A People's Forum on the LRA convened 120 individuals (and led to direct meetings with President Johnson Sirleaf, the Pro Temp, and the Speaker of the Parliament); a sit-in at the country's capitol building brought 500 participants to push for the law's passage; and a petition garnered over 10,000 signatures from 13 of Liberia's counties. Following a series of bilateral meetings with the CSO WG, the EU, AU, ECOWAS, and the UNMIL all committed to leverage their power and influence to push for the LRA. Also, the UN Special Representative of the Secretary-General held meetings with both the House and the Senate to urge them to prioritize the bill's passage prior to the UN's departure from Liberia in fall 2017. Since the LRA did not pass in 2016, the CSO WG has begun to develop follow-up advocacy strategies, including directly engaging legislators about the law's importance and emphasizing the LRA as an electoral issue, in light of Liberia's 2017 elections. The newly-established Land Authority will soon begin consultations around the LRA, and the Working Group will play a key role in influencing these consultations and safeguarding the LRA's core principles on customary rights.</p>	\$46,570

Proponents	Country(ies) Impacted	SRM Project and Objective	Status of Progress	Evidence of Achievement	Amount \$
Sahjeevan	India	<p>Project Proposal: Enabling Pastoral Communities of Banni to Secure Land Rights and Conserve and Manage their Grazing Lands</p> <p>Objective: secure community forest rights and titles over 2,500 sq. kilometers of grazing lands for local pastoral communities.</p>	<p>IN PROGRESS</p> <p>Contract end date: Dec. 31, 2016 expected to be extended</p>	<p>The issuance of a title over 250,000 ha of claimed pastoral land has been on hold with the change in leadership of the state government. Sahjeevan has been supporting pastoral communities to form land and resource management committees, draft management plans, and begin action research on regenerating grasslands. Of the 47 communities who filed for a common title for their traditional grasslands under the FRA, over 40 have constituted management committees as part of a larger process of self-assertion of CFR rights under the FRA. These management committees are in the process of drafting management plans detailing how they will systematically regenerate grasslands, protect wildlife and biodiversity, remove invasive species, and protect and promote viable livelihoods for community members. Four pilot plots have been created where Sahjeevan and local communities are regenerating grasslands. Advocacy efforts remain ongoing despite significant political shifts. In the past few months the Chief Minister of the state of Gujarat and the district collector in Banni have been changed, which has delayed the process in receiving community titles through the FRA.</p>	\$49,900
TENFOREST PNDES	Burkina Faso	<p>Project Proposal: Secure local communities' tenure rights in Burkina Faso's five-year National Plan for Economic and Social Development</p> <p>Objective: influence decision makers for the inclusion of natural resources governance and local communities' tenure rights in Burkina Faso's five-year development plan</p>	<p>COMPLETED</p> <p>Contract end date: Nov. 1, 2016</p>	<p>TENFOREST targeted advocacy has strengthened CSO's position to influence the country's forthcoming national development plan (PNDES), producing a memorandum of CSO's positions on the plan. TENFOREST has engaged directly with the Ministry of Economy, Finance, and Development (in charge of PNDES) and presented civil society's position on PNDES.</p> <p>Activities Conducted:</p> <ul style="list-style-type: none"> • Awareness-raising sessions with CSOs • Finalizing a memorandum on PNDES • Meetings with Ministry of Economy, Finance, and Development 	\$45,345
IDI	Cambodia	<p>Project Proposal: Seizing Political Opportunities for Advancing Tenure Rights of Cambodian Communities affected by Hoang Anh Gia Lai (HAGL)</p> <p>Objective: secure redress for communities affected by the Hoang Anh Gia Lai (HAGL) rubber concessions, including return and rehabilitation of their customary land, forests and water resources and/or provision of adequate compensation for affected communities.</p>	<p>IN PROGRESS</p> <p>Contract end: Feb. 28 2017</p>	<p>Mapping work has been completed as have consultations on tenure options, and the settlement options workshop (with village-level consultations). Work is proceeding on the valuation of losses, and this is expected to be completed by January 2017. IDI is taking several steps to advance the process and secure redress for the communities affected.</p>	\$27,560
Bench Marks Foundation, IUCN CESSP	South Africa	<p>Project Proposal and Objective: Support participation of community monitor, South Africa, in CEESP workshop, <i>Strengthening responsibility and accountability of the private sector and the state for ecosystem degradation and the disruptive impacts on human rights, economic and social justice, and peace</i>, at IUCN World Conserva-</p>	<p>COMPLETED</p> <p>Contract end date: Sept. 2016</p>	<p>The workshop was a success, as participants engaged in active dialogue and agreed to future action. The panel brought together two activists, Lorraine Kakaza (from South Africa hosted through this SRM) and Mohamed Ewangaye Didane (Niger), with the UN Special Rapporteur for Environment and Human Rights, and others. They provided critical perspectives linking their struggles against destructive development to global processes of resource extraction, the loss of land and resource rights of local communities,</p>	\$5,630

Proponents	Country(ies) Impacted	SRM Project and Objective	Status of Progress	Evidence of Achievement	Amount \$
		tion Congress, Hawaii Sept 1 to 10, 2016.		and environmental destruction. The meeting also drew attention to IUCN motions addressing biodiversity offsets, mining in protected areas, and the need to address conflict. Importantly, the combination of panelists motivated participants to actively support mining communities in their struggle for better governance and rights.	
HAK Foundation	Indonesia	<p>Project Proposal: Preventing Criminalization through Strategic Police Training</p> <p>Objective: minimize criminalization of local forest communities by conducting trainings with local police and security personnel in issues of human rights, alternative dispute resolution, and legitimate claims of <i>adat</i> and local communities on their natural resources.</p>	COMPLETED Contract end: 31 Dec 16	Trainings were conducted in Riau, Jakarta and East Kalimantan with over 40 police investigators from national, provincial, and district levels. Representatives from provincial departments of forestry, plantations, the Land Agency, and CSOs also participated in the land and human rights focused trainings. The National Chief of Police Criminal Investigation attended a session. The three stars Commissioner asked HAK to continue this cooperation by running such sessions in other provinces prone to agrarian conflicts, with the Lampung province identified as the next one. He also requested that Alternative Disputes Resolution (HAK is drafting an academic paper on ADR) be linked to Restorative Justice, so that it can ultimately become a National Criminal Investigation Chief Regulation.	\$54,868
CAGDFT	DRC	<p>Project Proposal: Securing Customary Forest Rights through Support to the Pilot Phase of Local Community Forestry Concessions in DRC</p> <p>Objective: equip local actors with the necessary information and tools to implement community forestry and support local communities to secure customary forest rights through the acquisition of Local Community Forestry Concessions</p>	IN PROGRESS Contract end: 31 Dec 16	RRI Collaborators have set the stage for piloting DRC's community forestry process through a multi-stakeholder workshop to harmonize different implementation tools. During the workshop, key actors in community forestry developed a unified approach to the allocation, management, and use of Local Community Forestry Concessions (LCFCs). A Working Group was established to continue finalizing the harmonized tools using inputs from the workshop. Developing a common methodology to the implementation of LCFCs, with the strong involvement of civil society, is setting the stage for future community forestry initiatives.	\$78,235
HUMA	Indonesia	<p>Project Proposal: Urgent Action for Effective Recognition of Adat Forests.</p> <p>Objective: ensure that the first Adat Forest Rights areas are legally recognized on the basis of MK35 Constitutional Court Decision, thereby providing the precedent for similar recognition of adat rights across Indonesia.</p>	IN PROGRESS contract end: 30 April 17	<p>Continuous engagement is being maintained with the MoEF and the President's office to ensure that the first Adat Forest Rights are recognized, despite efforts by some officials to stall the process. A media campaign is also in progress to put pressure on the government.</p> <p>Activities Conducted:</p> <ul style="list-style-type: none"> • Meetings with Ministry of Economy, Finance, and Development • Trainings with adat communities for media campaign • Community press conferences and media exposure • Documentation, press releases, and other documentation for the above <p>Activities in progress:</p> <ul style="list-style-type: none"> • Draft legal guidelines on effective recognition of 10 adat forests • Conduct a series of community-level discussions on best effective strategies for engaging with the MoEF and the President • Monitor priority areas to ensure accurate boundaries within legal recognition 	\$49,579

Proponents	Country(ies) Impacted	SRM Project and Objective	Status of Progress	Evidence of Achievement	Amount \$
Green Foundation	Nepal	<p>Project Proposal: Exposure Visit of Nepali Parliament Members, Policymakers, and Civil Society Leaders to Mexico</p> <p>Objective: Nepali Parliament members and senior bureaucrats learn, review and reflect on the processes and mechanisms of the current forest management systems and policies in Mexico, in order to assist in the creation of the drafted Forest Rights Law in Nepal, and incorporation of forest-based enterprises within the Law.</p>	<p>IN PROGRESS</p> <p>Original contract end: 31 Dec 16</p> <p>Will be extended to April 2017</p>	<p>Discussions have been held with the MPs from the three main parties in Nepal and their consent obtained. Delays have occurred due to mismatch between suitable dates when MPs can travel and the availability of the hosts, and the visit has been postponed to the first quarter of 2017.</p>	\$49,950
Sajogyo Institute (SAINS)	Indonesia	<p>Project Proposal: Protecting Adat and Local Communities' Tenure Rights in Indonesia's Tourism Development Plan</p> <p>Objective: ensure the rights and territories of Indigenous Peoples and local communities are respected and sustained in the proposed Priority Eco-Tourism Development Policy and that clear safeguards are explicitly provided in policy and implementation.</p>	<p>IN PROGRESS</p> <p>contract end: 31 Dec 16</p> <p>Extension until May 30, 2017 is being negotiated</p>	<p>The SRM was initiated in November, with activities ongoing in three locations. The major ongoing activities include:</p> <ul style="list-style-type: none"> • Participatory mapping of customary and local land tenure and documentation to create evidence • Media exposure and campaign • Supporting communities to engage with district and provincial level officials 	\$49,987
2016 TOTAL					\$708,431

Note: first two activities listed were accounted for in the 2015 budget and thus are not part of the 2016 Total.

TABLE 1

Projected Revenue for 2016 Activities

Based on actual receipts, terms of agreements, and prospective new funding

RRI	USD						
	CURRENT ALLOCATIONS ²	EFFECTIVE 2016 ALLOCATION ³	SECURE REVENUE 2016			PROSPECTIVE REVENUE 2016 (HEDGED ⁴)	TOTAL PROJECTED REVENUE 2016
			ACTUAL RECEIPTS	CURRENT VALUE FUTURE PAYMENTS	FUTURE PAYMENTS HEDGED ⁴		
FRAMEWORK GRANTS							
DFID FGMC ¹ (2015 - 2016 allocation)	UK£ 1,200,000	UK£ 800,000	947,549		–	–	947,549
DFID FGMC ¹ (2016 - 2017 allocation)	UK£ 1,500,000	UK£ 1,125,000		1,379,950	1,310,953	–	1,310,953
SIDA ¹ (2013-2017)	SEK 7 000 000	SEK 7 000 000	845,369	–	–	–	845,369
Ford (2015 - 2016 grant)	US\$ 1,000,000	US\$ 181,307	181,307	–	–	–	181,307
Ford (2016 - 2017 grant)	US\$ 1,000,000	US\$ 1,000,000	1,000,000	–	–		1,000,000
Subtotal			2,974,225	1,379,950	1,310,953	–	4,285,178
OTHER GRANTS AND CONTRIBUTIONS							
Norad NICFI -2 ¹ (2016-2020)	NOK 6,000,000	NOK 6,000,000	693,807		–	–	693,807
Finland MFA ¹ FP2	EU€ 1,000,000	EU€ 1,000,000	1,147,065	–	–		1,147,065
DFID LEGEND ¹ (2015 - 2016)	UK£ 987,219	UK£ 246,805	236,803			–	236,803
DFID LEGEND ¹ (2016 - 2017)	UK£ 471,340	UK£ 353,505	435,470	194,366	184,648	–	620,118
Anonymous - Gender Justice	US\$ 252,622	US\$ 252,622	252,622	–	–	–	252,622
Alexander Foundation/Acacia Conservation Fund	US\$ 1,000,000	US\$ 1,000,000	1,000,000	–	–	–	1,000,000
David & Carla Crane Philanthropic Fund	US\$ 50,000	US\$ 50,000	50,000	–	–	–	50,000
Subtotal			3,765,768	194,366	184,648	–	4,000,415
CONTRACTS AND OTHER INCOME							
Subtotal							
TOTAL SECURE AND PROSPECTIVE RRI REVENUE			6,739,993	1,574,316	1,495,601		8,285,593
current value, hedge				78,716			

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 2016 Allocation" is amount of allocation available for 2016 budget after pro-rating and prior-year spending.

4 Future non-USD payments hedged at 5%

Additions to Reserve	300,000
2015 Carry Over	908,107

Projected Revenue 2016	8,893,701
------------------------	-----------

TABLE 1

Projected Revenue for 2016 Activities (continuation)

Based on actual receipts, terms of agreements,
and prospective new funding

ILFTF – Facility	CURRENT ALLOCATIONS ²	EFFECTIVE 2016 ALLOCATION ³	SECURE REVENUE 2016			PROSPECTIVE REVENUE 2016 (HEDGED ⁴)	TOTAL PROJECTED REVENUE 2016
			ACTUAL RECEIPTS	CURRENT VALUE FUTURE PAYMENTS	FUTURE PAYMENTS HEDGED ⁴		
FRAMEWORK GRANTS							
SIDA ILFTF ¹ (2013-2017)	SEK 30,500,000	SEK 30,500,000	3,592,889				3,592,889
Ford ILFTF			200,000				200,000
Total Secure & Prospective ILFTF Revenue			3,792,889				3,792,889
						2015 Carry Over	–
						Projected Revenue 2016	3,792,889

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 2016 Allocation" is amount of allocation available for 2016 budget after pro-rating and prior-year spending.

4 Future non-USD payments hedged at 5%

TABLE 2

Projected Revenue for 2017 Activities

Based on actual receipts, terms of agreements, and prospective new funding

RRI	USD						
	CURRENT ALLOCATIONS²	EFFECTIVE 2017 ALLOCATION³	SECURE REVENUE 2017				TOTAL PROJECTED REVENUE 2017
			ACTUAL RECEIPTS	CURRENT VALUE FUTURE PAYMENTS	FUTURE PAYMENTS HEDGED⁴	PROSPECTIVE REVENUE 2017 (HEDGED⁴)	
FRAMEWORK GRANTS							
DFID FGMC¹ (2016 - 2017 allocation)	UK£ 1,500,000	UK£ 375,000		464,250	417,825	–	417,825
DFID FGMC¹ (2017 - 2018 allocation)	UK£ 1,500,000	UK£ 1,125,000		1,392,750	1,253,475	–	1,253,475
SIDA¹ (2013-2017)	SEK 7 000 000	SEK 7 000 000		746,361	671,725	–	671,725
Ford (2017 - 2018 grant)	US\$ 1,000,000	US\$ 1,000,000			–	1,000,000	1,000,000
Subtotal				2,603,361	2,343,025	1,000,000	3,343,025
OTHER GRANTS AND CONTRIBUTIONS							
Norad NICFI -2 ¹ (2016-2020)	NOK 6,000,000	NOK 6,000,000		693,396	624,056	–	624,056
Finland MFA ¹ FP2	EUR 1,000,000	EUR 1,000,000		1,042,800	938,520		938,520
DFID LEGEND ¹ (2016 - 2017)	UK£ 314,000	UK£ 314,000		388,732	349,859	–	349,859
DFID LEGEND ¹ (2017 - TBD)						500,000	500,000
Anonymous - Gender Justice					–	200,000	200,000
Other restricted funds			45,982				45,982
Alexander Foundation/Acacia Conservation Fund	US\$ 1,000,000	US\$ 1,000,000	1,000,000	–	–	–	1,000,000
Subtotal			1,045,982	2,124,928	1,912,435	700,000	3,658,417
CONTRACTS AND OTHER INCOME							
Admin Allocation from Tenure Facility			65,153	357,187	321,468	406,509	793,131
Subtotal			65,153	357,187	321,468	406,509	793,131
TOTAL SECURE AND PROSPECTIVE RRI REVENUE			1,111,135	5,085,476	4,576,928	2,108,509	7,794,573
				current value, hedge	508,548		

current value, hedge 508,548

Additions to Reserve	-
2016 Carry Over	710,000
Projected Revenue 2017	8,504,573

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 2017 Allocation" is amount of allocation available for 2017 budget after pro-rating and prior-year spending.

4 Future non-USD payments hedged at 10%

TABLE 2

Projected Revenue for 2017 Activities (continuation)

Based on actual receipts, terms of agreements,
and prospective new funding

ILFTF – Facility	CURRENT ALLOCATIONS ²	EFFECTIVE 2017 ALLOCATION ³	SECURE REVENUE 2017			PROSPECTIVE REVENUE 2017 (HEDGED ⁴)	TOTAL PROJECTED REVENUE 2017
			ACTUAL RECEIPTS	CURRENT VALUE FUTURE PAYMENTS	FUTURE PAYMENTS HEDGED ⁴		
FRAMEWORK GRANTS							
Sida ILFTF ¹	SEK 39,500,000	SEK 39,500,000	651,534	3,571,871	3,214,683	–	3,866,217
Norad NICFI -2 ¹ (2017-2020)				–	–	4,500,000	4,500,000
CLUA/Ford						500,000	500,000
Ford Match						500,000	500,000
(Adjustment for TF Admin to RRG)			(65,153)	(357,187)	(321,468)	(406,509)	(793,131)
Total Secure & Prospective ILFTF Revenue			586,381	3,214,083	2,893,215	5,093,491	8,573,086
				current value, hedge	321,468		
					2016 Carry Over (estimated)		–
					Projected Revenue 2017		8,573,086

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 2017 Allocation" is amount of allocation available for 2017 budget after pro-rating and prior-year spending.

4 Future non-USD payments hedged at 10%

TABLE 3

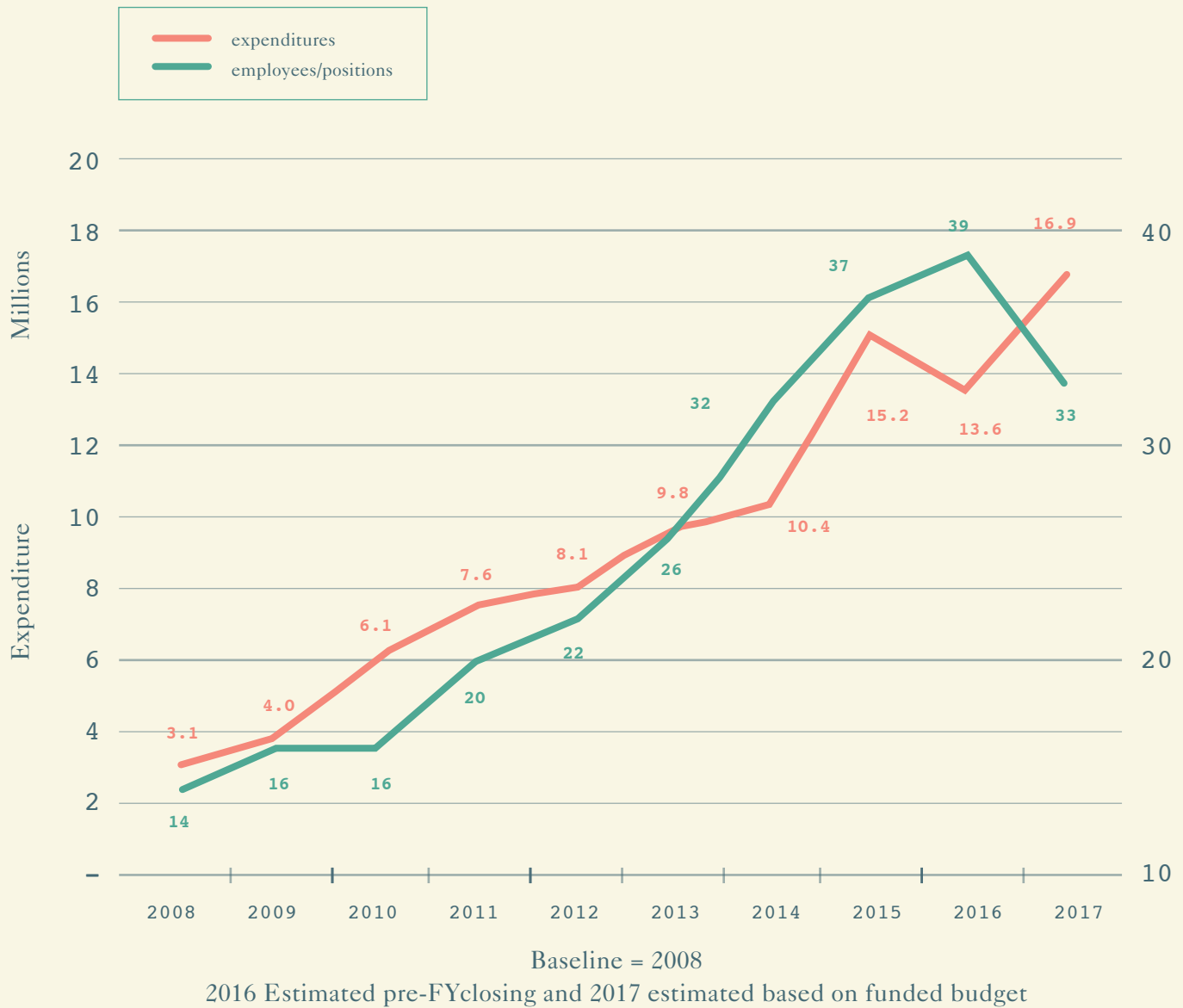
Rights and Resources Initiative - 2017 Budget by Component

RRI	PROPOSED BUDGET (FUNDED)		PROPOSED BUDGET (UNFUNDED)	
COMPONENT:				
RRG				
Employee Salaries & Benefits	2,695,860			
Employee Travel	147,000			
Workshops and Conferences	364,750		170,500	
Publications, Media, and other Communications	300,000		195,000	
Office Costs, Accounting, and Other Costs	556,730			
Sub-total	4,064,340	49%	365,500	11%
PARTNERS AND COLLABORATORS				
Collaborative Agreements with Partners and Collaborators	1,555,000		831,800	
Strategic Response Mechanism Agreements	793,337		–	
Collaborating Program Consultants	1,286,129		1,508,750	
Participant Travel Expenses	579,000		369,500	
Sub-total	4,213,466	50%	2,910,050	89%
CONTINGENCY	100,000	1%	–	0%
TOTAL	8,377,806	100%	3,275,550	100%

Tenure Facility	PROPOSED BUDGET (FUNDED)		PROPOSED BUDGET (UNFUNDED)	
COMPONENT:				
INTERNATIONAL LAND AND FOREST TENURE FACILITY				
<i>Expenditures by the independent Tenure Facility entity</i>				
ILFTF Employee Salaries and Benefits	458,200			
ILFTF Training/Staff Development	70,000			
ILFTF Office Expenses	140,000			
ILFTF Communications, Travel, Other Expenses	153,333			
<i>Expenditures by RRG on behalf of the Tenure Facility</i>				
Grants	1,404,606		4,213,614	
Consultants Technical Assistance	166,919		378,081	
Consultants Monitoring and Learning	260,000			
Communications, Travel, Other Program Support Costs	221,537			
Salaries and Benefits	600,000		501,796	
Sub-total	3,479,595		5,093,491	

Total	PROPOSED BUDGET (FUNDED)		PROPOSED BUDGET (UNFUNDED)	
COMPONENT:				
Total Budget RRI and ILFTF	11,857,401		8,369,041	
Rights and Resources Initiative, Framework Program	8,377,806		3,275,550	
International Land and Forest Tenure Facility	3,479,595		5,093,491	

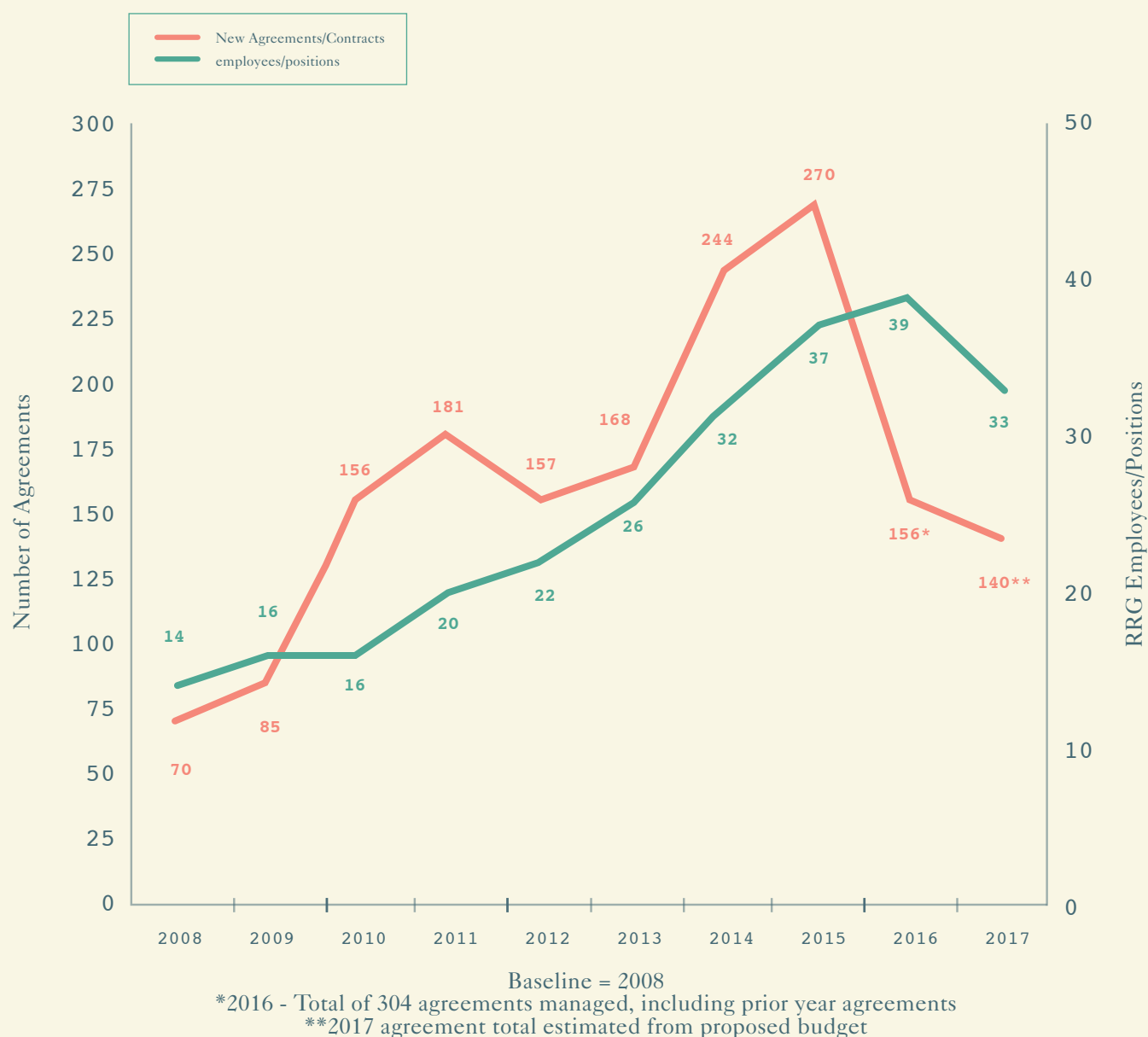
RRI EXPENDITURES & RRG EMPLOYEES



Notes and Assumptions

- 2008 - 2015 are expenditures per audited financial statements.
- 2016 expenditures are estimated pre FY closing
- 2017 expenditures are extrapolated from proposed budget
- Employees/Positions counts are full time employees in the last quarter of each year, including temporary vacancies (2017 estimated positions budgeted)
- 2017 includes full budget for Tenure Facility, but only includes the employees of RRG, and not those to be hired by the independent Tenure Facility entity

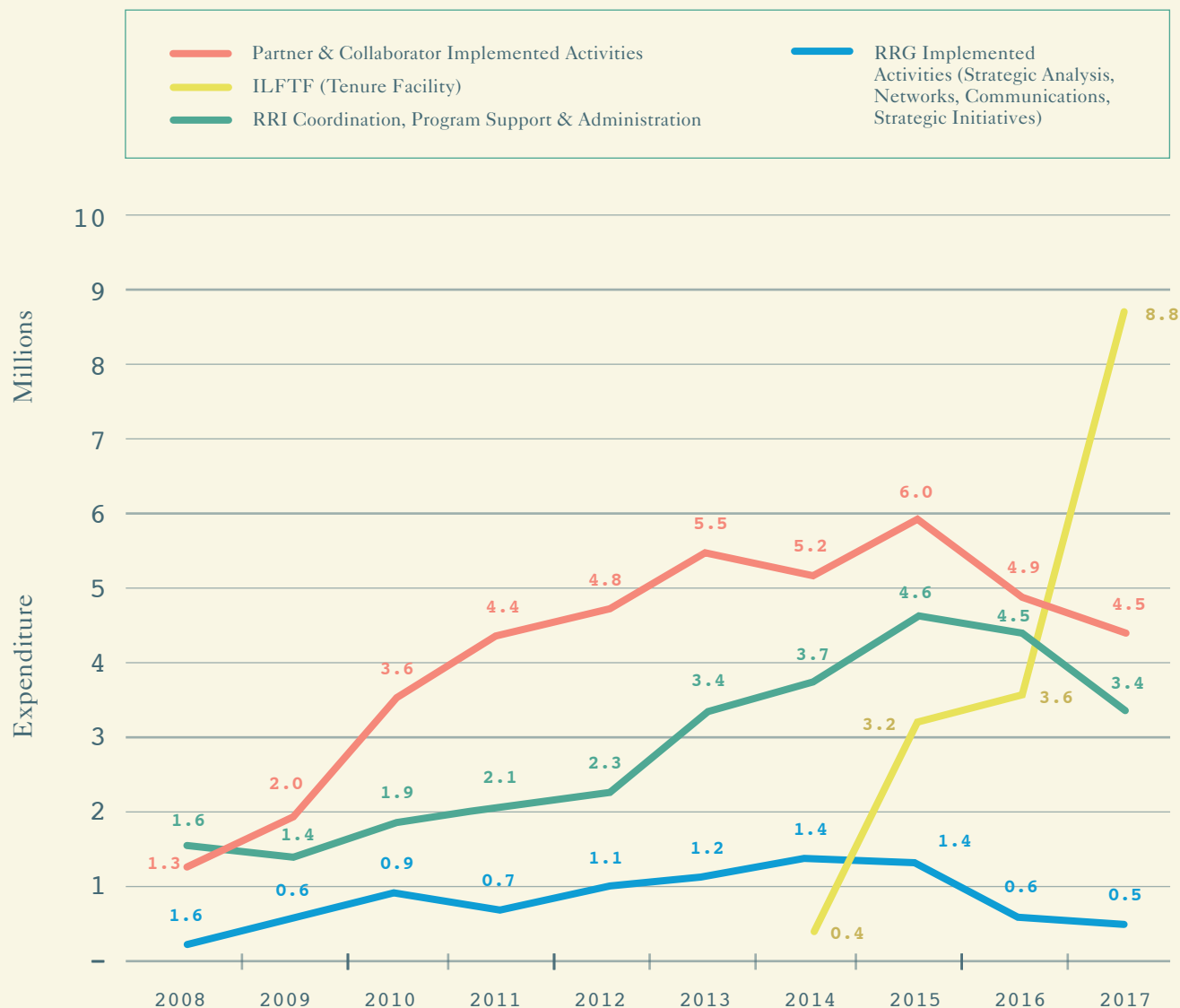
NEW AGREEMENTS ISSUED & RRG EMPLOYEES



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 304 agreements were managed in 2016, including those issued in prior years that were extended into 2016.
- Employees/Positions counts are full time employees in the last quarter of each year, including temporary vacancies (2017 estimated positions budgeted)
- 2017 includes full budget for Tenure Facility, but only includes the employees of RRG, and not those to be hired by the independent Tenure Facility entity
- Better coordination of activities, focus on fewer countries with opportunities for higher level national policy shifts and transformation, have lead to a smaller number of agreements in 2016 and 2017.

DIVISION OF EXPENDITURES RRG & RRI PARTNERS/COLLABORATORS



2016 estimated expenditure and 2017 estimated based on budget

Notes and Assumptions

- 2008 – 2015 are expenditures per audited financial statements.
- 2016 expenditures are estimated pre FY closing
- 2017 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
- Includes both RRI Framework and Tenure Facility

TABLE 4

Rights and Resources Initiative - 2017 Budget by Activity - Summary

RRI	PROPOSED BUDGET (FUNDED)	PROPOSED BUDGET (UNFUNDED)
TOTAL RRI	8,377,806	3,275,550
Regional Programs	2,914,478	1,093,800
Africa	1,014,727	446,800
Africa Regional	150,000	65,000
Liberia	200,000	–
Kenya	220,000	381,800
Africa Facilitation	93,484	–
Africa Planning	20,000	–
RRG Africa Coordination & TA	331,243	–
Asia	1,185,412	577,000
Asia Regional	–	50,000
Indonesia	270,000	175,000
India	360,000	292,000
Nepal	100,000	60,000
Asia Facilitation	120,000	–
Asia Planning	50,000	–
RRG Asia Coordination & TA	285,412	–
Latin America	714,339	70,000
Latin America Regional	–	70,000
Colombia	190,000	–
Peru	175,000	–
Latin America Facilitation	118,203	–
Latin America Planning	20,000	–
RRG Latin America Coordination & TA	211,136	–
Strategic Analysis and Global Engagement	1,270,312	1,501,750
ATEMs/Private Sector	473,752	1,013,750
Rights and Climate	100,000	120,000
Tenure Tracking	71,000	98,000
Realizing Rights	100,000	50,000
Gender Justice	80,000	220,000
RRG SAGE Coordination & TA	445,560	–
Coalition and Strategic Networks	722,250	285,000
Coalition	110,000	20,000
Strategic Networks	395,000	265,000
RRG Coalition and Strategic Networks Coordination & TA	217,250	–
Strategic Communications	733,836	195,000
Strategic Communications	390,000	195,000
RRG Communications & Outreach Coordination & TA	343,836	–
Strategic Response Mechanism	823,481	200,000
SRM Agreements	793,337	200,000
RRG SRM Coordination & TA	30,144	–
Finance and Administration	1,813,449	–
Contingency	100,000	–

TABLE 4

Rights and Resources Initiative - 2017 Budget by Activity - Summary

Tenure Facility

	PROPOSED BUDGET (FUNDED)	PROPOSED BUDGET (UNFUNDED)
International Land and Forest Tenure Facility	3,479,596	5,093,491
Effective Governance and Management of Facility	1,496,533	–
Lessons Learned and Best Practices	517,792	–
Tenure Reform Projects	1,465,271	5,043,491

Total

	PROPOSED BUDGET (FUNDED)	PROPOSED BUDGET (UNFUNDED)
Total Budget RRI and ILFTF	11,857,402	8,369,041
Rights and Resources Initiative, Framework Program	8,377,806	3,275,550
International Land and Forest Tenure Facility	3,479,596	5,093,491

TABLE 5

Rights and Resources Initiative - 2017 Budget by Activity - Detail

AFRICA

	PRIORITY OUTCOMES		ACTIVITIES TO ACHIEVE PRIORITY OUTCOMES	IMPLEMENTERS	PROPOSED BUDGET (FUNDED)	PROPOSED BUDGET (UNFUNDED)
Africa Regional						
1	Government actors leading land reforms in Africa agree to formal recognition of customary tenure rights	17RFR01	Convene Africa's twelve National Land Commissions during a three day meeting on challenges, opportunities, and best practices in securing customary land tenure in statutory laws and policy	Lead: RRG	70,000	30,000
2	Key actors engaged in national land and forest reforms in East Africa agree on key, rightsbased principles for reforming regulations.	17RFR02	Organize a four day workshop with government officials, CSOs, and community based and Indigenous Peoples' organizations to promote information sharing, share insight on the challenges of regulatory reforms, and discuss successful regulatory models around the world	Lead: RRG	50,000	-
3	Governments in selected REDD+ countries accelerate the legal recognition and enforcement of forest land rights for Indigenous Peoples, local communities, and women, as enabling conditions for REDD+, sustainable livelihoods, and green growth.	17RFR03	In DRC, R&C will pursue work with partners and collaborators to assess the impacts of REDD+ initiatives, namely in Mai Ndombe and the Central African Forest Initiatives (CAFI) on the rights and livelihoods of forest communities, and support the development of country level strategies to address emerging risks and gaps.	Lead: SAGE CACO	30,000	-
4		17RFR04	In Liberia R&C will support partners and collaborators, providing technical assistance to enhance their comprehension and influence over national REDD+ processes, leading to the development of a strategic road map to engage government and donor led REDD+ initiatives in the country.	Lead: SAGE RRI Coalition	-	35,000
			TOTAL AFRICA REGIONAL		150,000	65,000

Liberia

1	Civil society organizations influence consultations on the review of the Land Rights Act and safeguard the core principles on customary land rights.	17RFLR01	Participate in consultations and in the Multi Stakeholder Working Group on the review of the LRA and develop a joint position statement on the outstanding issues in the LRA	Lead: SDI RRI Coalition	50,000	-
2	Local communities in areas earmarked for expansion of concessions have knowledge of their rights and are better equipped to negotiate with investors.	17RFLR02	Provide legal and technical support to communities in the Wologizi area	Lead: SDI RRI Coalition	50,000	-
3		17RFLR03	Provide legal and technical support to communities in Grand Kru	Lead: SESDev ARD, FCI	50,000	-
4	Local communities in areas earmarked for expansion of concessions have knowledge of their rights and are better equipped to negotiate with investors.	17RFLR04	Hold consultations with stakeholders on promoting women's leadership and participation in the REDD+ process and produce recommendations on the inclusion of women's tenure rights in REDD+	Lead: FCI GA, NRWP, SDI	30,000	-
5		17RFLR05	Prepare key talking points for participation in and develop an advocacy strategy to promote community tenure rights in TFA2020, the RSPO, and the Oil Palm Working Group	Lead: RRF RRI Coalition	20,000	-

TABLE 5

Rights and Resources Initiative - 2017 Budget by Activity - Detail

AFRICA

	PRIORITY OUTCOMES		ACTIVITIES TO ACHIEVE PRIORITY OUTCOMES	IMPLEMENTERS	PROPOSED BUDGET (FUNDED)	PROPOSED BUDGET (UNFUNDED)
Liberia (continued)						
1	Influential companies and investors begin to transform business practices and supply chains by adopting and supporting alternative models that prioritize community rights.	17RFLE06	Initiate Interlaken Group pre competitive networks in Cameroon and Kenya, and scope at least 2 additional opportunities	Lead: SAGE RRI Coalition	-	-
2	Governments in selected REDD+ countries accelerate the legal recognition and enforcement of forest land rights for Indigenous Peoples, local communities, and women, as enabling conditions for REDD+, sustainable livelihoods, and green growth.	17RFLE07	In Liberia R&C will support partners and collaborators, providing technical assistance to enhance their comprehension and influence over national REDD+ processes, leading to the development of a strategic road map to engage government and donor led REDD+ initiatives in the country.	Lead: SAGE RRI Coalition	-	-
			TOTAL LIBERIA		200,000	-
Kenya						
1	Local communities utilize the legal framework of the 2016 Community Land Act (CLA) to strengthen their customary land rights.	17RFKE01	Support communities to conduct mapping of their customary lands, register their land claims, and apply for community land titles	Lead: FPP FIPN, Katiba Institute	50,000	70,000
2		17RFKE02	Conduct a legal audit of Kenya's land laws and policies and provide relevant guidance to local communities	Lead: Katiba Institute Independent Expert (Liz Alden Wiley)	40,000	40,000
3	Legal action to address provisions in the FCMA prompts a constructive dialogue on the law's compliance with Kenya's 2010 Constitution.	17RFKE03	File legal proceedings to align the Forest Conservation and Management Act with the 2010 Kenya Constitution	Lead: Katiba Institute FIPN	60,000	48,000
4	Civil society and community based organizations influence the development of pro community regulations for the Forest	17RFKE04	Develop regulations for the FCMA that strengthen community representation and participation in conservation and sustainable forest management	Lead: CIFOR and NACOPA FIPN, Katiba Institute	70,000	223,800
5	Influential companies and investors begin to transform business practices and supply chains by adopting and supporting alternative models that prioritize community rights.	17RFKE05	Initiate Interlaken Group pre competitive networks in Cameroon and Kenya, and scope at least 2 additional opportunities	Lead: SAGE RRI Coalition	-	-
6		17RFKE06	Develop baseline analyses, guidance, and technical support in response to IG guidance and learning as it engages in priority countries and globally	Lead: SAGE RRI Coalition	-	-
			TOTAL KENYA		220,000	381,800

TABLE 5

Rights and Resources Initiative - 2017 Budget by Activity - Detail

AFRICA

	PRIORITY OUTCOMES		ACTIVITIES TO ACHIEVE PRIORITY OUTCOMES	IMPLEMENTERS	PROPOSED BUDGET (FUNDED)	PROPOSED BUDGET (UNFUNDED)
Facilitation, Program Coordination, and Technical Assistance						
F		17RFF	RRI Africa Regional Facilitation		93,484	-
P		17RFP	RRI Africa Regional Planning		20,000	-
T		17RFT	RRG Africa Program Coordination and Technical Assistance-Travel		55,000	-
S		17RFS	RRG Africa Program Coordination and Technical Assistance-Staff time		276,243	-
			TOTAL AFRICA		1,014,727	446,800

TABLE 5

Rights and Resources Initiative - 2017 Budget by Activity - Detail

ASIA

	PRIORITY OUTCOMES		ACTIVITIES TO ACHIEVE PRIORITY OUTCOMES	IMPLEMENTERS	PROPOSED BUDGET (FUNDED)	PROPOSED BUDGET (UNFUNDED)
Asia Regional						
1	Increased regional learning, cooperation, and action on agribusiness corporate practice and	17RSR01	Support to Regional Conference on Human Rights and Agribusiness, 2017	FPP; RRI Indonesia Tenure Coalition; KomnasHam	-	40,000
2	Experience sharing, learning and building a common platform on Gender and Land Rights in Asia Region	17RSR02	Regional Meeting on Gender and Community Land Rights	Lead: RRG	-	10,000
			TOTAL ASIA REGIONAL		-	50,000
Indonesia						
1	The implementation gap in the tenure agenda is documented and addressed through productive engagement by government, private sector and civil society joint endorsement of an up dated roadmap.	17RSID01	Review and complete Lombok Conference Roadmap reflecting the coalition's consolidated position on tenure agenda	RRI Indonesia Tenure Coalition	30,000	-
2		17RSID02	Campaign and collaborate with local, regional and national government to achieve recognition of 'Adat Forests'	HuMa	30,000	10,000
3		17RSID03	Promote economic empowerment in community forestry as a valuable alternative for local economic development.	AKAR, Safir	30,000	-
4		17RSID04	Land tenure related conflict database and mapping	TBD	20,000	-
5		17RSID05	Ensure agrarian reform process by defining land to be redistributed and act against criminalization	KPA	30,000	20,000
6		17RSID06	Promote Human Rights/ADR approach among private sector and security sector operating in forest and land conflicts context.	AsM, HAK Foundation	30,000	10,000
7		17RSID07	Conduct Lombok +6 Conference	Samdhana, RRI Tenure Coalition, RRG	100,000	110,000
8	Learnings on linking forest rights based CFEs with economic and Political Empowerment of women's groups	17RSID08	Facilitate Women's Participation in Forest Management to achieve Agroforestry in Community Forests in Bengkulu, Sumatera, Indonesia	AKAR	-	25,000
			TOTAL INDONESIA		270,000	175,000

TABLE 5

Rights and Resources Initiative - 2017 Budget by Activity - Detail

ASIA

	PRIORITY OUTCOMES		ACTIVITIES TO ACHIEVE PRIORITY OUTCOMES	IMPLEMENTERS	PROPOSED BUDGET (FUNDED)	PROPOSED BUDGET (UNFUNDED)
India						
1	Counter legal challenges to FRA and ensure that the law is upheld through legal interventions	17RSIN01	Monitor ongoing high level court cases related to land, forests, and natural resources and provide support for grassroots legal advocates.	TBD	40,000	10,000
2	Local forest communities across India secure forest and land rights recognition, and attaining titles for their customary lands and forests under India's Forest Rights Act of 2006.	17RSIN02	Support to grassroots organizations for FRA Implementation and community rights recognition	Vasundhara, AIPP, JVAM, TBD	180,000	180,000
3	Relevant district and state level government actors, and civil society organizations actively promote and thereby rapidly scale up FRA implementation	17RSIN03	Trainings and workshops on FRA. Consultations and meetings with state actors, CSOs and grassroots organisations to provide inputs and support on FRA	TISS, Niti Aayog, Consultants	40,000	20,000
4	Government, corporate, and civil society support for community land and forest rights is generated through evidence based research, analyses, and data	17RSIN04	Updated compilation and analysis of land conflict data across India	TBD	88,000	82,000
5		17RSIN05	Updated compilation and analysis of stalled investment projects and non performing assets			
6		17RSIN06	Creation and analysis of database on plantations and compensatory afforestation programs			
7		17RSIN07	Support to Niti Aayog on Forest Rights Recognition			
8		17RSIN08	Strategic Release of Studies			
9	RRI strategy is led by most informed and credible actors	17RSIN09	Meetings with India Advisory Group	RRI Tenure Coalition	12,000	-
			TOTAL INDIA		360,000	292,000

TABLE 5

Rights and Resources Initiative - 2017 Budget by Activity - Detail

ASIA

	PRIORITY OUTCOMES		ACTIVITIES TO ACHIEVE PRIORITY OUTCOMES	IMPLEMENTERS	PROPOSED BUDGET (FUNDED)	PROPOSED BUDGET (UNFUNDED)
Nepal						
1	The Forest Rights Law is passed and supports secure land, forest, resource and carbon rights, and includes provisions for management responsibilities to be vested in IPs, local communities, Dalits, women, and Madheshis	17RSNP01	Convene the alliance of rights holders groups and organizations; Conduct workshops, trainings and panels; Hold regular meetings of the RRI Nepal Tenure Coalition to facilitate joint strategizing	RRI Nepal Tenure Coalition	28,000	-
2		17RSNP02	Design and implement an advocacy campaign; Conduct evidence based analysis and disseminate the results at the local and national level	RRI Nepal Tenure Coalition	48,000	40,000
3	Evidence based analysis linking forest rights with climate change and development (through community forest enterprise) to generate support amongst political leadership and officials for Forest Rights Law	17RSNP03	Generation and Distribution of a collection of 'Best Practices for Community Forestry Enterprises' report	RRI Nepal Tenure Coalition	24,000	20,000
4		17RSNP04	Conduct an analysis of Climate Change Programs and Policies and Best Practices To Achieve Climate Change Mitigation	RRI Nepal Tenure Coalition		
			TOTAL NEPAL		100,000	60,000

Facilitation, Program Coordination, and Technical Assistance

F		17RSF	RRI Asia Regional Facilitation		120,000	-
P		17RSP	RRI Asia Regional Planning		50,000	-
T		17RST	RRG Asia Program Coordination and Technical Assistance-Travel		15,000	-
S		17RSS	RRG Asia Program Coordination and Technical Assistance-Staff time		270,412	-
			TOTAL ASIA		1,185,412	577,000

TABLE 5

Rights and Resources Initiative - 2017 Budget by Activity - Detail

LATIN AMERICA

	PRIORITY OUTCOMES		ACTIVITIES TO ACHIEVE PRIORITY OUTCOMES	IMPLEMENTERS	PROPOSED BUDGET (FUNDED)	PROPOSED BUDGET (UNFUNDED)
Latin America Regional						
1	Increased regional learning, cooperation, and action plan on indigenous women's land rights in Latin America	17RLR01	Regional gender workshop to support indigenous women's agenda on their land rights.	ONAMIAP, ONIC, AIDESEP	-	70,000
TOTAL LATIN AMERICA REGIONAL					-	70,000
Colombia						
1	Recommendations to secure territorial rights of indigenous and Afro descendant communities are included in the agrarian reform and peace agreement legislations.	17RLC001	Produce an analysis on the extreme vulnerability of the territorial rights of Indigenous Peoples and Afro descendant without land recognition, including following up on the requests of the collective land titles registered before the ANT.	ONIC, Tayrona Confederation, CIAN, OPIAC, Javeriana University, AAS	35,000	-
2	The Inter Ethnic Commission for Peace (ONICCONPA) is better positioned to monitor the implementation of peace agreement laws and ensure territorial development are taken into account.	17RLC002	Equip the Inter Ethnic Commission with policy, legal and technical tools to elaborate: a. proposals for monitoring the peace agreement implementation; b. territorial development plan based on indigenous and Afro descendant perspectives.	PCN, CONPA, ONIC, OPIAC, FISH, AAS, Javeriana University	30,000	-
3	Climate Change funding programs include recommendations from Indigenous Peoples and Afro descendant communities' on securing collective tenure and access to funds.	17RLC003	Conduct an assessment of agreement/programs for financing climate/REDD to advocate before donor and governments.	PCN, AAS, ONIC, OPIAC	35,000	-
4	Indigenous and Afro descendant's communitybased management plans are positioned as key contributors to the fulfillment of national climate change commitments	17RLC004	Showcase through two pilot territorial management plans the contributions of IPs and Afro communities to climate change mitigation by: a. Developing participatory community monitoring on reduction of deforestation and degradation b. Conducting advocacy and communications strategy to influence donors and government	Santa Marta Arhuacos, Community Councils of the Caribbean, PCN, AAS, PUJ	55,000	-
5	National government takes into account the guidelines for rural women's access to land for the creation of the future National Public Policy on Rural Women.	17RLC005	Afro descendant, indigenous and peasant organizations carry out a joint advocacy and monitoring strategy for the inclusion of their guidelines on the draft of future the National Public Policy on Rural Women	ONIC, PCN, Mesa Nacional de Mujer Rural	35,000	-
TOTAL COLOMBIA					190,000	-

TABLE 5

Rights and Resources Initiative - 2017 Budget by Activity - Detail

LATIN AMERICA

	PRIORITY OUTCOMES		ACTIVITIES TO ACHIEVE PRIORITY OUTCOMES	IMPLEMENTERS	PROPOSED BUDGET (FUNDED)	PROPOSED BUDGET (UNFUNDED)
Peru						
1	National Level Indigenous organizations have coordinated goals and strategies to increase the number of community land titling in the current 11 projects for collective land titling.	17RLPE01	Enhance coordination among indigenous organizations members of the National Advisory Committee to create a common proposal to increase the number of indigenous communities to be titled under the PTERT3 and in international climate change agreements with titling components.	CNA, AIDESEP, ONAMIAP, CONAP	30,000	-
2		17RLPE02	Strengthen coordination among the DISPARC, regional governments, the National Congress, and the National Advisory Committee to extend the scope of work of the PTERT3 Advisory Committee to the 10 climate change agreements with titling components	CNA, AIDESEP, ONAMIAP, CONAP	20,000	-
3	IP organizations hold the government accountable for fulfilling its Nationally Determined Contributions (NDC) commitments while including key recommendations from Ips	17RLPE03	Analyze the challenges and steps towards fulfilling the NDC's to conduct an advocacy strategy before national/ regional governments.	AIDESEP, CNA, ONAMIAP, CONAP, DAR, EIA, RFUS	35,000	-
4		17RLPE04	Conduct an advocacy strategy to engage with national government for the inclusion of IP's proposals to fulfill the NDCs commitments.	AIDESEP, CNA, ONAMIAP, CONAP	25,000	-
5	Indigenous Peoples common proposal for public policy on food security, good living, (buen vivir) including women's role is introduced into the national political debate	17RLPE05	Creation of IP common public policy proposal on indigenous economy, food security, the good living, and the role of women, along with communications and advocacy strategies to position it in the agenda of national government.	AIDESEP, CNA, ONAMIAP, CONAP	35,000	-
6	Indigenous women's perspectives on access to land are disseminated and consider in ongoing land titling projects.	17RLPE06	Updating and publishing a RRI's study on current perspectives of indigenous women's access to land to be promoted in the ongoing climate change programs with land components and the PTERT3.	ONAMIAP, ILC, RRG	30,000	-
			TOTAL PERU		175,000	-
Facilitation, Program Coordination, and Technical Assistance						
F		17RLF	RRI Latin America Regional Facilitation		118,203	-
P		17RLP	RRI Latin America Regional Planning		20,000	-
T		17RLT	RRG Latin America Program Coordination and Technical Assistance-Travel		35,000	-
S		17RLS	RRG Latin America Program Coordination and Technical Assistance-Staff time		176,136	-
			TOTAL LATIN AMERICA		714,339	70,000

TABLE 5

Rights and Resources Initiative - 2017 Budget by Activity - Detail

STRATEGIC ANALYSIS AND GLOBAL ENGAGEMENT

	PRIORITY OUTCOMES		ACTIVITIES TO ACHIEVE PRIORITY OUTCOMES	IMPLEMENTERS	PROPOSED BUDGET (FUNDED)	PROPOSED BUDGET (UNFUNDED)
ATEMs/Private Sector						
1	Influential companies and investors begin to transform business practices and supply chains by adopting and supporting alternative models that prioritize community rights	17TA01	Initiate Interlaken Group pre competitive networks in Cameroon and Kenya, and scope at least 2 additional opportunities		37,500	92,500
2		17TA02	Interlaken Group support to REDD+ countries – Indonesia and Colombia		50,000	–
3		17TA03	Develop strategic analyses, guidance, and provide technical assistance to companies, investors, communities, and policy makers in response to IG engagement in priority countries and globally to identify gaps and respond to opportunities to leverage private sector support for community land rights.		262,500	112,500
4		17TA04	Initiate scoping activities and develop road map for Community Monitoring Platform		–	40,000
5		17TA05	Disseminate, promote adoption, and pilot IAN Tenure Risk Management tools with investors to identify and mitigate tenure risks in land based investments		105,002	–
6		17TA06	Develop, disseminate, and pilot an IAN Institutional Investor Tool, to respond to demand from development finance institutions to facilitate implementation and alignment of DFI portfolio investments with the FAOs VGGT.		–	495,000
7		17TA07	Implement Interlaken Group Strategic Workplan by convening formal meetings of members, and leveraging influence of the Group in key international forums		18,750	173,750
8	Policymakers recognize community forest enterprises as attractive alternative to topdown development models and vehicle for community driven local economic development	17TA08	Organize and deliver meeting of international experts on CFEs to be held at UBC		–	50,000
9		17TA09	Develop and deliver at least two studies to establish a new baseline of the status of CFEs globally, with recommendations for policy makers and other stakeholders to scale up		–	50,000
T	Program Coordination and Technical Assistance	17TAT	RRG ATEMs Program Coordination and Technical Assistance		197,683	–
			TOTAL ATEMS/PRIVATE SECTOR		671,435	1,013,750

TABLE 5

Rights and Resources Initiative - 2017 Budget by Activity - Detail

STRATEGIC ANALYSIS AND GLOBAL ENGAGEMENT

	PRIORITY OUTCOMES		ACTIVITIES TO ACHIEVE PRIORITY OUTCOMES	IMPLEMENTERS	PROPOSED BUDGET (FUNDED)	PROPOSED BUDGET (UNFUNDED)
Tenure Tracking						
1	Enhanced awareness of the recognition of community based forest rights accelerates inclusion of tenure rights in climate initiatives	17TX01	Addition of 5 10 countries with significant forest cover and/or participation in REDD+, NYDF, and other climate change related initiatives (cover pan tropical region)		23,000	–
2		17TX02	Collection of updated data for 54 countries in existing Forest Tenure area database			
3		17TX03	Series of policy briefs using findings of Forest Tenure area update to target key climate change initiatives (includes production, printing, and translation costs for two 4 page briefs)		8,000	–
4	Greater recognition of the importance of communities' rights to use and govern freshwater associated with their lands.	17TX04	Development of a conceptual framework for monitoring the national recognition of communities' freshwater rights		40,000	75,000
5		17TX05	Pilot analysis of the national recognition of communities' freshwater rights in 4 6 countries			
6		17TX06	Findings disseminated at key global events engaging community rights advocates			
7	Improved understanding of the gap between community based and statutory forest tenure rights	17TX07	Report comparing communities' statutorily recognized forest tenure rights (as tracked through RRI's depth of rights database), with complementary Land Tenure Security Working Group data concerning exercised forest tenure rights.		–	15,000
8	Enhanced awareness of the recognition of women's rights within collective tenure systems strengthens the position and tenure of indigenous and rural women	17TX08	Series of policy briefs using findings from the 2017 Gender Tenure Tracking flagship report. Briefs will address indigenous and rural women's statutory tenure rights, some of which will also cover responses to private sector engagements		–	8,000
T	Program Coordination and Technical Assistance	17TXT	RRG Tenure Tracking Program Coordination and Technical Assistance		54,211	–
			TOTAL TENURE TRACKING		125,211	98,000

	PRIORITY OUTCOMES		ACTIVITIES TO ACHIEVE PRIORITY OUTCOMES	IMPLEMENTERS	PROPOSED BUDGET (FUNDED)	PROPOSED BUDGET (UNFUNDED)
Realizing Rights						
1	Effective advocacy for national tenure reform and implementation and resistance to rollback of rights	17TR01	Study on the conflicts between community/human/indigenous rights and Protected Areas, and the progress made in the past decade; and two international meetings (one with IP/LCs and one with Conservation NGOs)		50,000	-
2		17TR02	LandMark core funding to support technical work to continue development of data layers		50,000	-
3		17TR03	Indonesian pilot study on ease of award of concession vs titling		-	50,000
T	Program Coordination and Technical Assistance	17TRT	RRG Realizing Rights Program Coordination and Technical Assistance		17,829	-
			TOTAL REALIZING RIGHTS		117,829	50,000

TABLE 5

Rights and Resources Initiative - 2017 Budget by Activity - Detail

STRATEGIC ANALYSIS AND GLOBAL ENGAGEMENT

	PRIORITY OUTCOMES		ACTIVITIES TO ACHIEVE PRIORITY OUTCOMES	IMPLEMENTERS	PROPOSED BUDGET (FUNDED)	PROPOSED BUDGET (UNFUNDED)

TABLE 5

Rights and Resources Initiative - 2017 Budget by Activity - Detail

COALITION AND STRATEGIC NETWORKS

	PRIORITY OUTCOMES		ACTIVITIES TO ACHIEVE PRIORITY OUTCOMES	IMPLEMENTERS	PROPOSED BUDGET (FUNDED)	PROPOSED BUDGET (UNFUNDED)
Coalition						
1	The expanded RRI coalition is further strengthened and coalition members are effectively leveraging each other to achieve major changes on forest and tenure rights.	17QGP	Continued engagement with coalition members. Implementation of 1 Partners meeting.		10,000	-
2	The transition to a new leadership in the Board of Directors is successfully completed and its members are equipped with the proper tools and information to effectively support the governance of the Coalition.	17QB01	Implementation of 2 3 Board trainings		-	20,000
3		17QGV	Organization of the 2017 governance meeting		65,000	-
4		17QB02	Implementation of 2 3 Board meetings		35,000	-
5	The impact of RRI activities is amplified by mobilizing coalition members and leveraging RRI's networking expertise.	-	Collaboration with RRG teams on regional and inter regional activities (e.g., exchange between Nepal and Mexico; Lombok conference; African Land Commissions event).		See regional budgets, above	
			TOTAL COALITION		110,000	20,000
Strategic Networks						
1	Indigenous leaders and other key stakeholders from Indonesia built their capacity on self determined development models through community to community exchange	17NX01	A community to community exchange between Indonesia and Guatemala is organized in early 2017, followed by technical assistance provided by other collaborators.		60,000	-
2	Public agencies' commitment to support the rights of Indigenous Peoples and new development models is strengthened through peer to peer learning and exchange	17NM	The annual meeting of MegaFlorestais focuses on community development models in October. Other relevant activities are organized to disseminate findings and share lessons learned.		50,000	120,000
3		17NMR	A workshop on Rethinking Forest Regulations bringing together 5 countries from East Africa is convened to strengthen forest governance and promote exchange and learning of best practices, with input from MegaFlorestais Leaders and experts		15,000	-
4	The global development community identified new opportunities to scale up recognition of indigenous and community land rights, and mobilized new actors and sectors.	17NB01	The 3rd International Conference is organized in October, and leads to further collaboration to improve rights recognition on the ground		270,000	145,000
			TOTAL STRATEGIC NETWORKS		395,000	265,000
T	Program Coordination and Technical Assistance	17NT	RRG Coalition & Networks Coordination & Technical Assistance - travel		25,000	-
S	Program Coordination and Technical Assistance	17NS	RRG Coalition & Networks Coordination & Technical Assistance - staff time		192,250	-
			TOTAL COALITION AND STRATEGIC NETWORKS		722,250	285,000

TABLE 5

Rights and Resources Initiative - 2017 Budget by Activity - Detail

COMMUNICATIONS

	PRIORITY OUTCOMES		ACTIVITIES TO ACHIEVE PRIORITY OUTCOMES	IMPLEMENTERS	PROPOSED BUDGET (FUNDED)	PROPOSED BUDGET (UNFUNDED)
Strategic Communications						
1	Targeted communications and advocacy support advances the national agenda in priority countries.	17X01	Targeted outreach to respond to fast breaking strategic opportunities to increase our audience – (national level outreach, supporting Interlaken Group in country pilots)		40,000	20,000
2		17X02	Lombok+6 promotion/outreach		20,000	5,000
3		17X03	Maintenance of the RRI Messaging Repository		–	5,000
4		17X04	Targeted outreach to respond to fast breaking strategic opportunities to increase our audience (global outreach)		–	40,000
5		17X05	Launch of Gender Flagship		25,000	–
6		17X06	Launch of RRI Annual Review of the State of Rights and Resources 2017 2018		50,000	10,000
7		17X07	Sweden conference promotion / outreach		–	25,000
8		17X08	Further develop the audience and unique brand of the Interlaken Group (unique mailing list, build out in French and Spanish)		10,000	–
9		17X09	Engagement and support for the Global Call to Action		10,000	–
10		17X10	Website hosting, maintenance and technical support for various websites supported by RRI		15,000	–
11	Communications processes, vehicles, and tools are updated and streamlined to ensure coordinated messaging, facilitate engagement across the coalition, and better equip key stakeholders to advocate for community land rights at both the global and national levels.	17X11	Constituent management database, editing software and online outreach (Including systems used for Tenure Trends, Quarterly Newsletter, press release distribution, social media engagement, etc.)		15,000	–
12		17X12	Meltwater annual membership		15,000	–
13		17X13	Data visualization and repackaging of RRI country / regional level data into reproducible formats		–	10,000
14		17X14	General (including thumb drives, folders, banners, business cards, changes to RRI brand such as adding new Partner or Donor, etc.)		10,000	–
15		17X15	Production of Sweden report in English, French and Spanish		10,000	40,000

TABLE 5

Rights and Resources Initiative - 2017 Budget by Activity - Detail

COMMUNICATIONS

	PRIORITY OUTCOMES		ACTIVITIES TO ACHIEVE PRIORITY OUTCOMES	IMPLEMENTERS	PROPOSED BUDGET (FUNDED)	PROPOSED BUDGET (UNFUNDED)
Strategic Communications (continuation)						
16	Communications processes, vehicles, and tools are updated and streamlined to ensure coordinated messaging, facilitate engagement across the coalition, and better equip key stakeholders to advocate for community land rights at both the global and national levels.	17X16	Production of Gender Flagship in English, French and Spanish		50,000	-
17		17X17	Production of RRI Annual Review of the State of Rights and Resources 2017 2018		40,000	-
18		17X18	Production of Lombok+6 report in English, French, and Spanish (assuming brief)		-	10,000
19		17X19	SAGE production: 8 10 briefs (translation, layout, printing)		20,000	20,000
20		17X20	DRC paper production		-	10,000
21	RRI is equipped with a resource mobilization strategy that will enable it to pursue diversified funding sources, in a steady manner and meet the financial needs of the organization.	17X21	Develop a resource mobilization plan that provides RRG with options to diversify its funding base and secure funding to support its mandate.		-	-
22	Planning, monitoring and reporting frameworks that enable to focus on results, track progress, enable learning and facilitate donor reporting.	17X22	Implement the Independent monitoring of the RRI 2017 Program of Work.		60,000	-
23		17X23	Update current RRI planning, monitoring and reporting platforms to better plan, monitor and report on results.		-	-
T	Program Coordination and Technical Assistance	17XT	RRG Communications Program Coordination and Technical Assistance - travel		10,000	-
S	Program Coordination and Technical Assistance	17XS	RRG Communications Program Coordination and Technical Assistance - staff time		333,836	-
TOTAL STRATEGIC COMMUNICATIONS					733,836	195,000

TABLE 5

Rights and Resources Initiative - 2017 Budget by Activity - Detail

PRIORITY OUTCOMES		ACTIVITIES TO ACHIEVE PRIORITY OUTCOMES		IMPLEMENTERS	PROPOSED BUDGET (FUNDED)	PROPOSED BUDGET (UNFUNDED)
Strategic Response Mechanism						
1	(17Z)	SRM Agreements	TBD	793,337	200,000	
Program Coordination and Technical Assistance						
T	17ZT	SRM Program Coordination and Technical Assistance	RRG	30,144	-	
TOTAL SRM				823,481	200,000	
Finance and Administration						
1	See Finance and Administration 2017 Workplan for Priority Outcomes	170A	Accounting, Auditing, & Financial Compliance*	RRG, Vendors, Administrative Consultants, other Service Providers	284,673	-
2		170C	Collaborative Agreement & Contract Management*		22,000	-
3		170E	Donor Engagement & Compliance*		75,017	-
4		170F	Fundraising*		100,022	-
5		170O	Facilities* †		296,000	-
6		170D	Existing Fixed Asset Depreciation		52,500	-
7		170G	General Operations & Miscellaneous Expenses*		169,531	-
8		170H	Human Resources Management & Compliance*		114,063	-
9		170T	IT, Systems, & Telecommunications* †		184,279	-
10		170TS	New Systems Development and Implementation †		172,889	-
11		170I	Institutional Management		70,475	-
12		170S	Staff Development & Capacity Building*		72,000	-
13			Additional allocation to build capacity in Finance + Administration and Fundraising			200,000

TABLE 5

Rights and Resources Initiative - 2017 Budget by Activity - Detail

PRIORITY OUTCOMES			ACTIVITIES TO ACHIEVE PRIORITY OUTCOMES	IMPLEMENTERS	PROPOSED BUDGET (FUNDED)	PROPOSED BUDGET (UNFUNDED)
Finance and Administration (continuation)						
		170Z	* Shared functional category with ILFTF (Facility). Administration charged to ILFTF estimated at \$793,131 will offset part of these amounts to cover the functions provided to the ILFTF. See ILFTF budget - Administrative expenses. † Includes new fixed asset purchases, but only estimated recognizable depreciation for these items during 2017. This depreciation is not included in line "Existing Fixed Asset Depreciation".	RRI portion \$820,318 ILFTF portion \$793,131		
			TOTAL FINANCE AND ADMINISTRATION		1,813,449	-
Contingency					100,000	
TENURE FACILITY						
International Land and Forest Tenure Facility						
1	ILFTF is effectively governed and managed	FN08	Set up Facility Secretariat and Facility Board of Directors	RRG, ILFTF, Consultants	-	-
2		FM013	Conduct evaluation to assess readiness for independent financial functioning	RRG, ILFTF, Consultants	75,000	-
3		FM012	Maintain and run the Facility (core expenditures)	RRG, ILFTF, Consultants	1,421,533	-
4	Practical approaches for implementing land and forest tenure reforms are shared and leveraged by practitioners and stakeholders to enable greater support and investment in securing IP/LC land rights	FN12	Monitor, Evaluate, and Assess Impact	RRG, ILFTF, Consultants	282,431	-
5		FM015	Consolidate and disseminate lessons and best practices from Facility supported activities	RRG, ILFTF, Consultants	235,361	-
6		FN10	Pilot projects completed.	IP/LC organizations coalitions as Grantees; RRG, ILFTF, Consultants	1,465,271	5,093,491
		FM011	New projects initiated. Additional public and private commitments and support are leveraged to secure IP/LC tenure more broadly			
			TOTAL TENURE FACILITY		3,479,596	5,093,491