

RRI Africa 2013 Work-Plan Summary

(Prepared by RRG)

I. Regional Overview

Dates of planning meetings in 2012:

September 20-21: Monrovia, Liberia

September 24: Yaoundé, Cameroon

September 20: Ouagadougou, Burkina Faso

November 5-9: Washington, DC (regional)

	Strategic Outcomes 2013	Analysis and Strategy for Achievement	Partners/ Collaborators
Region	<ul style="list-style-type: none"> Ministries responsible for decisions on land and forest allocation commit to coordinate across sectors to track consistency of land acquisitions with the AU Africa Land Policy Initiative and regional forest policy commitments, and incorporate better understanding of social and economic benefits in evaluating tradeoffs of their development strategies. National REDD strategies, VPA implementation and community forest policies are informed by best practices from REDD pilots and FLEGT/VPA, and incorporate CSO goals for respecting community rights, with justice for gender, Indigenous Peoples, and minorities. Women's organizations in six countries have enhanced capacity to advocate for gender justice in national land and forest tenure reforms. 	<ul style="list-style-type: none"> In response to a wave of foreign investment seeking access to land for industrial projects, sectoral ministries in Central and West Africa are approving overlapping land allocations that threaten forest community livelihoods, tenure and rights. RRI's strategy engages key African ministries with decision making power on land and forest administration in a dialogue with regional policy bodies on the implications of competing land acquisition for economic development, conservation, tenure and poverty goals, and tenure and rights; thus fostering new commitments for sectoral coordination towards economic models more respectful of community rights and ongoing national reforms. In parallel, analyses of social and economic returns from planned regional infrastructure and green growth initiatives, including the Great Green Wall Project, will increase understanding of the value of favoring rights-based, economic strategies supportive of community livelihoods and enterprises. CSOs have actively engaged in REDD and VPA platforms to advance national tenure reform and rights agendas, linked as a regional community rights network (ACRN) to share strategies. ACRN members will collectively assess and document lessons learned from pilot REDD and VPA projects to disseminate best practices and shape REDD and FLEGT implementation at country level. Women's tenure rights remain largely unrecognized under both customary and formal laws, and women have had a limited voice in shaping reforms at national and local levels. RRI strategy supports networks of women's organizations (including REFACOF) for equipping women advocates within key countries to better advance women's rights with gender justice and equity for Indigenous Peoples in national policy reform, regional policy dialogue, and national climate change strategies. 	<p>CED Civic Response FPP HELVETAS Swiss Intercooperation ICRAF</p> <p>ACRN CAFT Cameroon Ecology CODELT FCI GDA Green Advocates IUCN REFACOF RRN Sahel Eco SDI TENFOREST</p>

Liberia	<ul style="list-style-type: none"> Land Policy clarifying and protecting customary rights is passed completing a more robust Community Rights Law (CRL) and its regulations. Companies and government respect FPIC in all negotiations and conduct robust ESIA's to address the real threats and opportunities of concessions. Pit-sawyer regulations are amended to support the growth of pit-sawing enterprises, enabling piloting of sustainable and profitable business models consistent with the FLEGT VPA. Women understand their rights, constraints to their full participation in forest governance, and are mobilized to defend their rights. 	<ul style="list-style-type: none"> A progressive Land Policy is under national debate as a political response to the acceleration of unlawful land deals (agribusiness, mining, and timber concessions) that threaten to alienate community lands and forests and contradict CRL regulations. RRI's strategy will mobilize communities, CSOs and government leaders to encourage passage of this progressive Land Policy and related pro-rights amendments to the CRL. International companies investing in Liberia are beginning to respect social safeguards and FPIC rights but practice limited CSR, and government has proven unwilling to enforce pro-rights laws in its negotiations. RRI's strategy is to engage agribusiness companies through CSR forums (RSPO, LEITI) to improve their ESIA's, incorporate FPIC in negotiations and analyze social and environmental compliance in logging and agribusiness supply chains. Regulations for pit-sawing are key gains for the FLEGT VPA process to legalize the informal logging sector but persisting flaws prevent emerging pit-sawing enterprises from realizing their potential sustainability and contribution to national growth. CSO partnership with pit-sawyers will nurture these and community-based enterprises and advocate for further reform based on lessons learned. Rural women have begun to raise their voice in community forest governance and national REDD and policy platforms to promote gender justice in forest and land management. Awareness raising of women's groups and identifying legal constraints will inform new advocacy for reform and women's greater authority in community-based forest governance. 	FPP FCI Green Advocates SDI
Cameroon	<ul style="list-style-type: none"> Key land and forest legislation under review includes clear respect for community tenure and rights, as proposed by civil society, including the creation of a community forest domain in the Forest Law. Alternatives to concessions model/LSLAs and options favorable to small producers and SMEs are developed. Communities' and IPs understanding of REDD, FLEGT and tenure is improved and their views are reflected in national REDD strategy and FLEGT initiatives. 	<ul style="list-style-type: none"> Cameroon is engaged in reforming its key legal framework related to forest and land tenure and land use: the revision of the 1994 forest law is at a final stage and has incorporated some contributions from the Cameroon coalition; a land tenure reform has just been launched and the 2011 Framework Act on harmonizing land planning across sectors in Cameroon is awaiting implementation regulations. Despite some progress, customary tenure rights are still largely restricted by statutory laws; communities' forests remain under state ownership. RRI advocacy will muster broad community and legislator support for key articles, creating a community forest domain and respecting gender justice, and customary tenure and rights and land use, grounded in the national decentralization process. Fast expansion of large scale land acquisitions for infrastructure, mining and agribusiness further threaten local tenure and rights and community forests, but government interests and faulty economic analysis foster accelerated and competing allocations. RRI's strategy is threefold: <ul style="list-style-type: none"> Showcase Cameroon in the planned regional dialogue. Develop a strong analytical case for integrating community and smallholder enterprises with commercial development to better deliver state economic development and poverty reduction goals and low forest carbon emissions. Advocate for reforms in business and forest regulations, fiscal rules and procedures so that CFEs/SMFEs thrive and benefit clearly from government enterprise promotion schemes and their enterprises are legally respected within the VPA. 	CED FPP ICRAF CAFT Cameroon Ecology GDA IUCN REFACOF

		<ul style="list-style-type: none"> Participation by CSOs in the REDD and FLEGT/VPA processes have not been effective to advance community tenure rights and link these processes clearly to the national reform agenda. The RRI strategy draws on the regional analysis of pilot best practice, especially with Cameroon's forest communities, to develop a strong strategy for engagement on REDD and FLEGT/VPA with concrete recommendations on securing tenure, while building awareness/capacity of a broad set of community leaders, including Indigenous Peoples and women. 	
DR Congo	<ul style="list-style-type: none"> RRI's completed baseline study focuses government, CSOs and community discussions on tenure reform to better advance community rights in national and provincial reforms. 	<ul style="list-style-type: none"> DR Congo is actively engaged in a reform process involving national and provincial authorities and a diverse set of civil society and international actors providing different advocacy and support. RRI's baseline study has been designated as an official input into DR Congo's land policy reform road map. Upon completion, the baseline study will be discussed formally at national and provincial levels. In parallel, RRI will support outreach by national NGOs participating in the study to increase stakeholders' and decision-makers' understanding of legal and policy issues to be resolved. 	FPP CODELT RRN
Burkina Faso	<ul style="list-style-type: none"> TENFOREST's internal organization and governance is strengthened to better capitalize on comparative knowledge and political strength of its members. Women, community leaders and officials charged with natural resource management decisions begin to implement gender-sensitive local land charters (CFL), regional and commune development plans (PRD and PCD). A multi-actor dialogue is established to ensure women's tenure is reflected in reforms and the threats to farmers and women's tenure, rights and economic wellbeing from top-down development models are documented and well disseminated. 	<ul style="list-style-type: none"> Decentralization processes and reforms since the 1990s have aimed primarily at addressing negative impacts of climate change on productive systems, resource availability and vulnerable social groups. However, limited implementation of laws recognizing the role of customary institutions in governing land and resources and the poor articulation of gender justice in both statutory and customary tenure systems undermines community livelihood strategies and adaptation to climate change. Since 2011, RRI has supported the emergence of TENFOREST, a legally constituted network of 40 CSOs, with a mission to shape gender sensitive, pro-rights and pro-poor NRM regulations, climate policies and decentralization processes. RRI's strategy supports the further consolidation of this network through building its capacity for strategic action and implementing TENFOREST's new, three-year strategy, engaging national and decentralized authorities, government agencies, farmer, pastoralist and women's and men's groups in implementing gender sensitive local resource management charters, using best practice guidelines within proven practical tools for sound implementation. Burkina Faso faces major new challenges from top-down economic development and climate adaptation models expanding mining, urban boundaries and industrial scale agriculture into ecologically fragile, adapted smallholder and pastoral systems. Strategic analysis of comparative social and economic returns from large scale and community-rights based economic models will be combined with multi-stakeholder visits to key, planned development sites to engage decision-makers, including those involved in the emerging REDD platform, in protecting local communities' (and women's) tenure rights and adopting more sustainable and pro-poor development strategies. 	IUCN TENFOREST

Mali	<ul style="list-style-type: none"> Communes and communities implement their local conventions in three target communes, based on customary and gender-sensitive natural resource management, and document lessons and best practice to shape passage of national reforms and their implementation when the Mali legislature returns to its pending agenda. Local eco-agricultural and agroforestry enterprises are better understood and valued as an alternative to large-scale industrial investment and top-down models of low-carbon growth which creates more gender justice and resilience. 	<ul style="list-style-type: none"> Mali is in a state of political crisis, precipitated by a rebellion of radical Islamists in the north, a March 2012 coup, and recent ousting of the Prime Minister. The political and security situation is uncertain, but in this political vacuum civil society and local government actors in this once stable country have taken on major roles in managing public functions and sustaining strong customary land and resource governance systems. Before the crisis, Mali had undertaken an incomplete decentralization and forest and land reform without completing legislation codifying local resource governance conventions in law or addressing gender issues in statutory and customary laws. RRI was actively engaged with community leaders, legal experts, legislators and government policy makers and in a strong position to shape reforms. The tenure over forests and trees on farms remains unclear and insecure for sedentary farmers and their communities, mobile pastoralists', and women pastoralists and farmers. RRI's strategy for 2012 will respond to the on-going evolution of the crisis but has been crafted to engage at commune and community levels in southern Mali to protect against rollback in the decentralization process, and advance application of local conventions that respect customary rights but are sensitive to gender and minority groups. It is planned that once political stability returns, RRI would engage officials and legislators to ensure the passage of pending laws on local conventions, incorporating the best practices documented on the basis of community action. As in other parts of the Sahel, growing threats to community rights emerge from expansion of industrial and artisanal mining, large scale agribusiness, and conventional conservation models. RRI will also build a strong analytical case for small-scale forest enterprise, ecotourism, agroforestry, and silvopastoral systems that are compatible with regional integration, yet better sustain natural resource, mitigate and adapt to climate change, as a viable alternative to industrial models. 	<p>HELVETAS Swiss Intercooperation ICRAF</p> <p>IUCN Sahel Eco</p>
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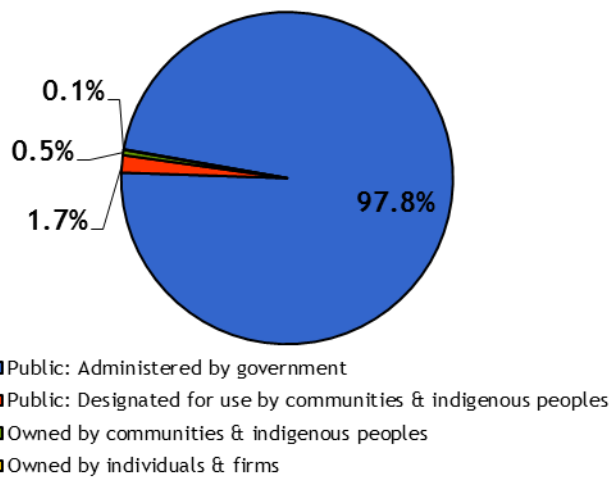
Overall budget requested for 2012: \$1,698,000

II. Planning Teams

2.1 Regional Planning Team

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III. Africa - Regional



Poverty, tenure and emissions in Africa

The Rural poor (<US\$1/day) make up one third of the population of Africa — 229 million people.

97.8% of the region's forests claimed and administered by government and 18% of global forest carbon emissions.

UN-REDD: 3 countries; WB FCPF: 10 countries (two countries of engagement: Cameroon & Liberia); FIP: 2 countries (1 country of engagement: Burkina Faso)

Sources: Ravallion & Chen. 2007. *Absolute Poverty Measures for the Developing World, 1981-2004*. World Bank Policy Research Working Paper 4211.

3.2 RRI Strategy in Africa

Rationale for Engagement

Over the last two decades, African countries have been engaged in new waves of reform to move away from the colonial legacy, but are still struggling to recognize the rights of local communities and Indigenous Peoples. Increasingly, African states are recognizing the limitations of highly centralized resource management for providing effective and sustainable forest governance. As a result, a number of governments are now aiming to decentralize and devolve resource and land management authority to the local level.

Of the world's 27 most forested countries that have adopted important and new forestland reforms since 1992, 10 are in Africa. In these 10 countries, the area of public forest designated for use by communities and Indigenous Peoples more than quadrupled between 2002 and 2012. Some important examples of reform in the region include Liberia's watershed Community Rights Law and draft land policy; Cameroon's reforms to its land and forest codes; the Democratic Republic of Congo's 2002 forest code; and ambitious decentralization of land and resource management in Mali, Burkina Faso and Ghana.¹ A forthcoming RRI study shows that of the 26 countries in Central and West Africa, 50% have either revised or developed at least one new legal instrument in their national statutory tenure regimes since 2009. Thirty-three percent of these 13 countries' legal instruments formally recognize a set of rights to communities, including access, withdrawal, management, and commercial extraction of natural resources;² six out of these 13 countries have defined specific modalities to recognize the complete bundle of rights. Further progress is evidenced by recognition of Indigenous Peoples' rights to land and resources by the Republic of Congo, Central African Republic, Liberia, Niger, Burkina Faso and Burundi all legally recognize Indigenous Peoples' rights to land and resources.³

¹ RRI. 2012. What rights? A comparative analysis of developing countries' national legislation on community and Indigenous Peoples' forest tenure Initiative.

² These refer to the "bundle of rights" (access, withdrawal, management, exclusion, alienation, duration, extinguishability)

³ Djeukam R., Oyono R. & Diarra B., forthcoming. *Réformes de Tenure Forestière et Foncière dans l'Afrique du Nouveau Millénaire: Une Evaluation Préliminaire des Avancées Post-Yaoundé 2009*, RRI, Washington, DC.

Despite this progress, forest tenure in Africa remains contested and governments still own and control 97.8% of total forest area.⁴ Compared to other regions, African statutory tenure regimes recognize fewer of the rights in the bundle of rights. In most of these regimes, compensation of communities is not required when their rights are revoked. Additionally, in the case of Central and West Africa half of the legal and policy reforms that took place since 2009 fail to recognize the tenure rights of minorities and vulnerable groups (Indigenous Peoples, women, youth, and migrants). While statutory law in most cases does not adequately address customary tenure, at the local level customary systems prevail, particularly in the management of commons such as forests. Africa's customary domain potentially extends to up to 1.4 billion hectares⁵ and at least 428 million people across the continent may be considered customary land holders.⁶ Continued pressure on governments to recognize customary community rights and to reform their policies accordingly is needed. This lack of progress is manifested in multiple threats and challenges across Africa.

Key threats and challenges

Climate Change Mitigation and Adaptation: While the Congo Basin has been the international focus of mitigation efforts, for most of Africa adaptation is the pressing issue. Climate change has a huge impact on drylands and savannah, where increased variability in precipitation patterns leads to poverty and famine, as was tragically manifested in the 2011 food crisis following severe drought in the Horn of Africa. This in turn disrupts traditional migration patterns, as a changing climate induces mass migration to more limited fertile areas. Population shifts (due climate change as well as conflict, economic or political crisis) will potentially lead to governance chaos and heightened pressure on forests and other landscapes.

Similar challenges confront the implementation of REDD. Without clear tenure rights in countries engaged in REDD, pro-poor outcomes remain uncertain. African governments may see REDD purely as a source of finance, rather than a significant opportunity to improve forest management. State governments often want to control funding and financial mechanisms tied to mitigation strategies, and begin to recentralize forest management rather than ensure benefit-sharing among all forest stakeholders. Civil society organizations' and communities' mastery of REDD concepts and processes is still limited, and there is a divide between those who support the carbon-market approach favored by government and those advocating for using this outlet to advance pro-poor tenure reform. There is a failure to fully link REDD and FLEGT/VPA processes to ensure they are consistent, and to use the opportunities they both offer to advance communities' rights in national policy and legislation reform programs.

Industrial Concessions Model: The dominant economic model for forestry in most of tropical Africa has been state-controlled, export-oriented, industrial scale concessions. This system dates from the colonial period, and independent governments continue to perpetuate it, though increasingly evidence shows that this model does not respect local land rights, local development aspirations or promote balanced national economic growth. Under these regimes exports remain concentrated in primary products and small scale enterprises have not received core support. Recognition of customary tenure, combined with an enabling business environment for small-scale, locally-owned forest enterprises, could drive emerging local and domestic markets and better sustain equitable national economic growth.

Large Scale Land Acquisitions (LSLA) and Economic Concessions: Uncertain tenure has enabled extensive land acquisitions and elite capture of resources for industrial concessions, bio-energy, rice paddies, plantations and mining. Since 2008, a sharp increase in global demand for fuel, fiber and food has intensified pressure on African land and resources. According to the International Land Coalition, 134 million hectares of reported large-scale land

⁴ RRI. 2012. What rights? A comparative analysis of developing countries' national legislation on community and Indigenous Peoples' forest tenure Initiative.

⁵ Alden Wily, Liz.. *Customary Land Tenure in the Modern World: What Happened to Our Land? African Customary Rights Today – Brief #1 of 5*. Rights and Resources Initiative. November 2011.

⁶ Ibid

deals are in Africa.⁷ Local communities' customary agriculture and forestry practices frequently operate outside of the industrial concessionary system and lack legal protection from land grabs. Because they increase the value of land, land grabs may also encourage the recentralizing trend of African governments. In addition to the threats they pose to small producers and local livelihoods, and their negative environmental and social impacts, LSLAs do not seem to generate the expected positive economic outcomes.

Social Exclusion, Inequity, and Gender: In Africa, women's tenure rights remain largely unrecognized under both customary and formal laws (except for progressive laws in East Africa, such as the new Constitution in Kenya, which explicitly states that customary exclusion of women is prohibited and Rwanda's protection of women's inheritance rights). Lacking adequate representation, women's rights and concerns are insufficiently considered in policy and law reforms at national and international levels.

In the Sahel, pastoralism is widespread and well-established, and traditional patterns of migration have adapted to the Sahel's variable weather patterns and conserve fragile resources. Pastoralists' access rights are increasingly recognized under decentralization but not enforced, and these rights are often contradicted by forest and land codes. Across Central Africa, the customary tenure rights and livelihoods strategies of Indigenous Peoples such as the Baka and Bagyeli are poorly understood and poorly respected in national policy and international processes affecting their traditional forests.

The **political crisis, instability and uncertainties** in certain African countries could obstruct tenure reform initiatives and lead to rollback in contexts with positive or promising reform perspectives. The potential for regional spillover from national conflicts should also be factored into policy decisions. Mali's ongoing political crisis is a good illustration of this situation: it has led to huge population displacements within the country and across its borders, creating additional pressure on lands and natural resources, and it has disturbed pastoralists' internal and trans-boundary transhumance patterns. This situation threatens to undermine the progress made in devolving management of natural resources to local collectives, as well as climate adaptation and mitigation strategies (especially in the northern regions of the country currently under the control of the Islamists and Tuareg rebels).

Opportunities

There is **increasing regional and global attention to customary tenure and community rights** (including those of Indigenous Peoples) in land and forest reforms. Moving forward, dialogues around new climate change and development initiatives, such as REDD, Forest Law Enforcement, Governance and Trade (FLEGT) and Voluntary Partnership Agreements (VPA), provide important platforms for accelerating forest governance reforms. Numerous international instruments have also been developed over the past few years, guided by the principle that recognizing and securing the community rights to natural resources is essential in promoting socially equitable and environmentally sustainable development. The African Union's Framework and Guidelines on Land Policy in Africa (2009); the United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP – 2009); and the Food and Agriculture Organization's Voluntary Guidelines on Responsible Governance of Tenure of Land, Fisheries and Forests (2012) all have particular resonance for national tenure reforms in Africa.

African civil society and communities are increasingly strong and credible voices in policy debates and new social movements are beginning to question the conventional industrial models, echoing calls for reform. RRI's strong engagement with community organizations, elected officials and policy-makers amplifies the opportunity for long-term impact.

Demand for wood and other forest products from domestic and non-traditional markets is growing. In small-scale enterprises, social responsibility markets, community-led conservation projects and ecosystem-service markets, new opportunities are bringing added benefits to local communities.

⁷Ward Anseeuw, Liz Alden Wily, Lorenzo Cotula, and Michael Taylor, 2012. "Land Rights and the Rush for Land: Findings of the Global Commercial Pressures on Land Research Project", International Land Coalition, Rome.

Growing consensus on the need to change the development paradigm: new analyses and research are questioning the prevailing economic model that largely relies on concessions and large scale land deals. This encourages exploration of alternatives to industrial concessions, and by extension to the possibilities for small scale land development and its comparative advantages in terms of employment, and local livelihoods. Some promising examples include out-grower schemes and public-private partnerships.

Women are major stakeholders in forest management and leaders in non-timber forest product management, and their rights are gaining attention to the socio-economic benefit of both women and their communities. Recognition of their rights and equal participation in decision-making processes will largely determine the future of these resources. The emergence of women's rights networks provide opportunities to move in this direction.

Countries of Engagement

RRI's strategy reflects the different contexts of the Sahel and the Congo Basin to exploit the real political synergies across **Central and West Africa**. RRI is engaged in (but not limited to) Cameroon, Mali, Burkina Faso, Liberia and DRC, and draws upon regional activities and events to advance the community rights agenda. Over the years, working relationships have been established with strategic allies such as government ministries and divisions, parliamentarians, local elected officials, legislators, national civil society platforms, and women's and Indigenous People's networks, to advocate for equitable forest and land tenure reforms. RRI is also engaged with regional economic institutions in shaping regional processes such as REDD+, VPA, FLEGT and ensuring that they are pro-rights, pro-poor, pro-tenure, gendered, and supportive of small and medium forest enterprises (SMFEs).

In **Central Africa**, Cameroon and DRC are engaged in reform processes to land and forest codes as well as to the mining sector. These reforms provide a strategic opening to address and ultimately advance community rights to land and resources, to establish coherence among the various codes affecting lands and forests, and to clarify customary and statutory tenure claims that have often been contested from the colonial period onward. The ongoing RRI tenure baseline study in DRC will guide the reforms underway in this country and lay the foundation for well-informed and strategic interventions.

West Africa, including Liberia, Mali and Burkina Faso, is engaged in decentralization processes to devolve land and resource management to the local level. Since the adoption of the Community Rights Law (CRL) in 2009, **Liberia** is implementing regulations of the CRL. **Mali** and **Burkina Faso's** process of decentralization presents a key opportunity to grant greater autonomy to local actors in natural resource management, while strengthening civil society actors and improving livelihoods. RRI's strategic intervention in Mali and Burkina also has a subregional focus on the **Sahel**, including additional countries such as Niger, Senegal, and Mauritania, particularly in dialogues around the common issue of decentralization and pastoralism. As indicated above, the current political crisis in Mali has a potential to undermine the progress has made thus far by this country in terms of tenure reform and decentralization. Yet in the absence of strong governance, communities and civil society have a bigger role than ever before in shaping Mali's policies, and may have a unique chance to demonstrate their capacity to independently manage resources according to customary systems. RRI interventions in 2012 were significantly reduced following the crisis, and the scope and direction of its future activities in Mali will depend on how the political context unfolds.

Country Engagement at a Glance

In **Liberia**, the RRI Coalition is deeply engaged in legal reforms, leading a campaign to redress rights rollback in the regulations to the Community Rights Law, support the Land Commission in developing a new Land Policy to recognize community rights, and use both legislative tools and capacity-building to fully empower grassroots actors such as pit-sawyers and community forestry committees (CFDCs) to take the lead in sustainable, profitable forestry. RRI is building rural women's understanding of forest and land policies, REDD and VPA/FLEGT processes and strengthening women's decision-making in forest governance at the local level. The country coalition is active in countering threats to communities' lands from palm oil expansion and timber concessions, mounting

sophisticated campaigns targeting government and private sector alike, and mobilizing communities to raise formal complaints of rights abuses. The coalition aims to consolidate its gains thus far and to increase engagement with the private sector and embark on more nuanced analysis of the key players in Liberian policy and strategies for influencing them.

In **Cameroon**, the RRI Coalition (ICRAF, FPP, IUCN, Cameroon Ecology, CAFT, CED, REFACOF and the newly admitted GDA⁸) has been shaping the ongoing forest reform processes for almost two years. Thanks to its advocacy efforts and active engagement with strategic allies in government, some of its proposals were included in the new draft forest law, most notably communities' and Indigenous Peoples' rights to commercial extraction of forest products, legal recognition of Indigenous Peoples' rights, and institutionalization of community-managed protected areas. The coalition is committed to continue its campaign for a new legal category (community forest estate), to influence land reform to recognize communities' rights, and to promote policy harmonization across sectors so that communities' rights are consistently understood and protected. The Cameroon coalition has also been active to ensure REDD and FLEGT/VPA processes are pro-poor, pro-rights and gender sensitive.

In **DRC**, current policy reforms and economic development programs are considered to be threats to local communities' and Indigenous Peoples' rights. RRI's intervention in DRC has been largely channeled through FPP and the Natural Resources Network (RRN) and has drawn on community rights mapping studies and national dialogues to advocate for the use of micro-zoning to better take into account community tenure rights in the national zoning process. RRI is also providing a critique of the Terms of Reference for macro-zoning exercises. With the collaboration of international experts, RRI has launched a study in DRC to assess community tenure rights and establish a baseline to measure future progress on greater recognition of community tenure rights. In moving forward, RRI will continue to firm up the emerging national coalition organized around RRN, CODELT, integrate DRC in regional dialogues on tenure reform, *and* consolidate the baseline study, using the lessons learned and capitalizing on the existing network of strategic allies to engage the government and donors to advance national tenure reforms.

In **Burkina Faso**, in collaboration with IUCN Burkina, RRI is providing technical support to the newly established national Tenure Champions Platform (TENFOREST - composed of some forty civil society organizations) which is committed to ensuring that tenure rights and gender are mainstreamed into Burkina's climate change, land, and forest policies. The TENFOREST advocacy strategy has revolved around the institutional strengthening of the platform, capacity building of its own members, *training* community leaders and elected officials on regulations and on gender, tenure and community rights, and the establishment of a gender watchdog group. TENFOREST is also engaged in action research (in collaboration with CIFOR) aiming at promoting enterprises related to NTFP supply chain and demonstrating their comparative advantages as opposed to mining and agricultural concessions.

In **Mali**, before the current political crisis, IUCN, ICRAF, Sahel Eco, and HELVETAS Swiss Intercooperation were leading series of initiatives aimed at advancing the effective transfer of power in natural resource management to Local Collectivities and the legal recognition of the customary natural resource management systems, known as Local Conventions for Natural Resource Management. To accelerate the transfer process, HELVETAS Swiss Intercooperation and Sahel Eco have engaged the Unit to Support Decentralization and Deconcentration (CADD) and legislators in the National Assembly. The RRI Coalition also works in collaboration with the National Council of Peasants Organizations (CNOP) to promote farmers' on-farm tree tenure and with the National Rural Women's Network (FENAFER) for the recognition of women's tenure rights in the national gender strategy and in the agriculture law (*Loi d'Orientation Agricole*- LOA). RRI is also engaged in supporting the implementation of national and subregional policies to safeguard pastoralists' tenure and access to land and resources.

The March 22, 2012 military coup, the occupation of the northern part of the country by Islamists and Tuareg rebels, and ECOWAS's imminent military intervention creates potential for major conflict, with outcomes difficult to predict, at least for a part of the country. This constitutes a major challenge for the overall tenure reforms and the decentralization process in Mali. Because of this political instability, about 80% of the coalition's activities were

⁸ GDA (Green Development Advocates) was admitted as member of the Cameroon coalition during the Cameroon country planning in September 2013

frozen in 2012. Although various government services have resumed their activities in Bamako and in the southern part of the country, it's difficult to determine whether the country will descend into the chaos or if things will take a turn for the better. Moving forward (and while waiting to see how things unfold), the coalition strategy in Mali is focused less on interventions involving the central administration and more on initiatives engaging grassroots organizations and that are directed to strengthening local and equitable governance of natural resources.

Above-mentioned country level activities are strengthened through a robust set of **regional** engagements. RRI supports regional civil society networks, such as the African Women's Network for Community Management of Forests (REFACOF) for a legal recognition of gender and women's tenure rights; the Africa Community Rights Network (ACRN) ensuring that REDD processes and mechanisms are pro-tenure rights; the Parliamentary Network for Sustainable Management of Central African Forest Ecosystem (REPAR) for the recognition of community rights in law making; and the Civil Society Advisory Group (CSAG) for the recognition of community forest enterprises in the International Tropical Timber Organizations (ITTO) programs. RRI engages with regional and subregional institutions such as the United Nations Economic Commission for Africa (UNECA), the African Union Land Policy Initiative (LPI), the Central African Forest Commission (COMIFAC) on climate change, and with the West Africa Monetary Union (UEMOA), the **Economic Community of West African States** (ECOWAS) and UN-HABITAT on forest governance and land tenure issues.

Going forward, RRI aims to capitalize on the gains made during its first phase at the national level, forging strong links between country-level policy dialogue and the regional and global trends shaping communities' tenure and livelihoods. The national coalitions established and strengthened through RRI have made significant progress in advancing the rights agenda at home, and are positioned to continue that work both with RRI and independently. In developing a new vision for the next five years, RRI in Africa also aims to engage the private sector, which has growing influence in African policy initiatives and development strategies, and to put community-based enterprises at the heart of national economic policy.

3.3 Complete Country and Regional Activity Overview for Africa (Partner and Collaborator proposals summarized by RRG)

	Outcome/Objective	Intervention/Activities	Cost of Activities	Actors	Multi-year?
Regional	1. Legal and policy reforms and processes at the regional level recognize communities' tenure rights and are reflected in the national reforms agenda	a. Mapping of key regional institutions (AU, ECOWAS, ECCAS, COMIFAC, MRU, etc.), and analysis of relevant legal and policies frameworks/guidelines, and identification of implementation challenges and opportunities	\$15,000	<ul style="list-style-type: none"> Green Advocates Facilitators with country coalitions (lead TBD) 	
		b. Monitoring national compliance with positive regional policies (LPI, ACHPR, etc).	\$10,000	<ul style="list-style-type: none"> Green Advocates Facilitators with country coalitions (lead TBD) 	
		c. Develop a formal framework and accords for collaboration between the coalition and regional institutions with pro-rights policies, to enable them to provide technical support to national-level legislative reforms	\$10,000	<ul style="list-style-type: none"> Green Advocates Facilitators with country coalitions (lead TBD) 	
	2. Harmonize REDD and VPA/FLEGT and link these processes with pro-community tenure reforms	Disseminate lessons learned and best practices from pilot REDD projects and VPA	\$45,000	<ul style="list-style-type: none"> CED ACRN FPP IUCN REFACOF CAFT ICRAF (lead TBD) 	
	3. Engage private sector at the regional level	a. Influence regional institutions to adopt regional position to ensure respect rights are respected in private investments	\$15,000	<ul style="list-style-type: none"> GDA SDI FPP IUCN (lead TBD) 	-
		b. Capacity building for private sector actors on social and environmental safeguards (e.g. FPIC)	\$15,000	<ul style="list-style-type: none"> GDA SDI FPP IUCN (lead TBD) 	
	4. Regional analysis of major projects/initiatives and their impacts on rights	a. Assess the social and environmental impacts of Great Green Wall project	\$30,000	<ul style="list-style-type: none"> Sahel Eco HELVETAS TENFOREST IUCN (lead TBD) 	
		b. Build on Forest Trends study on the Chinese logging private sector to analyze the impact of Chinese investments on rights			
		c. Document analysis on tenure from countries and share this at the regional level			

		d. Document the economic potential of natural resources for local communities, Indigenous Peoples, and women to improve livelihoods			
		e. Study of productive chains, and pilot projects			
5.	Promote women's rights and gender equity in forest and land tenure	Regional workshop on gender, tenure and climate change	\$80,000	REFACOF	
6.	Build CSO capacity to advocate for community rights in REDD and FLEGT processes	Regional workshop on tenure, FLEGT and REDD and advocacy	\$50,000	ACRN	
Total Funds Proposed for Regional Activities:				\$270,000	

	Outcome/Objective	Strategic areas of intervention	Activities	Cost of Activities	Actors	Multi-year
Liberia	1. Land and forest legislation and policy recognize and protect community rights	a. Mobilize communities/CSOs to push for the Land Policy and CRL amendments	Convene town hall meetings in select communities to discuss draft land policy and CRL amendments	\$85,000	Coalition	
		b. Engage USAID to get them on board with the amendments, and inform FDA management	Undertake outreach including to USAID to support the Land Policy and CRL amendments			
		c. Engage and secure participation in different reform committees (Constitutional reform, oil policy referendum)	i. Establish and strengthen a platform for local community and civil society participation in ongoing reforms such as the Constitution, oil policy, etc. ii. Conduct stocktaking report on land tenure discussions in Liberia iii. Sustain the RRI coalition coordination for collective action			
		d. Identify which actors in government are driving the different elements of the REDD process forward, and ways to feed the coalition's strategy into REDD and engage the Land Commission on REDD	Identify Government institutions working on REDD and then form work plans including CSO's strategy in REDD Strategy			
	2. Government and private sector respect rights	a. Disseminate CRL amendments and Land Policy (once adopted) to all communities to ensure they are aware of and can defend their rights in negotiations	i. Organize consultative meetings among stakeholders ii. Facilitate a forum for communities and CSOs to work with the private sector and Government on supply chain issues—how to get them to clean up the system	\$80,000	Coalition	

		<p>b. Engage leading logging and agro-businesses (such as palm oil and rubber): independent reviews, local empowerment; alternative business models, RSPO, etc.</p> <p>c. Identify how government agencies, external actors (bilaterals, companies, etc.) and CSOs interact, their power dynamics, and how to influence each actor to maximize impact</p>	<p>i. Profile supply chains—logging and agro-industrial businesses</p> <p>ii. Setting up CSR forum to engage the private sector</p> <p>Analyze power relations among actors</p>			
	3. Grassroots actors lead forest management and enterprise	<p>a. Develop and pilot rights-based models for chain sawing</p> <p>b. Develop strategies for SFM in chain sawing (nurseries, reforestation, NTFP value chains)</p> <p>c. Support CFDCs to promote rights-based, equitable community forestry</p>	<p>Hire consultants to design rights-based models for pit-sawing</p> <p>i. Organize training and lesson sharing events for pitsawyers</p> <p>ii. Design strategies for pitsawyers to establish and manage nurseries, reforestation and NTFP value chains</p> <p>i. Develop models for rights-based community forestry,</p> <p>ii. Train CFDCs and grassroots actors and lesson sharing on SFM and NTFP value chains</p>	<p>\$40,000</p> <p>\$40,000</p>	Coalition	
	4. Women and men's rights and perspectives are equally included in forest and land policy	<p>a. Take stock of women's roles in decision-making of NR and community rights</p> <p>b. Conduct a legal analysis of women's property rights in forests and land and mobilize women to advance other land reforms (to have special influence on Pres. Ellen Johnson Sirleaf)</p> <p>c. Establish a coordinated rural women's platform for sustained engagement with stakeholders and donors</p> <p>d. Advocacy aimed at pushing government to follow the international conventions protecting women's rights that it has ratified</p>	<p>Hire a consultant to undertake legal analysis of women property rights</p> <p>Commission a scoping study to deepen preliminary consultations on women-specific roles and challenges in natural resource management in Liberia</p> <p>Mobilize and formalize women participation in natural resource management through logistical support, etc.</p> <p>Form work plans and advocacy strategy to protect women rights including advancing other land reforms</p>	\$75,000	Coalition	
Total Funds Proposed for Liberia Activities				\$320,000		

	Outcome/Objective	Strategic areas of intervention	Activities	Cost of Activities	Actors	Multi-year
Cameroon	1. Contribute to the legal recognition of communities' rights	a. Develop a monitoring mechanism to ensure that the coalition's proposals are taken into account in the reform of the 1994 forest law and participate in the finalization of the legal text and drafting regulations to the new law	i. Analyze the latest version of the law with regard to communities' rights ii. Define and establish a strategy to follow up on the legal reform process iii. Develop new proposals to the law and the regulation iv. Organize a workshop to present proposals	\$15,000	Cameroon coalition	Yes 2 years
		b. Prepare an RRI position statement for land reform, capitalizing on work done to date, mobilize actors to support community rights in land reform	i. Reach out to AU Land Policy Initiative to provide support to the government in land reform	\$0	<ul style="list-style-type: none"> • CED • Cam Eco • GDA • IUCN 	No
			ii. Finalize and present proposals/position statement for reform	\$20,000		
			iii. Advocacy aimed at the working group on land tenure reform (initiate a meeting an informational meeting with all actors)	\$5,000		
			iv. Mobilize and consult interest groups (NGOs, traditional chiefs, parliamentarians, academics)	\$10,000		
			v. Establish a partnership with REPAR, institutional dialogue on land reform issues in Cameroon	\$10,000		
			vi. Carry out advocacy with traditional chiefs in favor of land access for women and other marginalized groups (and on how to adapt customary laws to ensure land reform is respectful of communities' rights)	\$10,000		
		c. Harmonize sectorial policies/regulations that relate to land and forests	i. Conduct a comparative study to go beyond each sector, analyzing how the rights of communities, Indigenous Peoples and women are included in various laws: rights, tenure issues in different sectors. ii. Use the study as basis for advocacy actions to encourage policy harmonization, influence the Prime Ministry	\$25,000	Cameroon coalition	Yes 2 years
			iii. Evaluate land and mining reforms regarding the treatment of women's and Indigenous rights	\$5,000		

			iv. Organize a parliamentary dialogue to interest REPAR (Central African parliamentarians' network) in issues of harmonizing sectorial policies	\$15,000		
	d. Promote community rights in REDD and FLEGT/VPA processes	i. Workshop to sensitize and build capacity for rural women leaders on their strategic positioning linked to the operationalization of REDD in Cameroon	\$15,000	REFACOF		
		ii. Follow the processes to integrate legal proposals to recognize/protect rights in the REDD strategy	\$5,000	Coalition		
		iii. Comparative analysis of gender and tenure in FLEGT/VPA documents and R-PP	\$5,000	REFACOF		
		iv. Build capacity for the REDD and Climate Change platform on gender and tenure for effective participation in developing a REDD+ strategy in Cameroon	\$10,000	REFACOF		
		v. Contribute to studies on social and environmental safeguards (whether communities' rights are taken into account)	\$10,000	IUCN		
		vi. Build capacity for marginalized peoples for better contributions to REDD+	\$10,000	REFACOF		
		vii. Examine the level of awareness and expectations regarding REDD among forest communities in the South Region	\$80,000	ICRAF		
		e. Influence the Framework Law on Land Use Planning	i. Develop proposals for regulations ii. Discuss the proposed regulations with parliament iii. Submit the proposals to the ministry	\$10,000		<ul style="list-style-type: none">• Cam Eco• GDA• REFACOF
	2. Improve the functionality/ profitability of at least community forest enterprises and continue dialogue with Ministry of Small and Medium Enterprises	a. Take stock of forest SME development initiatives in the coalition member's respective project zones	Stocktaking exercise to inform and prepare an advocacy plan	\$60,000	<ul style="list-style-type: none">• CAFT• CED• GDA• Cam Eco• REFACOF	
		b. Identify promising pilot initiatives/enterprises/sectors and support them	Identify pilot initiatives and develop a strategy to scale these up			
		c. Support community enterprises	Support communities to set up a forest enterprise			

	3. Increase the coalition's visibility with a communication strategy		i. Participate in radio and television broadcasts ii. Produce press releases on RRI issues/positions (including for IUCN's "Radio Environnement")	\$15,000	Coalition	
	4. Analyze economic alternatives to agro-industry	Comparative study on the different possibilities for forest development (land concessions, REDD, smallholder farming)	Conduct the study and review and validate the results	\$20,000	Coalition	
	5. Influence decentralization of natural resource management	Training sessions for mayors and communities on legal policies regarding forest royalties	Organize workshops in three communes on the dissemination of the new Joint Bylaw 076	\$15,000	Cam Eco	
Total Funds Proposed for Cameroon Activities:				\$390,000		

	Outcome/Objective	Strategic areas of intervention	Activities	Cost of Activities	Actors	Multi-year
Burkina Faso	1. Research/action on enterprises related to NTFP supply chains (production, transformation, commercialization) and develop advocacy tools demonstrating the comparative advantages of these enterprises as opposed to mining and agro-industry	a. Advocacy for peasants' rights in peri-urban areas	i. Sensitize and inform peasants ii. Produce a synthesis of the diagnostic study on the situation of peasants' rights iii. Advocacy toward ministries iv. Advocacy toward Territorial Collectives (local government)	\$20,000	<ul style="list-style-type: none"> TENFOREST Peasant umbrella organizations Territorial collectivities (local government) 	
		b. Study visit to the Bagré/ Sourou Growth Pole	i. Preparatory mission ii. Organize the trip	\$4,000	TENFOREST	
		c. Gender analysis of Burkina's mining code	i. Develop TORs; ii. Conduct analysis of the mining policy's treatment of gender and communities' rights iii. Review the results of the analysis; iv. Disseminate the results of the analysis	\$12,000	TENFOREST	
		d. Diagnostic study of the situation of gender's treatment in land and forest tenure	i. Develop TORs ii. Conduct the study iii. Organize a workshop to review and validate the study	\$24,000	TENFOREST	
	2. Build capacity for women, community leaders and officials charged with natural resource	a. Training for local officials on the methodological guides for local planning and local land charters (CFL)	i. Develop modules ii. Organize training sessions	\$24,000	TENFOREST	

	management on the guides for implementing local land charters (CFL), regional development plan (PRD) and commune development plan (PCD) plan as well as new laws	b. Advocacy for collectivities to develop gender sensitive CFLs	i. Training on CFLs ii. Sensitize Collectivities to adopt CFL	\$32,000	TENFOREST	
		c. Training and dissemination of Law 034 on rural land regime	i. Develop modules ii. Organize training sessions iii. Reproduce the legal document iv. Disseminate the legal document	\$16,000 + 6,000	TENFOREST	
		d. Radio program on Law 034 on Rural Land Tenure	i. Prepare the content ii. Record the program iii. Broadcast the program	\$4,000	TENFOREST	
	3. Promote effective dialogue among women's groups and leaders, opinion makers and governmental bodies to ensure follow-up on reforms to guarantee women's tenure and access to land and forests	a. Revise methodological guides for local planning to integrate gender issues	Organize workshops for the gender working group with partner institutions	\$30,000	<ul style="list-style-type: none"> • TENFOREST • Consultant Mayors/ municipacouncils • GIZ • Ministère de la Promotion de la Femme 	
		b. Support women to acquire Attestations of Land Ownership (APF)	i. Information/sensitization on Attestations of Land Ownership (APF) ii. Identify women who would potentially benefit iii. Initiate the process to acquire APFs	\$20,000	<ul style="list-style-type: none"> • TENFOREST • Consultant Mayors/ municipal councils • GIZ • Ministère de la Promotion de la Femme 	
	4. Strengthen TENFOREST's organization and governance, including support for its communication and fundraising capacity	a. Training on REDD and "life in a network" how to work effectively within a network and implement the 2013-2015 strategic workplan	i. Training on REDD processes and targets and "life in a network" ii. Reproduction and dissemination of the strategic plan to members and partners (negotiation meeting, mobilization of funds, participation in fora)	\$28,000	TENFOREST	
		b. Meetings to exchange and negotiate a partnership with national and subregional institutions	i. Identify institutions ii. Negotiate accords' contents iii. Formalize accords	\$2,000	TENFOREST	

		c. Implement the advocacy and communication strategy	i. Communication and advocacy aimed at ministries ii. Advocacy and communications aimed at Territorial Collectivities iii. Communication and media outreach (press conferences on the results of the diagnostic study on peasants and stocktaking of the level of integration of gender into forest and land tenure)	\$6,000	TENFOREST	
Total Funds Proposed for Burkina Faso Activities:				\$228,000		

	Outcome/Objective	Strategic areas of intervention	Activities	Cost of Activities	Actors	Multi-year
Mali	1. Support the devolution of authority over natural resources	a. Support initiatives to recognize traditional rights	Support the establishment and functioning of land commissions in 3 communes representative of all social categories	\$30,000	Helvetas Swiss Intercooperation	
		b. Community mobilization around the development and enforcement of new forest regulations	Experience exchanges among pilot communes and other communes on decentralized forest resource management	\$10,000	Sahel Eco	
		c. Coordination around the development of a national agricultural policy	Support civil society organizations around the development of laws and policies regarding land and natural resources: FENAFER case	\$15,000	IUCN	
	2. Analyze the political/ security crisis' impacts on land tenure	Carry out a study on the sociopolitical crisis and its impacts/effects on community rights to land and natural resources	Conduct the study	\$25,000	Helvetas Swiss Intercooperation	
	3. Promote SMCFE and agroforestry as alternatives to LSLA	a. Promote agroforestry and non-timber forest products	i. Help organize a citizens jury on conservation agriculture and agroforestry (to counter LSLA)	\$20,000	Sahel Eco	
			ii. Capitalize on experiences in promoting village forest enterprises	\$10,000	Sahel Eco	
		b. Support the constitution of collective territorial estates	iii. Training agricultural enterprises (cooperatives and other peasant groups) on production and growth of agroforestry parks and food storage sites as strategies for climate change adaptation and mitigation	\$35,000	ICRAF	

GRAND TOTAL FUNDS REQUESTED for All Country and Regional Programs, plus Facilitation Costs:		\$1,698,000
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IV. Liberia

Review of In-Country Progress

The Liberia coalition has pushed for legal reforms favorable to communities and small-scale enterprises, and built capacity and mobilized communities for greater participation and benefit from forest and land management. The coalition targeted government agencies like the Forestry Development Authority and Land Commission, as well as the legislature and the executive branch, in cases where engagement presented opportunities to advance rights or halt their roll-back. Similarly, the coalition selectively intervened in REDD and FLEGT processes to protect rights and increase civil society and community participation.

Since 2008, the coalition has had major achievements: RRI led the process to pass the landmark Community Rights Law with Respect to Community Forest Lands (CRL); to establish the Land Commission and its draft land policy to address customary rights; supported a union of pit-sawyers (small scale loggers) and its mastery of best practices; secured the pit-sawyers' legal recognition; and set up and support decentralized community forest development committees (CFDCs). The coalition has also increased gender equity in forest management through capacity-building with women members of the CFDCs. Recently, the coalition has engaged strongly on the emerging threat of oil palm, mounting national and international campaigns that have effectively halted companies' expansion into community lands pending renegotiations. In that campaign, the Forest Peoples Programme's connections to the Roundtable on Sustainable Palm Oil provided the Liberia coalition an entry point for the complaints process, and FPP's training and support enabled the coalition to navigate political and legal procedures for successful outcomes.

It is clear that the support from RRI as an outside actor was critical in opening space for the coalition members to engage on a high level. The coalition noted that RRI's investments, while a fraction of the budgets of bilaterals, succeeded in putting community rights on the map and incited a groundswell of support and awareness of rights among communities – Liberian communities now feel empowered to stand up for their rights, and are calling for constitutional reform.

Despite these gains, in many senses the coalition is playing catch-up, and as pressures on land and forests increase, the coalition often finds itself on the defensive, working to undo damage caused by processes it was unsuccessful in influencing. For example, it was not able to shape the regulations of the CRL or the pit-sawyer regulations, neither of which adequately respect rights, and new threats to community forest lands (identified in section 2) accelerated before the coalition was prepared to confront them. Similarly, the R-PP process sidelined civil society, and the coalition was unable to make inroads within it to protect tenure rights. The coalition also noted that its members have not been sufficiently coordinated in their actions and analysis, and are thus less effective and vulnerable to 'divide-and-conquer' tactics.

The coalition noted that they did not put enough effort into analyzing power relations and key actors to identify the true obstacles to reform. There are still unknowns regarding the positions and interests of various actors: for instance, it is clear that USAID is a major player, but to what extent is it really interested in community rights? What would be the best point of entry for engaging them? Going forward, the coalition aims to gather this type of intelligence to sharpen their engagements and enable them to better predict political moments and trends. Consistent communication and information sharing, through stronger coordination supported by RRG, is equally vital to the coalition's success.

Country Context and Political Analysis

Six years after the end of conflict, issues of community rights to land and forests remain a hot topic in Liberia's political discourse. A new forestry law was passed in 2006, and the landmark CRL was enacted in 2009. Legal recognition and regulation of pit-sawyers was passed in 2012, and a progressive Land Policy to address customary rights is approved by the cabinet and under public consultation. Constitutional reform also looks likely, with a constitutional review committee established by the President, presenting a potential new opportunity for advancing community rights. REDD and FLEGT/VPA processes are also moving forward, with the VPA signed in 2011 and the R-PP submitted in 2012. Civil society and communities are actively engaged in legislative reforms,

and women are increasingly integrated into local community forestry structures and national-level REDD and FLEGT/VPA discourses.

Despite these promising developments, there is serious cause for concern, as the government development agenda remains firmly centered on the large-scale concessions model, and the legal gains for communities made in the CRL have been increasingly circumvented by government in both the law's own regulations, and through the sharp increase in issuance of Private Use Permits (PUPs). Over the past two years an estimated 40% of Liberia's forest lands and nearly half of its intact rainforest⁹ have been granted to logging companies through PUP contracts. Not designed for large-scale forest exploitation, PUPs are logging licenses with few regulations, intended for small-scale forest contracts between private landholders and companies. They make no provisions for sustainability, ignore community rights to forests, and pay little compensation for export rights to either communities or the government. As they are essentially operating as large-scale concessions, they violate Liberia's VPA, which is unfortunately held up in bureaucratic processes and yet to be implemented.

It is moreover clear that the terms of the pit-sawyer regulations and regulations of the CRL are not especially favorable to the local actors engaged in forestry. Vital community forest governance structures, such as the Community Forestry Development Committees, County Forest Forums and the Community Forest Working Group, do not receive sufficient support from government and its partners to empower their members to govern effectively. Communities engaged in shifting agriculture are still viewed in many quarters as primary culprits for deforestation, and are not yet seen as full partners in conservation or combating climate change.

In this already complex environment, the incursion of large-scale, agro-industrial land acquisitions has given new urgency to the community rights struggle. Multinationals such as Sime Darby and Golden Veroleum are moving rapidly to develop community forest lands for oil palm plantations without meeting social and environmental standards. The government has proven eager to promote these acquisitions as the best vehicle for national economic development, at the cost of communities' livelihoods and customary land rights. A sustained campaign from civil society based on communities' complaints to the RSPO, and subsequent media attention, have pushed Sime Darby to revisit its practices and re-open negotiations with communities, but the government has until recently been reluctant to hold the company accountable, and has actively discouraged communities from contesting its land acquisitions. For now civil society has succeeded in slowing down Sime Darby's expansion into community lands, but it remains to be seen whether a similar campaign with Golden Veroleum can be equally effective. In any event, it is clear that the private sector is a critical new constituency to be targeted, alongside the government actors, communities and civil society organizations already engaged. International bodies such as the RSPO are also becoming strategically relevant for the Liberian coalition.

Encouragingly, there are signs that government is beginning to address rights abuses and concerns raised by Liberian civil society and communities: the President has called for an independent investigation into the PUPs phenomenon and for a review of the national oil process. Yet tellingly, the agriculture ministry also recently emphasized that "it has no intention to renegotiate any of its existing agriculture concessions¹⁰" – indicating continued reluctance from government to make development projects transparent and accountable.

Now in her second term, President and Nobel Peace Prize winner Ellen Johnson Sirleaf must maintain stability and bring concrete economic development to her country. She is doubtless mindful of her legacy in rebuilding Liberia, but she has given mixed signals as to whether she will ultimately support either local communities or foreign multinationals: on one hand she has supported legislation to secure communities' rights, but at the same time she continues to promote foreign-led, large-scale concessions as the path to development. Consequently, civil society has difficulty reading her intentions, and in predicting whether government will make the most of its progressive policies to guarantee rights-based development. As political pressure and public scrutiny intensifies, however,

⁹ Global Witness, September 4 2012. "Signing Their Lives Away: Liberia's Private Use Permits and the Destruction of Community-Owned Rainforest." <http://www.globalwitness.org/library/signing-their-lives-away-liberia%E2%80%99s-private-use-permits-and-destruction-community-owned>.

¹⁰ September 28 press release from the Ministry of Agriculture. <http://allafrica.com/stories/201209281501.html>

Johnson Sirleaf will soon need to make her definitive choice, and community and civil society are mobilized to remind her government of its commitments to the citizens of Liberia.

Threats:

On the Land Commission and Land Policy:

- The Land Commission's moratorium on concessions has not been enforced, indicating a lack of political will for reforms from other government bodies, such as FDA
- FDA and other relevant ministries are not very engaged, despite need for inputs from all agencies involved in land issues, and for coordination on policy initiatives
- Land grabs and PUPs are accelerating and threaten to carve up community lands before the policy is passed

On international initiatives to which Liberia is a signatory (FLEGT/VPA, REDD, LEITI):

- The VPA is held up in bureaucratic processes and has yet to be ratified, so it cannot enforce legality
- Liberia submitted its R-PP without clarifying tenure or ensuring community rights, as the process was externally driven and civil society was not sufficiently involved.
- Deals with BINGOs are going on behind the scenes, before REDD policies are finalized
- The National REDD Technical Working Group cannot meet regularly and the National REDD and Climate Change policy has stalled. It appears no one in government is following REDD processes closely.

On development models:

- Land grabs disproportionately affect women farmers, who are especially affected by land scarcity due brought on by land acquisitions, and who are typically excluded from employment in concession areas. Women are also sidelined in the negotiations for concessions and in PUP negotiations unless they have land to contribute
- Land deals (oil palm, concessions, PUPs) are moving very rapidly and with little transparency, making it hard for communities and CSOs to keep up
- Companies' own ESIAAs are not adequate, making it necessary for CSOs to provide alternative assessments
- The pit-sawyer regulations were passed before pit-sawyers could give strong inputs and inhibit their economic success. The regulations present many challenges (difficult permitting process, limited access to land and restrictions to stay on degraded lands, among others) that demonstrate some political unwillingness to promote pit-sawyers

Generally:

- External agencies and bilaterals like USAID, FFI and CI strongly drive the environment and development agendas in Liberia, moving very quickly before civil society and communities can engage

Opportunities

On the CRL amendments, Land Policy and other reforms:

- Community mobilization around amending the CRL has already taken place and draft amendments can count on support from communities
- USAID and FDA also expressed interest in the amendment and FDA can convene a board to review the proposed amendment to the regulations
- Draft Land Policy/ Land Policy reform process has a lot of momentum and is open to civil society, calling for its support (community mobilization, legislature inquiry on moratorium)
- Constitutional reform committee is a new important space; strong community support for pro-rights reform is driving the constitutional reform process, as a result of mobilization around palm oil issues
- Oil policy reform is raising the issue of benefits and communities; possible policy to redistribute concession benefits for social development
- There are new plans to develop an Agricultural Policy

On development models:

- RRI coalition and other CSOs are already engaged with companies through RSPO mechanisms, and have demonstrated the importance of following FPIC and other social safeguards
- The Corporate Social Responsibility Forum (Sime Darby, Golden Veroleum) can be used as a platform for civil society critiques and harsh realities
- The Land Commission is a strong ally in protecting community rights in land deals; a Strategic Partnership Initiative is being established with FPP, to be facilitated by the Land Commission
- The pit-sawyers have a grant from the EU to work within the VPA and their demonstrated focus on sustainability is attractive to bilaterals. Communities are also increasingly inclined to work with pit-sawyers.

On international initiatives to which Liberia is a signatory (FLEGT/VPA, REDD, LEITI):

- The coalition can move into the political vacuum and drive the REDD process to address tenure in the National REDD and Climate Change Policy, and that SESA processes clarify tenure
- Recognition of women's rights in REDD is gaining traction on the international level, and reinforces Liberian actions to better integrate women into REDD processes. The VPA's focus on community-level decision making examines the level of participation of women

Country Strategy

The Liberian coalition's vision is for pro-poor, equitable and community-driven development and natural resource management. The coalition's strategy is to influence government to definitively recognize and protect community rights to forests and land, on the basis of those rights, to support local institutions and enterprises to be leading players in forest governance and economy. As part of its bid for equitable policy, the coalition also aims to ensure that women's rights are taken into account.

To achieve the intent of this strategy, the coalition has four objectives:

1. Land and forest legislation and policy recognize and protect community rights

- a. A progressive Land Policy is passed to address customary rights
- b. CRL regulations are amended to accurately reflect the rights guaranteed by the law
- c. Pit-sawyer regulations are amended to support the growth of pit-sawing enterprises
- d. Constitutional reforms identify, clarify and respect community rights
- e. New oil policy has provisions for community rights and benefits

2. Government and private sector respect rights

- a. Communities, government and companies are all aware of communities' rights
- b. Communities' FPIC is respected in all negotiations
- c. ESIA's are robust and address the real threats and opportunities of concessions
- d. RSPO mechanisms serve as recourse to protect rights

3. Grassroots actors lead forest management and enterprise

- a. Pit-sawyers engage in sustainable forest management and contribute to local and domestic economic growth
- b. CFDCs are empowered to promote and support rights-based community forestry
- c. Sustainable and profitable alternatives to large-scale forest exploitation are piloted

4. Women and men's rights and perspectives are equally included in forest and land policy

- a. Forestry institutions have gender equity
- b. Constraints to women's rights are identified and addressed in policy
- c. Women are mobilized to defend their rights

Regional and Global Activities that could support Liberia's country goals and objectives:

- More communication support: international press for national stories of global relevance
- Linking national REDD processes to international REDD processes through Global Programs

4.2 Liberia - Proposed Activities - 2013

Outcome/ Objective	Strategic areas of intervention	Activities	Cost of Activities	Actors	Multi-year
1. Land and forest legislation and policy recognize and protect community rights	a. Mobilize communities/ CSOs to push for the Land Policy and CRL amendments	Convene town hall meetings in select communities to discuss draft land policy and CRL amendments	\$85,000	Coalition	
	b. Engage USAID to get them on board with the amendments, and inform FDA management	Undertake outreach including to USAID to support the Land Policy and CRL amendments			
	c. Engage and secure participation in different reform committees (Constitutional reform, oil policy referendum)	i. Establish and strengthen a platform for local community and civil society participation in ongoing reforms such as the Constitution, oil policy, etc. ii. Conduct stocktaking report on land tenure discussions in Liberia iii. Sustain the RRI coalition coordination for collective action			
	d. Identify which actors in government are driving the different elements of the REDD process forward, and ways to feed the coalition's strategy into REDD and engage the Land Commission on REDD	Identify Government institutions working on REDD and then form work plans including CSO's strategy in REDD Strategy			
2. Government and private sector respect rights	a. Disseminate CRL amendments and Land Policy (once adopted) to all communities to ensure they are aware of and can defend their rights in negotiations	i. Organize consultative meetings among stakeholders ii. Facilitate a forum for communities and CSOs to work with the private sector and Government on supply chain issues—how to get them to clean up the system	\$80,000	Coalition	
	b. Engage leading logging and agro-businesses (such as palm oil and rubber): independent reviews, local empowerment; alternative business models, RSPO, etc.	i. Profile supply chains—logging and agro-industrial businesses ii. Setting up CSR forum to engage the private sector			
	c. Identify how government agencies, external actors (bilaterals, companies, etc.) and CSOs interact, their power dynamics, and how to influence each actor to maximize impact	Analyze power relations among actors			

3. Grassroots actors lead forest management and enterprise	a. Develop and pilot rights-based models for chain sawing	Hire consultants to design rights-based models for pit-sawing	\$40,000	Coalition	
	b. Develop strategies for SFM in chain sawing (nurseries, reforestation, NTFP value chains)	i. Organize training and lesson sharing events for pitsawyers ii. Design strategies for pitsawyers to establish and manage nurseries, reforestation and NTFP value chains			
	c. Support CFDCs to promote rights-based, equitable community forestry	i. Develop models for rights-based community forestry, ii. Train CFDCs and grassroots actors and lesson sharing on SFM and NTFP value chains	\$40,000		
4. Women and men's rights and perspectives are equally included in forest and land policy	a. Take stock of women's roles in decision-making of NR and community rights	Hire a consultant to undertake legal analysis of women property rights	\$75,000	Coalition	
	b. Conduct a legal analysis of women's property rights in forests and land and mobilize women to advance other land reforms (to have special influence on Pres. Ellen Johnson Sirleaf)	Commission a scoping study to deepen preliminary consultations on women-specific roles and challenges in natural resource management in Liberia			
	c. Establish a coordinated rural women's platform for sustained engagement with stakeholders and donors	Mobilize and formalize women participation in natural resource management through logistical support, etc.			
	d. Advocacy aimed at pushing government to follow the international conventions protecting women's rights that it has ratified	Form work plans and advocacy strategy to protect women rights including advancing other land reforms			

4.3 Liberia - Audiences and Priority Outcomes – 2013

Audiences/ Constituencies	Priority Outcomes
Land Commission	<ul style="list-style-type: none"> Progressive version of the Land Policy is maintained with CSO inputs
Forestry Development Authority	<ul style="list-style-type: none"> Amendments to pit-sawyer regulations are passed to enable pit-sawing enterprises to flourish Abuses of PUPs are definitively addressed and rectified CSO inputs to CRL regulation amendments are accepted
President/Executive branch	<ul style="list-style-type: none"> Ensure communities' rights are respected in economic development plans, including large scale land deals Encourage the development of alternative, locally determined models for forest-based economic growth (pit-sawyers, CFDCs) Abuses of PUPs are definitively addressed and rectified Support greater gender equity
Legislators and elected officials	<ul style="list-style-type: none"> Progressive Land Policy to recognize customary land rights is passed Amendments to CRL regulations are passed to more accurately reflect the rights protected under that law
Women's groups and networks	<ul style="list-style-type: none"> Women identify constraints to land access and their full participation in forestry as part of analysis on women's rights and gender equity Women mobilize to call on greater reforms to achieve gender equity

Pit-sawyers and other SMFE stakeholders	<ul style="list-style-type: none"> • Pit-sawyers form a cooperative and pilot sustainable small-scale enterprise models under the VPA • Acquire first licenses for pit-sawing • Advocate for more enabling regulations
Civil society and NGO coalition	<ul style="list-style-type: none"> • CSOs catalyze a multi-actor dialogue to address unlawful land deals and maintain pressure to pass favorable amendments to CRL regulations and pro-rights Land Policy • Civil society guides companies and government toward greater enforcement of FPIC, observance of environmental and social safeguards and Liberian law, and cleaner supply chains
Oil palm and other companies	<ul style="list-style-type: none"> • Companies carry out FPIC and robust ESIA in all of their negotiations for land acquisition and respect communities' rights under Liberian law

4.4 Strategic Partners, Collaborators and Roles

Partner/Collaborator	Role
FCI	<ul style="list-style-type: none"> • Develop women's capacity and awareness of their rights and roles in forest management • Coordinate and mobilize women for advocacy campaigns
FPP	<ul style="list-style-type: none"> • Support local civil society organizations to engage effectively in international spaces around palm oil issues; facilitate multi-stakeholder dialogue on large-scale land deals • Complement local actors' action with research and analysis on community rights • Provide capacity building on FLEGT and VPA processes
Green Advocates	<ul style="list-style-type: none"> • Advise civil society coalition and government actors around pro-rights reforms, including CRL and Land Policy • Build communities' and small-scale forest operators' forest management capacity and advance reforms to better nurture small-scale forest enterprise • Mobilize communities for greater political engagement and consultation in reforms process • Reach out to private sector actors (RSPO, companies, government contractors) to respect communities' rights, RSPO commitments and Liberian law • Mobilize communities affected by oil palm and push for FPIC and robust ESIA in oil palm development • Lead media campaigns to raise public awareness on community rights abuses related to large-scale land deals
SDI	<ul style="list-style-type: none"> • Advise civil society coalition and government actors around pro-rights reforms, including CRL and Land Policy • Monitor illegal logging and non-compliance with Liberian law in timber concessions (PUPs, etc.) • Mobilize communities for greater political engagement and consultation in reforms process • Mobilize communities affected by oil palm and push for FPIC and robust ESIA in oil palm development

V. Cameroon Strategy

5.1 RRI Strategy in Cameroon

4.1 RRI Strategy in Cameroon

Note

Representatives of all the member organizations of the RRI coalition in Cameroon attended the Cameroon Planning Meeting on September 24 in Yaoundé. Three RRG representatives were also in attendance. This team also took part in additional post-meeting discussions with coalition members who did not attend the meeting, the General Secretary of the Minister of Forestry and Wildlife in Cameroon, the Assistant Executive Secretary of COMIFAC, an expert of the World Bank-Cameroon and the coordinator of the NGO Well Grounded. This strategy paper has been prepared based on the planning meeting deliberations, and incorporates information shared during these various exchanges as well.

Review of the progress made between 2008 and 2012

Between 2008 and 2012, the RRI¹¹ Coalition focused its efforts on reforms to Cameroon's forestry law and policy, using the space to promote recognition of the rights of local communities, Indigenous Peoples and women, as well as of the role of small and medium forestry community enterprises, with a view to local development. To reach these goals, the coalition has worked closely with key government ministries, members of Parliament, local elected officials, civil society organizations, local communities and Indigenous Peoples, and has organized its efforts around the following action areas: developing concrete proposals to address rights, tenure, gender and forest enterprises, to be incorporated in the revision of the Forestry Law of 1994; participatory mapping activities to demonstrate the feasibility and importance of incorporating mapping into zoning processes and to encourage recognition of customary rights in the demarcation of concessions and protected areas; and advocacy to ensure consistency of forestry and land laws, as well as the inclusion of tenure issues in REDD and FLEGT processes.

With regard to the **revision of the Forestry Act of 1994**, the coalition synthesized its contributions and submitted them to the working group within the Ministry of Forestry and Wildlife (MINFOP). To better highlight gender issues, the coalition also submitted a separate set of proposals to this committee, with suggestions to recognize women's rights and needs. In order to build strong public support for these proposals and encourage their adoption, the coalition continues to follow up with elected officials, the media and other civil society actors.

Thanks to the coalition's advocacy efforts around **participatory mapping**, nearly 17,000 hectares in two logging concessions (FMU: Forest Management Units) were declassified in 2012 and reclassified under customary management practices, to benefit local communities and Indigenous Peoples. Draft articles prepared by the coalition to promote participatory mapping as an instrument for recognizing community rights have been accepted by MINEPAT (Ministry of Economy, National Planning and Land-Use Planning) and will be included in its implementing order of Cameroon's Framework Law on regional planning and sustainable development (Loi d'orientation pour l'aménagement et le développement durable du territoire) of May 2011.

With regards to **SMCFEs**, a position paper and proposals have been prepared with the aim of simplifying the complex legal, regulatory, fiscal and administrative provisions that hinder their growth. These proposals have been submitted to The Ministry of Small and Medium Business, Social Economy and Crafts (MINPMEESA) and for the consideration of a parliamentary group. Training workshops on the valorization and transformation of forest products, as well as exchange trips, were organized for East Cameroonian community business leaders.

¹¹ This coalition is made up of: Cameroun Ecologie (CAMECO), Center for Environment and Development (CED), Coopérative agroforestière de la Trinité (CAFT), Cameroon branch of the African Women's Network for Community Forest Management (REFACOF-Cameroun), World Agroforestry Center (ICRAF) and the World Conservation Union (IUCN).

Recognizing that the Forestry Law alone will not be sufficient to guarantee the rights of local communities and Indigenous Peoples, the coalition has expanded its scope to address both land and forest tenure, which are closely linked. It has therefore supported the development of an **interministerial platform to harmonize sectorial policies affecting forests and lands**. RRI and the ministries in this platform are in processes to formalize collaboration; ministries in the platform include MINFOF, MINEPAT, the Ministries of State Properties, Land Registry and Land Affairs (MINDCAF), of Agriculture and Rural Development (MINADER), MINMEESA, of the Environment, Nature Preservation and Sustainable Development (MINEPDED), of Livestock, Fisheries and Animal Industries (MINEPIA). Similarly, the coalition is actively preparing its position and contributions with regards to the **Land Act reform** announced in 2011 by the President of Cameroon, and for which an implementation committee has been created within MINDCAF. Within the coalition, a proposal to recognize villages as legal and administrative units has already been presented and is being considered.

The coalition has engaged in **VPA/FLEGT** and **REDD** processes at both the national level and at the regional level through ACRN (African Community Rights Network) to capitalize on these policy platforms to promote land and forest tenure reforms. The coalition has also launched outreach programs for local communities and Indigenous Peoples with regard to threats and opportunities posed by REDD and to promote FPIC (Free, Prior Informed Consent). Thanks to these initiatives, the coalition (through REFACOF-Cameroon) has been admitted in the National civil society organization (CSO) platform in REDD and climate change, and Cameroon has incorporated FPIC in the preparation of its R-PP (*REDD Readiness Preparation Proposal*).

Analysis of the country's political context

Since the beginning of the 90s, Cameroon has undertaken a significant program to reform its institutions, policies and legislative and regulatory systems as regards the management of natural resources. How these reforms impact of community access to resources, the recognition of community rights and livelihoods varies depending on the sector, and the list of reforms undertaken in Cameroon is a long one. Forest sector policies developed in 1993, resulted in the Forestry Act of 1994 and its implementing order in 1995, currently under revision. The Environment Code created in 1996, and supplemented by an implementing order in 2005, defines a regulatory framework designed for evaluating, mitigating and compensating adverse impacts of economic projects. Conversely, the Mining Code of 2001, revised in 2010, is less concerned with the social impacts of rapidly growing mining operations than in optimal valorization of the country's economic potential in mining. Reform of the land tenure act of 1974 was announced in January 2011 by the President of Cameroon, and is taking shape under a committee established to carry out the reform. Although intended to promote large scale agricultural production, reform of this important law is a rare opportunity to raise the issue of rural/community land tenure. A framework law on land use policy in Cameroon was enacted in 2011 with the main objective improving coordination among sectorial policies. The guidance law on agriculture and the planned pastoral code will also influence one way or the other communal uses of land and forests. The legal basis of decentralization has been laid since the constitutional reform of 1996 and through the 2004 guidance law. It also constitutes an important space for the operationalizing democratic governance of natural resources.

Although the issues of tenure rights generally seem of secondary consideration in the reforms mentioned above, they are more explicitly addressed in the forest sector reforms. For instance, Community Forests (CF) have been instituted in Cameroon within the framework of the Forestry Act of 1994 currently under revision. As of late 2010, 457 formal requests for Community Forests had been recorded (1 502 347 ha), 182 Community Forests (677 233 ha) were under development and Community Forests currently account for 21% of the non-permanent national forest estate¹². Other innovations of the Forestry Act of 1994 include: the recognition of communities as legal beneficiaries of a percentage of revenues from industrial forest exploitation (10%), the valorization of wildlife spaces and the institutionalization of community managed wildlife zones (*zones cinégétiques à gestion*

¹² Cuny, Pascal (2011). Etat des lieux de la foresterie communautaire et communale au Cameroun. Tropenbos, Programme International du bassin du Congo, Wageningen, Pays-Bas.

communautaire or ZICGC). In 2009, there were about 17 ZICGC (1 163 724ha¹³). A MINFOF decision in 2012 announced a declassification of 218 286 ha of state-owned forest resources to devolve authority to communities petitioning for that transfer. This devolution provides for the possibility of a definitive transfer of property to councils after 3 years if they respect agreed upon management conventions. Local communities are also legal beneficiaries of these forest products, in the event they are exploited.

In spite of these advances regarding community rights to forests, the Forestry Law of 1994 and the resulting **Cameroon forest zoning plan** have created several obstacles to community access to and benefits from community forests. The zoning plan divides Cameroon's forest territory into *permanent state forests* (or forests belonging to the State's private estate, with restricted or no usage rights) and *non-permanent state forests* (here usage rights are theoretically significant, with niches for community forests, but these forests may also be allocated for any other use). Communities have limited managerial, technical and financial capacities, which hinder their ability to acquire community forests and set up viable enterprises. Furthermore, the administrative, regulatory and fiscal terms that govern small and medium community enterprises, particularly in the forest sector, provide for very few incentives, which largely explain these deficiencies. Local elites and forestry companies, sometimes in concert, often exploit this lack of capacity to "seize" communities' forests, thus rendering them artificial community forests. The fact that community forests remain ultimately under State ownership creates significant insecurity for community rights over the long term. Communities' lack of capacity is exploited by mayors to justify confiscations by the mayors themselves, or opaque and paternalistic management of revenue from forestry operations intended for communities. There is practical confusion over the allocation of revenue from forestry operations in community forests and forestry concessions (FMU) and the role of mayors in local development. Many uncertainties remain regarding the improvement of community forest rights in forestry law, which is in a final phase of revision. There is no guarantee that the proposals made by the RRI-Cameroon coalition will be taken into consideration, especially in light of the limited communication during this phase of the reform.

All reforms cited here fit within the logic of the national economic policy, whose current credo is **Cameroon's ambition to become an emerging country by 2035**. This policy prioritizes the optimal profitability of natural resources and development models based on large concessions. Large-scale land acquisitions (LSLA) are part of this initiative. These LSLAs, whether focused on agribusiness, extractive industries or industrial forestry operations, are spreading quickly throughout Cameroon. This rapid expansion may undermine the developments underway to advance tenure rights and promote sustainable forest management. This situation is further exacerbated by the many overlaps and conflicts among the different sectors regarding land use. The most frequent overlaps are observed between forestry operations, mining operations, agro-industrial plantations and conservation areas. Moreover, the fact that the different sectorial reforms mentioned here are undertaken for different reasons and along different timelines adds to the confusion and highlights a **lack of coordination among sectorial policies**. This is illustrated by the "silo-ing" of the forestry law and the land law reform processes. The 2011 MINEPAT framework law on land use planning and sustainable development of land in Cameroon is an opportunity to resolve these discords, but resource allocation of resources for its implementation remains a major question.

The framework of decentralization processes may encourage development of alternatives to large-scale investments. Notably, there is the possibility of ensuring a more organic transfer of the management of customary forest areas to communities and districts. One of the challenges here is the lack of texts specifying the levels of power and the proportions/categories of resources to be transferred to local authorities. Where these transfers have been initiated, as is the case with the revenue from forestry operations, the mayors and the elites affiliated with political networks profit especially. In sum, good governance at the local level and a tradition of participatory democracy have yet to be built within communal institutions. Tendencies toward centralization are still very strong among municipal elected officials. As a result, the fact is that the forestry sector, one of the first sectors to be decentralized in Cameroon, is still struggling to put it into practice.

¹³ Topa, G., Karsenty, A., Megevand, C. & Debroux, L. (2009). *The Rainforests of Cameroon: Experience and Evidence from a Decade of Reform*. The World Bank and PROFOR, Washington DC, United States.

Overall, the multi-sectorial reforms that Cameroon have spent the last two decades developing have more or less created advanced in tenure rights and the availability of natural resources for communities. They have also opened up promising opportunities along these lines, and from this point of view, the forestry sector is the most progressive sector. Generally speaking, the future of these different reforms, and especially the degree to which they consider community rights to resources, will depend on several challenges and opportunities.

Challenges / Threats

- Uncertainty over the outcome of the forestry law revision and the taking into account of the RRI-Cameroon coalition's proposals
- A closed-door revision process for the land law
- The reforms prioritize profits, the concessionaire model and the LSLAs, without respecting community rights
- Continued large-scale land transfers while reform of the land law is still in its initial phase
- Lack of harmony among sectorial policies. Under these conditions, the risks are high that community rights promoted by one ministerial department will be challenged by another
- Overlap of different forms of resources and spaces development
- Lack of clarity over the terms for allocating revenue from the development of communal forests between the different social units within each commune
- The 1995 Cameroon forest zoning plan: this constitutes the basis for exclusions and deprivation of communities' rights to land and forest resources
- The issue of land rights for indigenous people remains unresolved: it's a determining factor in their access to the benefits derived from the different forms of forest use
- Absence of a coherent regulatory framework for reparations or indemnity linked to environmental crimes and violations of local rights by concessionaires
- Absence of texts for applying the laws promulgated, including those related to decentralization
- Lack of preparation among municipal elected officials and communities as regards decentralization
- Risk that government / private operators in the forest sector may set up or multiply protected areas and conservation concessions in order to garner REDD+ financing: risk of dispossession or loss of rights among communities
- Tendency to discredit community forests in favor of communal forests among certain actors in the field of development (e.g. GIZ, French cooperation)
- Absence of a common vision and low level of exchange of information within the RRI-Cameroon coalition: an important obstacle to the development of a coherent national strategy

Opportunities

- The reforms of the forestry law currently underway remain an important opportunity for the recognition of the rights of forest communities and indigenous people
- The MINEPAT framework law and its perspectives for harmonizing sectoral policies
- The coalition's position within the inter-ministerial platform: its inclusion in this framework provides it an opportunity to influence zoning, land reform and sectoral reforms in general
- The coalition project proposing that villages be considered legal and administrative entities
- Decentralization as a possible path for communes/councils and communities to gain territorial and administrative control of forests
- De-classification by the government of over 200,000 hectares of forest reserves from its forest holdings with a view to their transfer to councils that make a request
- De-classification of portions of Forest management units (UFA) and their placement under the framework of customary management, in favor of local communities and indigenous people. This initiative creates an important precedent and opens opportunities for reviewing the zoning plan
- Cameroon's integration of the FPIC principle in its R-PP

- The coalition's experience in terms of linking tenure and community rights issues to the REDD and APV/FLEGT processes
- The imminent return of USAID to Cameroon. Its new initiative on tenure could have a positive influence on the reforms agenda in Cameroon
- Existence of a dialogue between the coalition and a group of members of parliament, and the openness of the latter to the vision of the RRI
- The Strategy Document for Growth and Employment (DSCE) which is scheduled to be revised in 2013: the national civic service for participation in development created in March 2012 and the SME code implemented by the MINPMEESA... These are platforms that can be called upon in different ways for the development of community forest enterprises /small and medium size forest enterprises (CFEs/SMFEs).
- Existence of data on the LSLAs and initiatives aiming at mitigating their social and environmental costs (RRI, Friedrich Ebert Foundation, ILC).

Cameroon's Strategy for 2013

The Cameroon coalition will continue its campaign to ensure its proposal for the creation of a community forest domain is included in the draft forest law, propose regulations for this law and for the Framework Law on Land Use Planning. It will engage key officials, strategic allies in the government, policy makers, elected officials and CSOs to support its propositions for a community, rights based and gender sensitive land tenure reform and decentralization in the NRM. The coalition will also lead campaigns and capacity building activities to ensure community rights are mainstreamed in REDD and VPA/FLEGT. It will equally support a broad economic analysis of alternatives to agro industry / large scale land deals and build on its outcomes to advocate for policies and regulations that can enhance viable SMFEs/CFEs, and lead to significant increase of forest sector to the livelihoods and revenues of all set of local actors.

RRI will also organize a regional dialogue in Cameroon on harmonizing tenure and resource policies, with special attention to the growing trend on large-scale land deals and its implications for communities' rights and livelihoods. While this event encompasses Central and West Africa, it will also serve as an opportunity to take stock of Cameroon's recent land and forest reforms, and broader progress since 2009 in implementing the "Objective 2015" recommendations made at the 2009 Yaoundé conference.

There are six major objectives associated with this strategy:

- 1. Contribute to the legal recognition of communities' rights in the major ongoing legislations reform and processes related to forest and land**
 - preparation of a position statement for the ongoing land reform;
 - continued advocacy for the institutionalization of a community forest domain,
 - drafting of regulations for the Cameroon new Forest Law and Framework Act on land planning
 - catalyze the harmonized implementation of these laws
- 2. Ensure REDD and FLEGT/VPA are pro-communities and pro-rights:**
 - Capacity building workshop for women leaders, CSO members of REDD-CC platform on REDD, Climate change, FLEGT and tenure;
 - Prepare a coalition position document on REDD and ensure it is reflected in the national REDD strategy
- 3. Improve the functionality and profitability of community forest enterprises**
 - Continued advocacy with the Ministry of Small and Medium Enterprises and other relevant government bodies for the change in the laws and regulations hindering the development of these enterprises
 - Identify the different training, capacities building and funding opportunities at the national level and assess their potential benefits for communities and small forests enterprises

4. Analyze economic alternatives to agro-industry

- Comparative study on the different options for forest development: large scale agriculture, logging, mining, REDD, smallholder farming, PA
- Workshop to validate the results of the study

5. Influence the decentralization of natural resource management

- Training workshop for mayors and communities on legal policies regarding forest royalties (ex. on the joint ministerial order 076 on the use of forest revenues by different stakeholders)
- Assess the constraints and opportunities for communities to benefit from the forest areas recently declassified from the state domain and to be transferred to communes (basis for an intervention directed towards mayors and local communities)

6. Increase the coalition's visibility with a communication strategy

- Produce press releases on RRI issues/positions (including for IUCN's "Radio Environnement")
- Participate in radio and television broadcasts

5.2 Cameroon - Proposed Activities – 2013

Outcome/Objective	Strategic areas of intervention	Activities	Cost of Activities	Actors	Multi-year
1. Contribute to the legal recognition of communities' rights	a. Develop a monitoring mechanism to ensure that the coalition's proposals are taken into account in the reform of the 1994 forest law and participate in the finalization of the legal text and drafting regulations to the new law	i. Analyze the latest version of the law with regard to communities' rights; ii. Define and establish a strategy to follow up on the legal reform process; iii. Develop new proposals to the law and the regulation; iv. Organize a workshop to present proposals	\$15,000	Cameroon coalition	Yes (2 years)
	b. Prepare an RRI position statement for land reform, capitalizing on work done to date, mobilize actors to support community rights in land reform	i. Reach out to AU Land Policy Initiative to provide support to the government in land reform	\$0	Cameroon coalition	
		ii. Finalize and present proposals/position statement for reform	\$20,000	Cameroon coalition	
		iii. Advocacy aimed at the working group on land tenure reform (initiate a meeting an informational meeting with all actors)	\$5,000	Cameroon coalition	
		iv. Mobilize and consult interest groups (NGOs, traditional chiefs, parliamentarians, academics)	\$10,000	Cameroon coalition	
		v. Establish a partnership with REPAR, institutional dialogue on land reform issues in Cameroon	\$10,000	Cameroon coalition	
		vi. Carry out advocacy with traditional chiefs in favor of land access for women and other marginalized groups (and on how to adapt customary laws to ensure land reform is respectful of communities' rights)	\$10,000	Cameroon coalition	
	c. Harmonize sectorial policies/regulations that relate to land and forests	i. Conduct a comparative study to go beyond each sector, analyzing how the rights of communities, Indigenous Peoples and women are included in various laws: rights, tenure issues in different sectors.	\$25,000	Cameroon coalition	
		ii. Use the study as basis for advocacy actions to encourage policy harmonization, influence the Prime Ministry			
		iii. Evaluate land and mining reforms regarding the treatment of women's and Indigenous rights	\$5,000	Cameroon coalition	
		iv. Organize a parliamentary dialogue to interest REPAR (Central African parliamentarians' network) in issues of harmonizing sectorial policies	\$15,000	Cameroon coalition	
	d. Promote community rights in REDD and FLEGT/VPA processes	i. Workshop to sensitize and build capacity for rural women leaders on their strategic positioning linked to the operationalization of REDD in Cameroon	\$15,000	REFACOF	

		ii. Follow the processes to integrate legal proposals to recognize/protect rights in the REDD strategy	\$5,000	Coalition	
		iii. Comparative analysis of gender and tenure in FLEGT/VPA documents and R-PP	\$5,000	REFACOF	
		iv. Build capacity for the REDD and Climate Change platform on gender and tenure for effective participation in developing a REDD+ strategy in Cameroon	\$10,000	REFACOF	
		v. Contribute to studies on social and environmental safeguards (whether communities' rights are taken into account)	\$10,000	IUCN	
		vi. Build capacity for marginalized peoples for better contributions to REDD+	\$10,000	REFACOF	
		vii. Examine the level of awareness and expectations regarding REDD among forest communities in the South Region	\$80,000	ICRAF	
	e. Influence the Framework Law on Land Use Planning	i. Develop proposals for regulations ii. Discuss the proposed regulations with parliament iii. Submit the proposals to the ministry	\$10,000	<ul style="list-style-type: none"> • Cam Eco • GDA • REFACOF 	
2. Improve the functionality/ profitability of at least community forest enterprises and continue dialogue with Ministry of Small and Medium Enterprises	a. Take stock of forest SME development initiatives in the coalition member's respective project zones	Stocktaking exercise to inform and prepare an advocacy plan	\$60,000	<ul style="list-style-type: none"> • CAFT • CED • GDA • Cam Eco • REFACOF 	
	b. Identify promising pilot initiatives/enterprises/ sectors and support them	Identify pilot initiatives and develop a strategy to scale these up			
	c. Support community enterprises	Support communities to set up a forest enterprise	\$20,000		
3. Increase the coalition's visibility with a communication strategy		i. Participate in radio and television broadcasts ii. Produce press releases on RRI issues/positions (including for IUCN's "Radio Environnement")	\$15,000	Coalition	
4. Analyze economic alternatives to agro-industry	Comparative study on the different possibilities for forest development (land concessions, REDD, smallholder farming)	Conduct the study and review and validate the results	\$20,000	Coalition	
5. Influence decentralization of natural resource management	Training sessions for mayors and communities on legal policies regarding forest royalties	Organize workshops in 3 communes on the dissemination of the new Joint Bylaw 076	\$15,000	Cam Eco	

5.3 Cameroon - Audiences and Priority Outcomes - 2013

Audiences/ Constituencies	Priority Outcomes
Local communities and Indigenous Peoples	<ul style="list-style-type: none"> Communities and IPs develop proposals for their rights and concerns to be accepted in the ongoing statutory reforms, all land allocation types and in REDD strategy and FLEGT policy.
Women's groups and networks	<ul style="list-style-type: none"> REFACOF's participation in REDD CSO platform and outreach to women and Indigenous Peoples' raises local and Indigenous Peoples' participation in REDD design and execution REFACOF proposals to land reform working group increase gender equity in land law and awareness of women's rights among policy-makers
CFE leaders	<ul style="list-style-type: none"> CFEs demonstrate their viability as alternatives to large-scale concessions and develop an advocacy strategy and proposals to encourage pro-CFE policies
Government (MINFOF, MINDCAF, MINEPAT)	<ul style="list-style-type: none"> Ministries with policies affecting land and resource governance recognize community rights and harmonize their policies for more consistency and equity in economic development strategies based on natural resources Ministries accept the coalition's proposals and incorporate them into land tenure, forest and land use planning reforms
Parliamentarians / Legislators	<ul style="list-style-type: none"> Parliamentarians support the coalition's proposals for the creation of a community forest domain as well as its contributions to regulations for the Framework Law on Land Use Planning and facilitate their adoption by the government

5.4 Strategic Partners, Collaborators and Roles

Partner/ Collaborator	Role
CAFT	<ul style="list-style-type: none"> Take stock of promising CFEs/SMFE models and lead advocacy to influence decision makers to promote CFEs/SMFEs
Cameroon Ecology	<ul style="list-style-type: none"> Lead advocacy for coalition proposals to the forest law and follow-up implementation, engage government allies on tenure issues and contribute to regulations for the Framework Law on Land Use Planning Engage local officials (mayors) and administrators, logging concessionaires to advance the right agenda; raising awareness of REDD's implications for tenure and rights;
GDA	<ul style="list-style-type: none"> Provide legal analysis on forest and land reform options
CED	<ul style="list-style-type: none"> Lead coalition analysis and inform coalition positioning on land tenure reform and large-scale land deals
FPP	<ul style="list-style-type: none"> Support indigenous peoples' land and forest tenure, particularly in FLEGT; consultations and awareness-raising for indigenous peoples on conservation projects and REDD's impacts on rights
ICRAF	<ul style="list-style-type: none"> Examine the level of awareness and expectations regarding REDD among forest communities in the South Region of Cameroon
IUCN	<ul style="list-style-type: none"> Contribute to studies on social and environmental safeguards particularly in FLEGT and REDD processes (to see whether communities' rights are taken into account)
REFACOF-Cameroon	<ul style="list-style-type: none"> Provide gender and tenure analysis of policies in FLEGT/VPA documents and R-PP Mobilize, raise awareness and build capacity for women involved in forest management; advocacy for women's tenure rights in forest and land reform and in R-PP design

VI. Burkina Faso Strategy

6.1 RRI Strategy in Burkina Faso

Review of In-Country Progress

Burkina Faso has carried out legal and policy reforms to provide greater tenure security, rights, and support forest management at the village and other local government levels (communes), but these reforms have by and large not been implemented on the ground, nor reached a broad range of men and women, ethnic minorities or mobile pastoralists. The coalition has been working to incorporate climate change and gender equality goals into the reform process and transition, as well as raise awareness of villagers and officials about the new laws and guidelines and about the potential of traditional agro-silvo-pastoral systems and non-timber forest product enterprises to support sustainable livelihoods, forest conservation, and the local and national economy.

The coalition has fostered the establishment of TENFOREST, an innovative and legally credited platform of tenure champions for action on gender equity and climate change involving organizations concerned with these issues. TENFOREST is a platform of 40 civil society organizations established with the technical support of IUCN in 2011, as a focal point for intervention for tenure security, gender equity and climate change. This intervention is done by mobilizing strategic actors and supporting the dynamic of reforms in land and forest tenure within the government. TENFOREST is the principle collaborator of RRI coalition in Burkina Faso.

In 2012, the goal was to establish this platform fully and develop a 3-year plan of action (2012-2015) that would guide its actions and provide a basis for fundraising for operating capital. IUCN has been key in helping with the creation and establishment of TENFOREST, linking it to IUCN's work on landscapes, gender, and forest reform. CIFOR has collaborated on action research and dissemination of research findings. There were a number of capacity building and strategy development sessions involving members of TENFOREST and community leaders and officials and the platform has catalyzed an observatory regarding gender and tracking data regarding implementation of tenure reforms. Challenges have included encouraging platform members to prioritize TENFOREST activities without funds to defray costs of participation and understand their roles and responsibilities in the platform. As an initial start, TENFOREST has been able to occupy an important political space, providing much needed services and guidelines to government staff responsible for interaction with villagers and local governments, focusing attention on the pace of reforms, and building confidence of women leaders and organizations.

Country Context and Political Analysis

Burkina Faso faces the double challenge of economic and environmental vulnerability. Over the past five decades, the country has experienced degradation of its nature resources and an increase of drought and desertification, as well as serious floods in the past two years. Burkina's tenure and forest legislation are part of a wave of reforms since the 1990s : **the land and tenure act of 1996 is being revised, a forest code has been in force since 1997, a law on rural land and tenure was passed in 2009, and a national policy on land security in rural areas was adopted in 2007.** In accordance with decentralization processes which the country has been involved in since 1998, the responsibility of land and forest management had been transferred step by step to the regions and local administrations (communes). **Specific development programs for the regions and the communes** ("Plans régionaux de développement", regional development program, and "Plans communaux de développement", commune development program- PDR et PCD) had also been drafted.

Despite this favorable regulatory and institutional framework, the actual transfer of authority to local communities for natural resource management has much progress left to make. The government and statutory laws on natural resources take precedence over local regulations. Though the government recognizes equal and non-discriminatory access to lands for all social classes, women and other vulnerable groups are still affected by unequal land access and tenure insecurity. It is also clear that despite the essential role of tenure security in

measures for adaptation to climate change, (ex. In combating overexploitation of natural resources and land degradation), **Burkina's climate policies do not directly address community rights and tenure issues, and deal even less with gender equity.** In order to stabilize its economic growth, the government of Burkina has also established a development strategy based on agro-industrial plantations and mining exploitation. Resulting large-scale land transfers based and industrial activities are leading to more and more environmental problems, land dispossession and a risk of increased poverty and environmental problems, all of which could exacerbate climate problems.

The creation of the TENFOREST platform has provided a political space for advancing implementation of the decentralized natural resource management policies, raising awareness among government actors and commune leaders about challenges for adapting to climate change and the importance of recognizing women's stake in forests and advancing their tenure and access through dialogue, training and guidelines for policy application. Major challenges for TENFOREST is to encourage its members to actively participate in and contribute to the platform, raise a minimum base of funding for consistent action over time, and maintain their credibility with government, commune leaders and opinion makers to foster real change. Government and society opinion makers continue to favor large-scale investments and development over more adaptive agro-sylvo-pastoral systems, and government encourages the privatization of land for commercial agriculture, failing to value important non-timber forest products, transhumant livestock rearing systems, and failing to provide a response to new population displacements related to climate change and geopolitical instability in the face of the Mali political crisis and the aftermath of conflict in Cote d'Ivoire, Sierra Leone, and Guinea.

Emerging Threats and Challenges

The main threats facing Burkina Faso this year relate to the persistence and growing emphasis on development models that favor FDI for large scale infrastructure, commercial mining and agriculture, and privatization of land holdings over strengthening of customary systems of collective forest and land tenure and management. These are overlaid with the threat of further conflict in Mali and spillover into Burkina Faso—either forcing population movement out of Burkina or putting pressure on existing communities from outsiders—pastoralists and others. Continuing challenges include:

- Land titles are prescribed by the law as the chief guarantee of tenure security, although the process for obtaining titles is inaccessible for most families
- Decentralization processes are blocked by state actors
- A portion of the population is at risk for further impoverishment and increased vulnerability
- Other negative impacts of industrial operations include the release of chemicals into nature (especially in the case of mining exploitation)
- Women lack knowledge about legal texts, a factor linked to weak dissemination of legal texts and low levels of education and literacy among women
- Increased poverty of women in rural areas
- Low participation of women in forest conservation
- Noncompliance with the commitments by the members of the TENFOREST platform due to the underestimation of the scope of involvement

Opportunities

There are important political and social opportunities that can continue to be exploited:

- A more favorable political environment in Senegal with the recent elections, creating a possibly more positive political support to traditional livelihood systems and effective decentralization of governance, and more support for regional pastoralist rights ;
- The recent tenure and forest policies and regulations of Burkina Faso are favorable to gender equity;
- The significant advocacy capacity of women's groups

- The international mobilization against large-scale land acquisition issues
- Judicious contributions **of the new national board and agency for NTFP commercialization** could counter these trends, and in particular ease women's access to the added-value markets of these products.
- National and regional coalitions of organizations against insecurity
- The commitment of state decision makers to increase resource transfers from the State to Communes
- The admission of TENFOREST as a leader of the 'gender' theme in the revision process of the national methodological guide to elaborate development plans is testament to the recognition by public authorities of the platform's importance.
- Responsiveness of government actors to the capacity building and guidelines making them more interested and willing in implementing the reforms and empowering communes and male and female leaders
- Commitment of IUCN and CIFOR to continue to work actively with TENFOREST in its consolidation and work on gender and alternative models of economic and social development.

Country Strategy

The Burkina Coalition has prioritized consolidating the TENFOREST platform, continuing to rely on the technical and political support of CIFOR and IUCN in this process, and initiating a strong program of action research and analysis for advocacy on the comparative contribution of alternatives to industrial scale models of development to social wellbeing and economic growth.

There are four objectives related to this overarching strategy:

1. Implement the TENFOREST strategic plan to put in practice decentralized land and forest tenure policies with a gender and climate change focus
2. Develop alternative models of economic development which value and build on traditional agro-pasto-silvoral systems and support diverse small and medium enterprises, particularly favoring women
3. Raise awareness of women's groups and leaders, community leaders and authorities on the gaps in reforms and practice for securing women's rights and tenure, building on support from Ministry of Women's Affairs
4. Promote effective dialogue among women's groups and leaders, opinion makers and governmental bodies to ensure follow-up on reforms to guarantee women's tenure and access to land and forests

There are four areas of interventions related to these which are proposed for 2013 are:

- a) Capacity building of women and community leaders and government staff responsible for natural resources administration in the guidelines for implementing the new legal codes and procedures;
- b) Analytical and action research on non-timber forest product production, processing, and trade and related enterprises and development of advocacy materials and campaigns for policy change, including advocacy strategies regarding mining exploitation and agribusiness FDI;
- c) Effective dialogue between women's groups and leaders and opinion makers and government agencies on further reforms to guarantee women's access and tenure over forest and land resources; and
- d) Strengthening organization and governance of the TENFOREST, including support for communications and improving fund-raising strategies.

Regionally, the Burkina country coalition sees it to be strategic to actively engage in the regional activities proposed by the Mali coalition on economic models, protection of rights of pastoralists, and strengthening of community tenure and rights in the face of regional political stability and continued uncertainty of climate change mitigation and adaptation policies.

Opportunities for Regional and Global Intervention

- Regional engagement with Mali and other Sahelian countries on economic models, pastoralism tenure and rights issues, REFACOF and ACRN dialogues and joint activities, and analysis of economic alternatives to industrial scale infrastructure and large scale investments.
- Study of the effects of the Mali crisis in the subregion and opportunities for conflict management and resolution in collaboration with global programs and with Mali coalition and identify opportunities for B.F. to mediate situation in Mali
- Exchanges on non-timber forest products, ATEMs enterprise development, livelihood models contributing to healthy governance and economic growth
- Support from communications program in Washington on communication training and materials, translations of key material, and media support to campaigns for press releases, interviews, etc.
- Links to global program on land acquisitions, climate change, ATEMs, and tenure tracking.

6.2 Burkina Faso - Proposed activities – 2013

Outcome/Objective	Strategic areas of intervention	Activities	Cost of Activities	Actors	Multi-year
1. Research/action on enterprises related to NTFP supply chains (production, transformation, commercialization) and develop advocacy tools demonstrating the comparative advantages of these enterprises as opposed to mining and agro-industry	a. Advocacy for peasants' rights in peri-urban areas	i. Sensitize and inform peasants; ii. Produce a synthesis of the diagnostic study on the situation of peasants' rights; iii. Advocacy toward ministries; iv. Advocacy toward Territorial Collectives (local government)	\$20,000	<ul style="list-style-type: none"> TENFOREST Peasant umbrella organizations Territorial collectivities (local government) 	
	b. Study visit to the Bagré/ Sourou Growth Pole	i. Preparatory mission ii. Organize the trip	\$4,000	TENFOREST	
	c. Gender analysis of Burkina's mining code	i. Develop TORs; ii. Conduct analysis of the mining policy's treatment of gender and communities' rights; iii. Review the results of the analysis; iv. Disseminate the results of the analysis	\$12,000	TENFOREST	
	d. Diagnostic study of the situation of gender's treatment in land and forest tenure	i. Develop TORs ii. Conduct the study iii. Organize a workshop to review and validate the study	\$24,000	TENFOREST	
2. Build capacity for women, community leaders and officials charged with natural resource management on the guides for implementing local land charters (CFL), regional development plan (PRD) and commune development plan (PCD) plan as well as new laws	a. Training for local officials on the methodological guides for local planning and local land charters (CFL)	i. Develop modules; ii. Organize training sessions	\$24,000	TENFOREST	
	b. Advocacy for collectivities to develop gender sensitive CFLs	i. Training on CFLs; ii. Sensitize Collectivities to adopt CFL	\$32,000	TENFOREST	
	c. Training and dissemination of Law 034 on rural land regime	i. Develop modules; ii. Organize training sessions iii. Reproduce the legal document ; iv. Disseminate the legal document	\$16,000 + 6,000	TENFOREST	
	d. Radio program on Law 034	i. Prepare the content ii. Record the program iii. Broadcast the program	\$4,000	TENFOREST	

3. Promote effective dialogue among women's groups and leaders, opinion makers and governmental bodies to ensure follow-up on reforms to guarantee women's tenure and access to land and forests	a. Revise methodological guides for local planning to integrate gender issues	Organize workshops for the gender working group with partner institutions	\$30,000	<ul style="list-style-type: none"> TENFOREST Consultant Mayors/ municipal councils GIZ Ministère de la Promotion de la Femme 	
	b. Support women to acquire Attestations of Land Ownership (APF)	ii. Information/sensitization on Attestations of Land Ownership (APF) ; iii. Identify women who would potentially benefit; iv. Initiate the process to acquire APFs	\$20,000	<ul style="list-style-type: none"> TENFOREST Consultant Mayors/ municipal councils GIZ Ministère de la Promotion de la Femme 	
4. Strengthen TENFOREST's organization and governance, including support for its communication and fundraising capacity	a. Training on REDD and "life in a network" how to work effectively within a network and implement the 2013-2015 strategic workplan	i. Training REDD and "life in a network" ii. Reproduction and dissemination of the strategic plan to members and partners (negotiation meeting, mobilization of funds, participation in fora)	\$16,000+ 12,000	TENFOREST	
	b. Meetings to exchange and negotiate a partnership with national and subregional institutions	i. Identify institutions ; ii. Negotiate accords' contents iii. Formalize accords	\$2,000	TENFOREST	
	c. Implement the advocacy and communication strategy	i. Communication and advocacy aimed at ministries ii. Advocacy and communications aimed at Territorial Collectivities iii. Communication and media outreach (press conferences on the results of the diagnostic study on peasants and stocktaking of the level of integration of gender into forest and land tenure)	\$6,000	TENFOREST	

6.3 Burkina Faso - Audiences and Priority Outcomes – 2012

Audiences/ Constituencies	Priority Outcomes
Elected officials	<ul style="list-style-type: none"> The knowledge of mayors and heads of decentralized territorial units on rural land law, women's land ownership rights is improved and they start to implement gender-sensitive local development plans and local land charters
Government ministries	<ul style="list-style-type: none"> Specific government actions are taken to protect women's and farmers' tenure rights threatened by urban expansion, mining and large economic development projects; relevant government bodies commit to support women's access to land ownership certificates
Local communities	<ul style="list-style-type: none"> Local communities and the social groups with the least tenure security (women and farmers in peri-urban areas) commit to advocate for the protection of their rights
Peasant groups	<ul style="list-style-type: none"> Peri-urban farmers self-advocate to protect their land rights threatened by urban expansion
Women's groups	<ul style="list-style-type: none"> Women's knowledge of land law and other NRM legislations as well as their ability to defend their rights to resources are significantly improved Initiatives in favor of land certificates for women gain increased social support
TENFOREST organization members	<ul style="list-style-type: none"> The capacity of TENFOREST's organization members to function as a network is strengthened and improved the platform's performance Strengthen its organizational and governance base to position itself as a leader in promoting pro-rights and gender sensitive tenure reforms in Burkina Faso's NRM and climate policies.

6.4 Strategic Partners, Collaborators and Roles

Partner/Collaborator	Role
IUCN	<ul style="list-style-type: none"> Provide technical assistance and guidance to TENFOREST
TENFOREST	<ul style="list-style-type: none"> Lead analysis and advocacy to engage relevant stakeholders and decision makers to protect women's and farmers' tenure rights threatened by urban expansion, mining and large economic development projects Improve the knowledge base and awareness of women's groups and elected officials on the rural land law, women's land ownership rights and the implementation of gender sensitive local development charters

VII. Mali Strategy

7.1 RRI Strategy in Mali

Review of the country's progress

Since 2009, the Mali coalition¹⁴ has worked to capitalize on decentralization processes to secure community tenure rights. While it is a major opportunity for increasing community decision-making over resource management, the decentralization process has stalled, lacking key follow-up texts to execute it and failing to address legal pluralism and customary systems. The coalition's main strategies have been to encourage implementation and help formulate pro-rights regulations, and to integrate local customary systems of natural resource management (known as "local conventions") into decentralization policy to increase local control of resources. In the context of devolving authority over forest resources, the coalition has also promoted on-farm tree tenure for smallholders. This turned out to be a complex issue since evidence of tree ownership is one means of establishing rights over agricultural land. Consequently, male agriculturalists in a given village may be reluctant to give women or pastoralists rights over trees, for fear they will alienate existing land rights. Advocacy by the coalition raises awareness of the positive implications and benefits of recognizing forest and tree rights through these decentralization processes of historically marginalized pastoralists and women.

The Mali coalition worked closely with lawmakers and government agencies (High Council of Territorial Collectivities, Unit for Decentralization, Ministry of Agriculture) to provide inputs into legal texts, specifically regulations for the transfer of authority to the local level and regulations to implement the decentralization law, and to address inconsistencies in the agricultural and forest laws. The coalition also targeted grassroots actors like the National Federation of Rural Women (FENAFER), peasant groups and pastoralists, to identify their rights and needs and lay the groundwork for advocacy. Overall, while significant progress was made in building political support for community rights and advancing the decentralization process, major legislation on decentralization and transfer of authority has stalled.

A major accomplishment was the work done on local conventions: guidebooks and tools for local conventions were developed and adopted by the state's technical services (Ministry of Environment and Sanitation); the Minister of Environment and Sanitation furthermore called for a law on local conventions on national television. The process of legally recognizing local conventions as the basis for devolution of authority advanced, although the law and implementing text have not been issued. The decentralized collectivities are motivated and engaged to push for the devolution of authority: the President of the High Council of Collectivities (HCC) has formally called for the government to accelerate the devolution of authority.

The issue of on-farm trees and the need to take it into account in national law has gained national prominence, with the Unit for Decentralization asserting it as a national priority and appointing a focal point, and advocacy around women's land and forest rights was initiated. ICRAF coordinated Sahel regional workshops in Mali on this issue. Pastoralists developed a regional understanding of their issues, and the coalition identified key actions to better secure their rights and livelihoods. In general the coalition, made up mainly of international organizations, has successfully developed working relationships with civil society, diversified its ties to public institutions, and simultaneously worked on the ground to create practical cases that demonstrate the relevance of the reforms it is supporting.

Analysis of the political context

In spite of the limited forest and land resources in Mali and their exposure to all kinds of adverse weather conditions, these forests play a vital role for the livelihood of the Malian people and for national strategies to fight global warming. To ensure these resources are efficiently managed, Mali has begun to reform its natural resources governance system, largely based on an ambitious **decentralization program**. The laws and regulations that form

¹⁴ This coalition is made up of: HELVETAS Swiss Intercooperation (HSI), ICRAF (World Agroforestry Center), IUCN (International Union for Conservation of Nature) and Sahel Echo

the foundation of this decentralization program were enacted in 1993 and have been successively expanded over the years. At the instigation of the High Council of Territorial Authorities (Haut Conseil des Collectivités or HCC), Decentralization and Deconcentration Facilitation Cells (Cellules d'appui à la décentralisation et la déconcentration or CADD) have been created in various ministries to ensure the sectorial transfer of authority and resources. The CADD of the Ministry of National Resources Management has defined a plan to transfer powers for this ministerial entity, and other ministries are planning similar initiatives. The legitimacy of local natural resource management systems known as “**conventions locales**” or **local conventions** is increasingly recognized. The progressive recognition of their effectiveness by public authorities suggests that they will play a central role in the decentralization of Mali. A major obstacle, however, is the lack of implementation orders regarding the transfer of power and resources from the State to the local level. Mali has also undertaken a major revision of existing legal and regulatory framework regarding natural resources management, including: the **code on private and state-owned land**, in effect since 2000 acknowledges customary rights on non-registered lands; the **Pastoral Charter** enacted in 2001 legitimizes the spatial mobility of animals; and the **Forestry Act** enacted in 2010 recognizes local government forest estates.

The March 22, 2012 military coup in Mali represents a major governance challenge for this country in general, and more specifically regarding the management of its natural resources. The coup which ousted the President then in power has jeopardized the stability of many state institutions, some of which are entrusted with leading the ongoing reform efforts. Putschists have handed power over to a transitional civilian government, but the ex-putschists' intentions are not clear. The northern part of Mali is occupied by Islamist and Tuareg rebels, as well as other groups, but the possibility of an ECOWAS (Economic Community of Western African States) military intervention to help Mali recover its territorial integrity lays the foundations for a war – a possibility whose political, social, economic and environmental implications are difficult to predict. Thus far, Bamako's government is predominantly focused on security, given the necessity of restoring a state whose foundations have been greatly undermined, both by the military and seemingly increasing prospects for secession. Though various state services have resumed their activities and efforts are underway to further reform laws and implement decentralization measures, the continuity of these processes in the medium term is not guaranteed. It is not yet possible to determine if the country will descend into chaos or if things will take a turn for the better. In summary, the reform process in Mali faces great uncertainty due to the current crisis, at least in the short and medium terms. Given the current climate, it is quite risky to initiate projects involving the central administration.

Community access to resources may also be compromised due to **climate variability**. These variations result in populations movements, destabilize production systems, limit pastoral mobility, exacerbate conflicts around access to resources, and further marginalize already vulnerable parts of the population (women and pastoralists). The **politico-military crisis** Mali faces today is another negative factor to consider.

Threats/Challenges

- The current politico-military crisis causes great uncertainty. In these circumstances, it is nearly impossible to predict the future of the reforms that are currently underway. Similarly, the impact of this crisis in the Sahel and West-Africa in general is difficult to assess.
- The absence of implementing orders with regards to decentralization, as well as sector specific laws pursuant to natural resources management.
- The growth of the mining industry and its adverse impacts on the environment and quality of life. In 2010, there were over 260 mining permits in effect in Mali.
- Agro-industrial plantations and the direct threats they present to the rights and livelihoods of local communities over land and forests.
- The existing inconsistency between policies/laws defined by various ministries, particularly in the forestry and agriculture sectors.
- 95% of forests in Mali remain State-owned.
- Current laws do not promote the development of local forestry operations. For example, forest products (including non-timber forest products) are subject to excessive taxation.

- The adverse impacts of the current politico-military crisis on local production systems, in particular pastoral systems.
- The African Union's NEPAD program (Nouveau Partenariat pour le Développement de l'Afrique or New Partnership for African Development) impacts many Sahel regions, and aims to develop a 7000km-long and 15km-wide forest corridor in each country it runs through. This "Great Green Wall" (GGW) could further threaten community rights in its path.
- Climate change and the potential for increased access restrictions and the deprivation of local communities' and other vulnerable groups rights to resources.

Opportunities

As a result of the current political situation, a significant segment of national civil society and community organizations, including those involving women's rights, are reemerging and mobilizing. These organizations intend to take advantage of the existing power vacuum in order to raise a number of unresolved social issues (e.g. access to resources, women's rights) and lay the foundation of a real participatory democracy. It is possible that this space could constitute a safe and strategic framework for RRI interventions in Mali, as the issues of tenure and community rights to resources are best addressed through approaches based on decentralized local governments, civil society organizations and community movements. The involvement of the central administration could be quite minimal.

Initiatives around livelihoods and local rights to resources at the regional level are also emerging as a foundation for the RRI Coalition's strategic interventions. Since a significant part of the Africa team consists of international NGOs that operate in many countries in the sub-region, the current structure lends itself to addressing the issues of climate change and the Great Green Wall (GGW) project from a transnational, even transregional approach.

In relation to climate change, the Coalition could work in collaboration with CILS (*Comité Inter Etats de lutte contre la sécheresse au Sahel* or Inter-State Committee for Drought Control in the Sahel) or ECOWAS to develop and reinforce regional measures to: a) improve the security of rights over or access to resources for marginalized social groups; and/or b) identify actions to take in conjunction with these institutions and/or other regional institutions.

With regards to the GGW, a study of this project's potential impacts on community rights, and the extent to which community rights are taken into account in the project design in the countries it will run through, is a necessary precursor. Subsequent courses of actions and advocacy efforts with NEPAD will need to be defined.

Other potential opportunities include:

- The existence of forest areas under local conventions and of test-forest areas under community control.
- Renewed mobilization of civil society organizations, community organizations (such as FENAFER) and local elected officials in favor of accelerating the decentralization process and recognizing community rights over lands and forests.
- Preparation of a draft bill in favor of recognizing the local conventions underway.
- Initiatives undertaken by the RRI-Mali Coalition in favor of granting ownership of on-farm trees to farmers.
- National methodology guides for the RRI-Mali coalition to draft local conventions.
- The existence of a National Land Observatory (since 2011).
- Requests for reinforcement of communities and local organizations capacities regarding: 1) the appropriation of legal and regulatory texts related to natural resources management or land investments (special case of mining operations and agro-industries); and 2) the development or facilitation of the participatory management of resources at the decentralized local government level via, for instance, the consolidation and development of local conventions.
- The possibility of an analysis of the current tenure situation and the extent to which community rights are taken into account in the GGW project. Potential influence on NEPAD/UA's policies.

- The possibility of an analysis of the impacts of climate change on tenure rights at the regional level, and influencing regional policies (CILS/CEDEAO).

RRI – Mali Strategy for 2013

Given the special context described in the above analyses, the Mali coalition has decided to divide its efforts between the national and regional levels. At **the national level**, the priority of the coalition will be to work within decentralized local governments to draw on the gains of decentralization, the renewed mobilization of civil society and local elected officials to reassert rights to resources and consolidate benefits for local communities. **At the regional level**, the coalition intends to focus its attention on initiatives which are of interest or relevant to rights to resources and local livelihoods, but which are also regional in scope, while waiting for the political situation to stabilize. Therefore the Mali coalition has agreed to collaborate with regional institutions to examine community rights and required interventions in relation to the issues of climate change and the GGW project.

At the national level: six main objectives were identified:

1. *Support the devolution of authority over natural resources by accompanying the establishments of pilot land commissions in 3 communes, experience exchanges and capacity building of CSOs on land and natural resource policies*
2. *Analyze the political/ security crisis' impacts on land tenure (with the possibility of identifying opportunities for RRI's SRM (Strategic Response Mechanism)).*
3. *Promote SMCFE and agroforestry as alternatives to LSLA and as outlet for sustainable management of resources and climate change mitigation and adaptation (sub-regional: Mali & Burkina)*
4. *Promote communities' rights in mining areas and analyze the environmental impacts of industrial and artisanal mining*
5. *Consolidation and dissemination of prior gains through capitalization of best practices in decentralized NRM, scaling up the guides for developing local conventions for NRM and land management plans [Proposed as sub regional activity in Mali and Burkina Faso]*
6. *Promote ecotourism and protected areas by engaging communities in conservation initiatives*

At the regional level: Two main strategic lines:

1. Examine the extent to which community rights are taken into account in the GGW project, and begin to define appropriate actions in collaboration with NEPAD.
2. Analyze the effects of climate change on community tenure rights, in particular for vulnerable populations, and identify necessary interventions in collaboration with some regional institutions.

<p>Note on the situation in Mali and RRI Plan of Action in 2013</p>
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<p>11/21/2012</p>

Prepared by the RRI Coalition in Mali - Information for RRG

1. *Summarized chronology of events (2012)*

17-18 January	First attacks against the northern cities (Agel-hoc, Ménaka and Tessalit) by dissident groups; summary executions of soldiers of the regular Malian army.
22 March	Coup d'état. Suspension of the constitution and assumption of power by a military junta (CNRDRE= National Committee for the Re-establishment of Democracy and the Restoration of the State).

End of March Early April	In three days, armed groups seize the major northern cities of Kidal, Gao and Timbuktu, and control these three desert regions + some nearby towns (Gossi, Hombori, Douentza).
6 April	<p>Signing of a Framework Agreement between the military junta and ECOWAS for a return to constitutional order, with the establishment of a 40-day period interim government.</p> <p>The President of the National Assembly, Prof. Dioncounda Traoré, is appointed acting president. He is confirmed interim president of the transition on May 22nd (a position he still holds).</p>
28 June-July	Alliances between the Islamist armed groups and Tuareg rebel groups fracture. Threats and attacks occur between these groups, both of which control the North.
20 August	Formation of a new national unity government, in accordance with a requirement of ECOWAS. It includes 33 ministers. The Prime Minister remains unchanged.
Sept.-Nov.	Preparation of diplomatic and military arrangements (Agreement ECOWAS/African Union; negotiation in the Security Council of an international engagement) and diplomatic .
26-28 November	National civil society debate on the status of Mali and its future.

2. *Situation in the last quarter of 2012*

- The new national unity government is operational, despite the difficulties the country faces.
- The transition institutions' legitimacy will be obtained after holding national consultations in late November.
- A large number of bilateral and multilateral cooperation agencies, which had suspended their mission in Mali, are coming back. Some of them have converted their aid initiatives to humanitarian and emergency support; others have transformed their financial aid into new management instruments based on contracts with civil society organizations (NGOs and associations). Large cooperation agencies are still present, even though their activity is reduced in the field. Among these, the European Union has recently confirmed its commitment to continue working in Mali under certain conditions (national dialogue, precise roadmap of political and military arrangements, scheduled elections). Mali has been to large international and regional organizations (ECOWAS, UEMOA, African Union).
- Mali's economy is severely weakened by the drastic reduction of tax and customs revenues, and – more importantly – by the (temporary?) removal of much of its international financial support (see previous point). It is likely that a serious economic crisis will hit in a few months or even weeks. Until now, wages have been paid as usual and the Government continues to reassure workers of the state's capacity to meet its responsibilities.

In this context, and since 2012, the RRI coalition in Mali has adjusted its work plan and all agreed-upon actions have been executed to date:

HELVETAS Swiss Intercooperation has worked with local communities and local NGOs in three areas of good practice: two local conventions implemented with rural communities; a study on the social tenure dynamics in peri-urban areas, which has received very positive feedback from local officials and villagers who are under pressure from land privatization.

IUCN has been able to work to revive dynamism within the large umbrella organization of rural women at the national level. This organization (national federation of rural women) has renewed its leadership and is now well informed and positioned to defend the rights of rural women in this difficult political context.

Due to a delay in the launch of activities (and not because of insecurity), Sahel Eco and ICRAF have reduced their interventions. The regional facilitator remained very active and is now fully masters his mission. With the support of HELVETAS Swiss Intercooperation, he contributed greatly in maintaining synergy within Mali and between Mali and Burkina Faso.

The crisis has not undermined the momentum of the coalition in Mali, even though the program has been disrupted.

3. *Prospects*

Mali is facing several major challenges:

- a) The loss of 60 percent of its territory (to the north of the Léré – Koro line), which passed to the effective control of various Islamist/extremist groups (AQIM = Al Qaeda in the Islamic Maghreb, Ansar Dine, MUJAO = Movement for Oneness and Jihad in West Africa). Also, the presence of many traffickers (drugs, weapons, etc.) who are trying to create a maximum of confusion to develop their business, further complicates the situation.
- b) An institutional and constitutional crisis, which theoretically can only be solved by transparent presidential and legislative elections. However, such elections cannot be held legitimately as long as territorial integrity is not restored, which requires resolution of point a) above;
- c) An economic crisis, which is the result of a series of successive events that have weakened Mali's business environment. The suspension of bilateral aid also led to the cancellation of several projects, resulting in unemployment and economic recession. The decline in tourism led to the closure of some major hotels and massive layoffs at some airlines.

A. Option of a negotiated and peaceful solution

It is possible – and even probable – that a “Malian-style solution” will be found to the institutional/ constitutional crisis, and that a *modus vivendi* will be established, with the goodwill of a large part of the international community who seek primarily to avoid the implosion of Mali.

It is illusory to think that Islamic extremists such as AQIM and/or MUJAO will accept real negotiations, unless their main demand – the establishment of a strict Sharia across the Malian territory – is accepted. However, such a scenario is not acceptable at the international level, since it would inevitably lead to a gradual extension to neighboring countries.

- ➔ Medium probability. Negotiations are in preparation but coordination is quite difficult to implement. Current positions are likely to be maintained in status quo before the signing of probable agreements. Work continues in the South and in part of the Center.

B. Option of recovering the North by force

This option is very advanced in terms of vision and preparation. Malian forces will be supported by other foreign forces and their logistical support. The international community's decisions are very slow to be passed and put into practice. This option could thus take time and will only be possible in 2013 with some pre-conditions:

- + Reconstitution of a credible Malian army, with weapons and other resources, to recapture a difficult territory.
- + Refinement of a military strategy and political plan is essential, following the recovery of the North.
- + Agreement of the Security Council of the United Nations to take such action in cooperation with the African Union and ECOWAS

➔ High probability. Northern areas will be the area of operations. Central regions will be rear bases (Mopti and probably Ségou). The South and Bamako will be secured. With proper vigilance, development activities can continue in the southern region.

C. Option to partition the country

➔ Low probability. The three northern regions are a country in its own right. Some partners choose to work there.

4. Conclusion

Whatever the option, the life of the Malian nation will continue, with or without international aid. Villagers in the South will continue to cultivate the land and will face threats related to climate change and markets. Natural resources will continue to be the basis of survival of the most vulnerable. Privileged citizens will continue to do business and to speculate on rural land and peri-urban areas.

The Government will remain in place or will be restructured, but in any event the state apparatus will exist and will continue to design its agenda with the means available. The Government will certainly comply with the demands of donors, due to its outward-looking economy.

Civil society organizations will remain stronger than ever because this context serves to legitimize them. They should be a proactive force, but should also question and pressure government when necessary.

Option	Possibility of intervention for RRI (2013)	Precautions and room to maneuver
A. Positive negotiation and signing of peaceful agreements	<ul style="list-style-type: none"> - Continuation of the activities of the 2013 action plan - Concentrate geographically in the southern and south-central regions - Mali-Burkina exchanges 	<ul style="list-style-type: none"> Avoid contracts with Ministries Keep a neutral position and be silent in the negotiations between the parties Analyze the impact of these transactions on vulnerable people
B. War and unification of the country	<ul style="list-style-type: none"> - Maintaining of activities in the southern regions - Support to good practices at the community level - Monitoring and continuous analysis of the context 	<ul style="list-style-type: none"> Possibility for responsiveness to certain displaced groups, to reduce the risk of pressure on natural resources Consider the rights of migrants in this context Do not organize any media events in Bamako
C. Partition of the country and creation of a new State	Suspension of activities	Decision: with which country will RRI work (Mali or the other new country)

The working themes remain relevant. Maintaining RRI action remains relevant (and demonstrates that we do not leave when problems arise, and then return after the peace is reinstated).

7.2 Mali - Proposed activities – 2013

Outcome/Objective	Strategic areas of intervention	Activities	Cost of Activities	Actors	Multi-year
1. Support the devolution of authority over natural resources	a. Support initiatives to recognize traditional rights	Support the establishment and functioning of land commissions in 3 communes representative of all social categories	\$30,000	Helvetas Swiss Intercooperation	
	b. Community mobilization around the development and enforcement of new forest regulations	Experience exchanges among pilot communes and other communes on decentralized forest resource management	\$10,000	Sahel Eco	
	c. Coordination around the development of a national agricultural policy	Support civil society organizations around the development of laws and policies regarding land and natural resources: FENAFER case	\$15,000	IUCN	
2. Analyze the political/ security crisis' impacts on land tenure	Carry out a study on the sociopolitical crisis and its impacts/effects on community rights to land and natural resources	Conduct the study	\$25,000	Helvetas Swiss Intercooperation	
3. Promote SMCFE and agroforestry as alternatives to LSLA	a. Promote agroforestry and non-timber forest products	i. Help organize a citizens jury on conservation agriculture and agroforestry (to counter LSLA)	\$20,000	Sahel Eco	
		ii. Capitalize on experiences in promoting village forest enterprises	\$10,000	Sahel Eco	
		iii. Training agricultural enterprises (cooperatives and other peasant groups) on production and growth of agroforestry parks and food storage sites as strategies for climate change adaptation and mitigation	\$35,000	ICRAF	
	b. Support the constitution of collective territorial estates	Establish innovation platforms on sustainable natural resource management (multi-actor coordination): Sanankoroba case in Mali and Samorogouan case in Burkina Faso	\$35,000	ICRAF	

4. Promote communities' rights in mining areas and analyze the environmental impacts of industrial and artisanal mining	a. Negotiate communities' rights and compensation	Analyze Mali's mining code with regard to rights and local development	\$10,000	IUCN	
	b. Implement environmental and social management plans (ESMP)	Organize a feedback workshop with elected officials and civil society organizations in mining areas (Morila, (Sadiola, Yatela, Loulo, Goukoto, Tabakoto)	\$10,000	IUCN	
5. Consolidation and dissemination of prior gains	a. Trainings on and wide distribution of best practices	Capitalize on the 3 cases identified in 2012 of best practices in decentralized natural resource management (local conventions of NRM and peri-urban land management)	\$20,000	Helvetas Swiss Intercooperation	
	b. Capitalization	Disseminate and scale up the guides for developing local conventions for NRM and land management plans	\$20,000	ICRAF	
6. Promote ecotourism and protected areas	Encourage community engagement in conservation	i. Organize training and sensitization sessions on eco-citizenship	\$10,000	IUCN	
		ii. Organize guided visits of protected areas	\$10,000	IUCN	

7.3 Mali - Audiences and Priority Outcomes – 2013

Audiences/ Constituencies	Priority Outcomes
Local communities	<ul style="list-style-type: none"> Engage in local land commissions to shape local land management processes to reflect customary systems Share learning and experiences among pilot communes and other communes on decentralized NRM systems Build knowledge of initiatives for community-based conservation and agroforestry practices and village-level enterprises
Local officials (communes)	<ul style="list-style-type: none"> Share learning and experiences among pilot communes and other communes on decentralized NRM systems Assess the impacts of mining on local development
Women's groups	<ul style="list-style-type: none"> Implement advocacy strategy to gain political space and lead movement for legal reform to better support women's rights
Farmers' groups	<ul style="list-style-type: none"> Build knowledge of initiatives for community-based conservation, agroforestry practices and village-level enterprises

7.4 Strategic Partners, Collaborators and Roles

Partner/Collaborator	Role
HELVETAS Swiss Intercooperation	<ul style="list-style-type: none"> • Support the establishment and functioning of land commissions at the commune levels • Assess the impacts on community rights to land and NRM of the current sociopolitical crisis • Disseminates widely best practices in decentralized management of natural resources (local conventions)
ICRAF	<ul style="list-style-type: none"> • Promote local eco agriculture, agroforestry and NTFP enterprises as alternatives to large-scale industrial investment, sustainable local livelihoods and viable mitigation and adaptation outlet to climate change • Disseminate and scale up the guides for developing the guides for local conventions for NRM
IUCN	<ul style="list-style-type: none"> • Asses the social and environmental impacts of mining on communities' rights and local development and advocate for fair compensation • Support CSOs and networks in the development of land and NR policies and laws • Promote community based conservation and ecotourism
Sahel Eco	<ul style="list-style-type: none"> • Facilitate exchanges of experiences on decentralized forest management among communes • Help develop a citizen jury for sustainable agriculture, agroforestry and village forests enterprises as alternatives to LSLAs

VI. Budget – Countries of Engagement

Country	RRI Funds Request
Cameroon	\$390,000
Liberia	\$320,000
Mali	\$260,000
Burkina Faso	\$228,000
DRC	\$100,000
Total	\$1,298,000

VIII. Summary of all regional activities

Category	Total Cost
Country-level activities	\$1,298,000
Regional activities	\$270,000
Regional Facilitators (time for one-year)	\$130,000
Total	\$1,698,000