

Rights and Resources Initiative Governance Meeting

RRI Program Strategies, Work Plans & Budgets 2016

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RIGHTS AND RESOURCES INITIATIVE 2016 WORK PLAN

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1. REPORT ON 2015 PRIORITIES

RRI Strategic Priorities for 2015	
Overarching Priorities 2015	Key Outcomes 2015
<p>1. Overall: Hold the ground won, and scale-up positive changes in all regions.</p> <p>Key 2015 focus countries include Nepal, Indonesia, Colombia, Peru, Mali, and the Democratic Republic of the Congo (DRC). Goals include: the new Nepali Constitution includes community forest rights; the new Indonesian government's commitments toward recognizing indigenous tenure and implementing the Supreme Court decision are realized; the Colombian government recognizes the authority of Afro-Descendent Local Councils' collective rights to their traditional lands on the Caribbean coast; Peruvian government recognition of indigenous territories is scaled up in collaboration with FIP, Norway-German-Peru agreements, and other initiatives; the Malian peace process incorporates a strong collective tenure framework, with support from the High Council of Territorial Collectivities; the Democratic Republic of the Congo's National Land Commission (CONAREF) and national civil society platform on tenure (CACO) endorse the RRI tenure baseline study analysis so that it can be incorporated into the New Land Law.</p>	<p>1. Largely Achieved: In the face of growing rollback and resistance to tenure reform implementation, the RRI coalition successfully maintained progress and took substantive steps toward scaling up positive change. In addition to the highlighted key outcomes for priority countries, below, other noteworthy advances include the Presidential push to pass the Land Rights Act promoted by civil society in post-Ebola Liberia; the endorsement by the Colombian government for new guidelines for respecting women's land rights; and the expanding support for the Forest Rights Act implementation in India that gained ground in key states and new commitments from key actors in 2015.</p> <p>1) Nepal:</p> <p><u>Partially achieved:</u> While community property rights, including rights over forests, were not explicitly included in the new Constitution enacted in September 2015, the new Constitution does include provisions which provide space for securing Community rights. The establishment of legislation to achieve this has already been initiated.</p> <p>2) Indonesia:</p> <p><u>Partially achieved:</u> Under the new government, political space has open up and CSOs are engaged in various legal and institutional processes. While positive steps have been taken to advance tenure agenda at central (Village Law, Communal Rights, Title Forest, draft Land Law) and local levels (several districts regulations to recognize adat communities and territory under preparation), there are very limited realization in terms of formal recognition of tenure rights for IP and local communities. The draft law on IP Rights is not a priority and the much expected IP taskforce under the Presidency has not yet been set-up.</p> <p>3) Colombia:</p> <p><u>Largely achieved:</u> Afro-Caribbean community councils opened a dialogue with the government of Colombia that positioned them as legitimate interlocutors to advocate in favor of the tenure rights agenda of Afro-descendants in the Caribbean Coast region.</p> <p>4) Peru</p> <p><u>Largely achieved:</u> The advocacy strategy of Indigenous Peoples organizations and CSO's created new opportunities for their engagement with leading national-level programs and initiatives addressing community land tenure rights, improving their capacity to influence decision-making process.</p> <p>5) Mali</p> <p><u>Largely achieved:</u> Stakeholders in Mali's peace and reconciliation process have reached a general consensus on the role of tenure insecurity and weak natural resources management in conflicts and the need to address tenure issues to ensure lasting peace and stability. In this context, RRI Collaborator the Women's Network on Law and Citizenship (GPDCE) developed an advocacy strategy and action plan for the inclusion of local communities, women, pastoralists, and other marginalized communities in this process. The Minister of Land Affairs exhibited</p>

RRI Strategic Priorities for 2015	
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	<p>strong support for linking tenure with the peace and reconciliation process, stating that “tenure will be the key to the stability or instability of the country.</p> <p>6) DRC</p> <p><u>Largely achieved:</u> Initiated in 2012, the RRI Tenure Baseline Study (TBS) in the DRC has been finalized and validated during a national multi-stakeholder workshop. Over 150 participants attended the workshop, which convened representatives from CACO/civil society, government agencies, the National Land Commission (CONAREF), and the media, as well as traditional chiefs and technical and financial partners. Plans and recommendations for using the TBS results to inform strategic advocacy efforts around the land reform and other processes have been discussed with CACO and are being finalized.</p>

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<p>2. Achieve strategic outcomes in the international arena, including:</p> <ol style="list-style-type: none"> 1) Key climate donors/REDD+ and international organizations implement support committed for scaling up indigenous and community land rights in their priorities; 2) 3-4 influential companies and investors adopt guidelines for compliance of their operations and due diligence with the land rights of Indigenous Peoples and local communities; 3) WB Carbon Fund adjusts approach to incorporate safeguards respecting land and resource rights of Indigenous Peoples and local communities; 4) RRI contributes to the evaluation of the EU FLEGT Action Plan, strengthening relevance to the SDGs and support for community land rights and enterprise; 5) RRI Global Baseline on recognition of community land rights adopted by the Call to Action and used to develop indicators for the SDGs; 6) International NGOs and organizations, organized in Working Groups, collaborate more effectively and efficiently to scale up recognition of community land rights. 	<p>2. <u>Largely achieved</u></p> <ol style="list-style-type: none"> 1) RRI's analysis and engagement on the climate benefits of Indigenous Peoples and local communities' forests played a key role in the climate community's adoption of Indigenous Peoples' rights as an essential climate strategy. The Oslo high level meeting in March brought together key donors, multilateral institutions and other relevant actors on the importance of respecting and increasing recognition of the land and resource rights of indigenous and local communities. During the 17th RRI Dialogue on "Forest Tenure, Restoration and Green Growth", participants distilled key messages to inform relevant policy discussions including the UNFCCC Conference of Parties meeting in Paris, the various REDD+ initiatives and the Green Climate Fund. 2) RRI put forth a suite of new tools and analyses to help guide and facilitate efforts by companies and their investors to respect community land rights. The Interlaken Group actively promoted their first collaborative product, the Land and Forest Rights Guide for companies, produced as both a hard copy and web-based version. The Guide was co-presented with Rabobank at the Global Reporting Initiative's (GRI) Expert Corner webinar series viewed by a network of more than 600 companies and organizations committed to sustainability. RRI and TMP Systems developed beta versions of risk analysis and due diligence tools for land-based investors. Adoption and piloting of these innovative tools began, including field-testing of the VGGT Guide by Nestlé with its major palm oil suppliers in Indonesia. 3) The World Bank's FCPF Carbon Fund was briefed on the importance of safeguards respecting land and resource rights of Indigenous Peoples and local communities. In addition to receiving copies of the draft stocktaking analysis of the FCPF Carbon Fund, representatives of the FCPF engaged in the RRI Dialogue series which ensured an ongoing focus on these issues in the development of the FCPF's Carbon Fund. 4) RRI informed the 2015 evaluation of the EU FLEGT process with targeted recommendations, drawing from the experience of the broader Coalition, on ways in which the FLEGT Action Plan could better mitigate negative impacts on the ability of Indigenous Peoples and local communities to realize their tenure rights to forest lands and resources and maximize their participation in forest product markets. 5) The report "Who Owns the World's Land? A Global Baseline of Indigenous and Community Land Rights" became adopted by leading land rights NGOs and initiatives as the point of reference. It quantified the amount of land that Indigenous Peoples and local communities own or manage in the rural, forest, and dryland areas where they live, and how much of this land governments claim as their own. The study covered over 80% of the world's land and identifies the land area in 64 countries that is formally recognized under national level statutes as owned or controlled by Indigenous Peoples and local communities. The report was well received, and follow on regional briefs generated positive and extensive media coverage in their respective regions. 6) Key strategic networks were established and structured including the Interlaken Group, the Mapping working group, the Conservation working group and the Gender working group. The groups were officially formed during the International Conference on "Scaling-up Strategies to Secure Community Land and Resources Rights" in September 2013. They reconvened this year in September at a follow-up conference in Bern, where a number of the groups released collaborative products including the Interlaken Group's VGGT Guide for companies and the mapping group's LandMark platform.
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<p>3. The RRI Coalition: 1) Adopts a new Memorandum of Understanding that establishes the foundation for the next five years of RRI's work and collaboration, 2) Increases communication and learning amongst Partner organizations and between Partner organizations and RRG in an effort to better leverage capacities and take advantage of synergies within the coalition, 3) Strengthen its existing RRI-supported networks while expanding its reach through engagement of new networks, international organizations, and constituencies, primarily those representing Indigenous Peoples and community organizations, 4) Amplifies, expands and deepens the impact of RRI activities through strategically targeted communications activities and strategic support to local actors.</p>	<p>3. <u>Partially Achieved:</u></p> <ol style="list-style-type: none"> 1) The RRI Coalition adopted a new MoU in June 2015 with only one Partner organization declining to sign the revised MoU. While the signing of the 2015 MoU was a good first step in terms of strengthening the coalition, there was limited Partner engagement in planning and collaboration which indicates that the coalition can further strengthen to expand its impact. The core of communications with Partners during the year focused on revisions to the text and agreement of the MoU, the Bern conference and the Governance meeting with limited engagement on other fronts. 2) Fostering learning among coalition members was not undertaken during 2015. 3) The 2015 MoU incorporates a new category of Affiliated Networks aimed at increasing the reach of the coalition in terms of constituencies and regions. RRG is currently in discussions with one network from the Asia region as the first Affiliated Network. 4) The communications support provided to the numerous activities undertaken by RRG and its partners enabled them to amplify the visibility and impact of RRI issues and messages. These efforts generated 432 media hits in in seven languages, in outlets across 26 countries in Africa, Asia, Latin America and Europe
<p>4. RRG: 1) Financial, administrative, and business systems procured and designed to reduce transaction costs and improve information-sharing and efficiencies across the coalition; 2) Forecasted revenue targets for RRI's Framework Program II and the ILTF are achieved, 3) Systems to better quantify key results are established and functioning; 4) Senior management more effectively leading and supporting RRG team.</p>	<p>4. <u>Partially Achieved:</u></p> <ol style="list-style-type: none"> 1) Completed IT Assessment/Audit that will be used to implement new systems in 2016, simplified transaction costs for implementing organizations. 2) Forecasted revenue targets for FP II and ILTF for 2016 were partially achieved. 3) Delayed due to delay in IT Assessment. 4) Began implementation of a new matrix organizational structure at end of year, though it is not yet fully established.
<p>5. The International Land and Forest Tenure Facility (ILTF): 1) Institutional design, including governance, staffing, and accountability mechanisms is completed; 2) location is identified; 3) Consultation processes with Indigenous Peoples, community groups, governments and private investors that inform the operational design of the Facility are completed; 4) Advisory Group is fully effective and synergizes with other relevant institutions; 5) four pilot projects are launched.</p>	<p>5. <u>Largely Achieved</u></p> <ol style="list-style-type: none"> 1) ILTF operations have been tested and adjusted to changing circumstances as the pilot phase progressed. An operations manual and other required policy guidance is being prepared. ILTF M&E mechanisms are being developed and a draft M&E framework will be presented to Board and AG in March 2016. 2) A decision on ILTF Secretariat location has been postponed to 2016, pending input from additional donors. 3) ILTF grantees have actively provided key feedback to adjust the design and operations over the year. 4) ILTF Advisory Group comprised of individuals from relevant institutions reviewed pilot proposals and gave guidance on other key issues in March and October 2015. 5) Six pilot projects are underway in Panama, Peru, Cameroon, Liberia, Mali and Indonesia, enabling ILTF and its clients to test and learn from activity of ILTF in different scenarios with different kinds of clients.

Country and Regional Program (CRP)	
Priority Objectives Identified in 2014 for 2015	Key Outcomes Identified in 2014 for 2015, And Related Results
<ol style="list-style-type: none"> 1. Carry out country-level research and analysis, advocacy, and convening to generate new legislation, regulations or improved implementation by governments to establish forest tenure rights. 2. Build regulatory capacity and standards within the private sector engaged in agribusiness, forest sector, FLEGT, REDD+ as well as promote mechanisms for responsible international investments in priority countries. 3. Country and Regional programs will engage government, policymakers and private sector drawing on strategic actors from the NGO and social/policy research sectors to share emerging reform lessons, build voice and capacity and smooth ongoing transitions to pro-poor and gender justice outcomes. 	<p>Africa</p> <p><u>Liberia</u> Key Outcomes: The main RRI Collaborators in Liberia redefine their advocacy strategy on forest and land tenure rights to avoid rollback in communities, as well as their re-engagement strategy with government institutions and corporates around industrial-scale palm oil development in the aftermath of the Ebola virus outbreak.</p> <ul style="list-style-type: none"> • RRI Collaborators in Liberia participated in public hearings on the Land Rights Act (LRA), which received widespread support from many stakeholders, including members of Liberia's Land Commission. The President of the Land Commission even stated publicly that the LRA would pass by September 29, 2015. However, opposition from several cabinet members, who spoke out against the LRA during a September hearing on the Land Authority Act, was a major factor in postponing the passage of the landmark legislation. RRI Collaborators also raised awareness on the Community Rights Law (CRL) and on the steps to acquiring community forests. Communities holding provisional Memorandums of Understanding (MOUs) with palm-oil developers have advanced negotiations for more permanent social agreements. In addition to building community knowledge of instruments such as free, prior and informed consent (FPIC), RRI Collaborators facilitated the establishment of an NGO network to engage with GVL and local authorities through regular meetings that have so far enabled productive dialogue. <p><u>Cameroon</u> Key Outcomes: The RRI coalition in Cameroon agrees on a single, harmonized, and integrated proposal to influence the land reform process. A draft forest law inclusive of civil society proposals and in favor of local communities', women's, and Indigenous Peoples' tenure rights is adopted by the National Assembly. An RRI Cameroon coalition monitoring system/observatory allows for better monitoring of the various reform processes underway.</p> <ul style="list-style-type: none"> • The RRI Coalition in Cameroon produced and validated an inclusive position document on the land reform process that takes into account the rights of women and Indigenous Peoples. The position was presented to offices of the President, Prime Minister, and various other ministries, who committed to consider the Coalition's proposals in the ongoing land reform process. In January 2015, the Prime Minister issued a decree establishing an ad-hoc committee to evaluate the proposals of traditional chiefs, including members of the National Council of Traditional Chiefs of Cameroon (NCTCC, an RRI Collaborator), on the draft forest law. However, ever since the draft forest law was submitted to the government for review, the forest reform has been stalled. The Coalition established a system to monitor reform processes in Cameroon; this mechanism will provide civil society organizations with valuable information to facilitate impactful advocacy efforts and timely interventions. <p><u>DRC</u> Key Outcomes: The national civil society platform on tenure (CACO) influences ongoing land reform processes through better representation and participation in the national land commission (CONAREF) and its decentralized bodies. A draft Decree for the application of article 389 of the 1973 Land Law on customary land tenure rights is produced by CACO and submitted to CONAREF for adoption. The DRC Parliament adopts the Law on the Basic Principles of Indigenous Peoples/ Pygmies' (PAP) Rights. Decree 14/019 of 02 August 2014 on environmental and social impact assessment studies' procedures is appealed, discussed, and validated by civil society organizations to include environmental and social protection indicators.</p>

Country and Regional Program (CRP)	
Priority Objectives Identified in 2014 for 2015	Key Outcomes Identified in 2014 for 2015, And Related Results
	<ul style="list-style-type: none"> Shifting institutional leadership and an instable policy environment characterized the political context of the DRC in 2015. A new land minister, who has since resigned, issued a unilateral decree that converted CONAREF from a multi-stakeholder platform with civil society representation to an administrative body composed of ministry officials. This shift in the nature of CONAREF introduced delays in the land reform process and challenged the ability of RRI Collaborators to sustain advocacy efforts. With the lead of CODELT, CACO produced a draft decree on customary land rights based on Article 389 of the 1973 land law. Civil society organizations from Kinshasa and from the provinces are discussing the draft decree, with some contention over its content and its viability, as a means to address customary land rights. There is a broad consensus that a new land policy and land law, rather than a decree, is the solution. Submitted to Parliament in July 2014, the Law on the Basic Principles of Indigenous Peoples/ Pygmies' Rights has been the subject of considerable advocacy by Indigenous Peoples' networks, including RRI Collaborators, whose efforts ensured a place for the law on the parliamentary agenda. With the lead of CODELT, CACO introduced the first appeal of Decree 14/019 on procedures for environmental and social impact assessments in the Constitutional Court. Stakeholders from civil society and the government have discussed the decree but have not yet validated it. <p><u>Burkina Faso</u></p> <p>Key Outcomes: Experiences of integrating gender and climate change in Regional Development Plans (PRDs) and Communal Development Plans (PCDs) are documented, showcased, and put at the disposal of decentralized institutions such as Communes. The drafting process and development of local land charters are documented and showcased as options for securing land at the local level. Women's groups achieve legal ownership of collective land tenure rights through local land certificates. Local communities' land and forest tenure rights are included in TENFOREST and the national civil society platform on REDD+'s strategy.</p> <ul style="list-style-type: none"> RRI Collaborator and national civil society platform TENFOREST produced a guide on best practices in drafting local development plans and in implementing local land charters with the goal of informing climate change adaptation and mitigation strategies and addressing land and natural resource conflicts. Twenty-four (24) local development plans and six (6) local land charters were analyzed in 18 communities. Twenty-five (25) women's groups achieved legal ownership of collective land tenure rights through local land certificates; 400 community members, including customary and religious authorities, in 17 villages were trained to reinforce the capacity of women to obtain collectively these local land certificates. RRI Collaborators produced a roadmap for REDD+ and FIP in Burkina Faso to guide the contributions of civil society to these processes. Over 30 civil society and nongovernmental actors were trained to be effective participants in the creation of a REDD+ strategy that prioritizes the recognition of local communities' land and forest rights, as well as the rights of women. <p><u>Mali</u></p> <p>Key Outcomes: The decree is passed for the transfer of competencies and resources to Territorial Collectivities, the Agricultural Land Policy (ALP), the Agricultural Land Law (ALL), the Policy on Agropoles and a law on Local Conventions are all adopted by the National Assembly and include land security provisions for local communities, small producers and women. The main stakeholders in Mali's national peace building and reconciliation process recognize and integrate local community's tenure rights in the national peacebuilding strategy.</p>

Country and Regional Program (CRP)	
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	<ul style="list-style-type: none"> In Mali, most of the land, forest, agricultural, and decentralization draft laws and policies are with the government for review but have not yet reached parliament. Drafts of the Law on Local Conventions and the Decree on the Transfer of Competencies and Resources to Territorial Collectivities have been produced and are being circulated within relevant ministries for validation. The draft Agricultural Land Law, validated in July 2014, contained 107 articles and was met with consensus by many stakeholders, including civil society. However, in October 2015, the Ministers' Council validated a version of the draft Agricultural Land Law with only 54 articles, omitting many of the provisions securing customary land rights. The National Council of Peasants' Organizations (CNOP) is engaging with parliamentarians to encourage the passage of a pro-poor, pro-rights law. Stakeholders in Mali's peace and reconciliation have reached a general consensus on the role of tenure insecurity—issues to ensure lasting peace and stability. In this context, the Women's Network on Law and Citizenship (GPDCE), an RRI Collaborator, developed an advocacy strategy and action plan for the inclusion of local communities, women, pastoralists, and other marginalized communities in this process. The Minister of Land Affairs exhibited strong support for linking tenure with the peace and reconciliation process, stating that "tenure will be the key to the stability or instability of the country." <p><u>Senegal</u></p> <p>Key Outcomes: A single harmonized civil society proposal to influence the land reform process is drafted. Parliamentarians, journalists, religious leaders, and women and youth groups are aware of the importance of local community' rights in the land reform process. The Project for Inclusive and Sustainable Development of Agribusiness in Senegal (PDIDAS) land tenure scheme respects local rights and serves as a model for land reform.</p> <ul style="list-style-type: none"> RRI Collaborators developed and validated a harmonized civil society proposal on the land reform process. <p>Information sessions on customary collective rights of local communities increased the awareness of over one hundred (100) parliamentarians, religious leaders, women, and youth on the importance of these rights to the land reform process. RRI Collaborators led a study in nine (9) communes hosting the Project for Inclusive and Sustainable Development of Agribusiness (PDIDAS) and produced a draft position on the consideration of local communities' rights in the implementation of PDIDAS.</p> <p><u>Ghana</u></p> <p>Key Outcomes: Secured and strengthened forest communities' land tenure rights in Ghana's policy and legal reforms.</p> <ul style="list-style-type: none"> RRI Partner Civic Response conducted comprehensive field work in nine (9) regions across the country in 17 communities. Civic Response led an intensive validation process of their findings, holding restitution workshops with key experts on their conclusions and organizing three (3) focus groups, each attended by at least ten (10) traditional chiefs. Expert meetings with national and international organizations held in Accra contributed to the development and finalization of policy and legal briefs with proposals for the tenure reform process.

Country and Regional Program (CRP)	
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	<p><u>Regional</u></p> <p>Key Outcomes: The Africa Community Rights Network (ACRN) member organizations jointly act to develop guiding principles and an Index based on a set of criteria that will be used to analyze the state of community land rights in African countries. A synthesis report of lessons learned from past legislative reforms is prepared and informs land reform processes in Africa. Progress on land and forest tenure reforms in West and Central Africa is tracked and used to inform the strategy in the region. Members of the national land commission in Senegal (CNRF) and the Ministry of land affairs in Cameroon (MINDCAF) are better informed and incorporate DRC's decentralized and participatory land reform best practices into national policy and law.</p> <ul style="list-style-type: none"> Member organizations of the Africa Community Rights Network (ACRN) developed a framework document of an Africa Land Rights Index that defines community land rights and provides indicators for their assessment across various national contexts. The Land Rights Index has been used to inform policy debates and land reform processes in five (5) ACRN pilot countries, including Liberia, Ghana, Cameroon, Gabon, and the DRC. Lessons learned from past legislative reforms were synthesized from RRI's report "Legal Options to Secure Community Property Rights" and were presented during the International Land Coalition's Global Land Forum in Dakar, Senegal, as a resource for countries currently undertaking reforms in Africa. Cameroon, the DRC, and Senegal are three of the African Francophone countries currently undertaking significant reforms. Although Senegal's land reform has been progressing, the land reform process in Cameroon has been neither transparent nor participatory. DRC has historically exhibited a decentralized and participatory approach to reforms and served as a point of reference for other countries undergoing reforms. However, the stalled land reform and subsequent political context in the DRC precluded opportunities for Cameroon's Ministry of Land Affairs and Senegal's National Land Commission to integrate DRC's former reform practices into their own national policies. <p><u>SRMs</u></p> <p><u>Cameroon:</u> <i>Secure the remaining 25,000ha of Ngoyla-Mintom forests for local communities and Indigenous Peoples in the final phase of government classification against investment demands</i></p> <p>Outcome: The Cameroon Agroforestry Cooperative (CAFT) collaborated with OKANI, an Indigenous Peoples' organization, and the African Women's Network for Community Management of Forests (REFACOF) to produce 21 participatory maps of local communities' customary forests. Two (2) applications for the creation of a hunting and gathering zone that will cover an area of 326,954ha have been submitted to the Ministry of Forestry and Wildlife (MINFOP). Nineteen (19) applications are being finalized for the creation of community forests covering an area of 73,815ha.</p> <p><u>DRC:</u> <i>CACO/CODELT Advocacy project for the revision of the Decree on the Environmental and Social Impact Studies (ESIS) in DRC</i></p> <p>Outcome: Under the lead of CODELT, CACO conducted a review of Decree n°14/019 of August 2, 2014, on procedures for conducting and approving Environmental and Social Impact Studies (ESIS), and proposed guidelines to ensure that safeguards on land allocation projects are properly addressed in the decree. CODELT successfully submitted a constitutional appeal (R. Const. 341/TSR), effectively suspending the application of the contested decree pending further review. The Prime Minister acknowledged the appeal, which is now with the Constitutional Court pending a ruling.</p>

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	<p><u>Liberia</u>: <i>Rethinking Liberia's Forests: International Conference in Monrovia, Liberia, October 6-7, 2015</i></p> <p>Outcome: RRI partnered with Liberia's Forestry Development Authority (FDA), Global Witness, and the Liberia NGO Coalition to organize a conference convening over 200 participants, including diverse stakeholders from local communities and experts from over 10 countries. The event featured valuable lessons in the sustainable use and management of forest resources and garnered political buy-in for a shared vision for Liberia's forests. Closing remarks delivered by the Minister of State for Presidential Affairs, who represented President Ellen Johnson Sirleaf, highlighted the government's commitment to rights-based forest resource management, with a particular emphasis on the government's ambitious land reform, in which the draft Land Rights Act is a key instrument.</p> <p><u>Liberia</u>: <i>Technical and Legal support for communities to negotiate fair, legally binding, and robust agreements for plantation developments in South Eastern Liberia</i></p> <p>Outcome: RRI Partner Forest Peoples Programme (FPP) collaborated with the Social Entrepreneurs for Sustainable Development (SESDev) and provided over 1,400 people with information about the impacts of palm oil development and strategies to protect customary land and resources. FPP and SESDev reviewed 10 MOUs between Golden Veroleum Liberia (GVL) and local communities. Six (6) workshops provided 190 community members with legal advice on MOU negotiations. SESDev also supported communities in establishing committees to liaise with GVL.</p> <p><u>Kenya</u>: <i>Enabling forest-dependent communities to utilize legal and policy opportunities at a pivotal moment in Kenya</i></p> <p>Outcome: RRI Partner Forest Peoples Programme (FPP), the Katiba Institute, and the Forest Indigenous Peoples Network participated in consultations and provided inputs on three key bills : the Historical Land Injustices Bill (HLB), the Community Land Bill (CLB), and the Forest Conservation and Management Bill (FCMB): to advocate for the recognition of forest-dependent communities' customary rights. FPP and collaborators have experienced uneven success in halting evictions and harassment of the Sengwer. The input of forest-dependent communities was included in the finalized Action Plan that was drafted at the World Bank Colloquium in Eldoret. Comprehensive guidelines on the forthcoming CLB have been developed for communities to use as a framework for ordering and securing forest lands as registerable community lands.</p> <p>Asia</p> <p><u>China</u></p> <p>Key Outcomes: Operational guidelines for responsible investment by forest-based companies; information about Chinese Companies' business practices abroad as related to LSLAs and land based investments is shared and disseminated; and greater awareness by SFA leadership regarding ethnic minority rights in public forest areas and options for reforms.</p> <ul style="list-style-type: none"> Operational guidelines for responsible investment by forest-based companies were drafted by Landesa with participation and inputs from leading international paper and pulp companies operating in China and the SFA through the convening of an informal forum to discuss responsible land acquisition.

Country and Regional Program (CRP)	
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	<p><u>Indonesia</u></p> <p>Key Outcomes: Recognition of Land rights of <i>adat</i> communities and community governance of land use decisions advanced at national levels; Analysis of legality and criminalization of forest dependent people leveraged to push government to set up timely and accessible grievance redressal mechanisms; and Facilitate moratorium on commercial concessions on adat lands and creation of precedents for cancellation/review of existing abusive or illegal concession licenses.</p> <ul style="list-style-type: none"> • Recognition of Adat (customary) Forests in accordance with the Constitutional Court order MK35: There seems to be little likelihood of a national law on recognition and protection of adat communities' rights; and the process of rights recognition has become a complex one involving the local provincial and district Governments as well as the Central Government. Limited progress has been made in this complex process. • Customary forest recognition: Given the difficult legal realities of recognizing customary rights, RRI Partners and Collaborators have focused on the processes available for the same, creating precedence and examples of rights recognition. Preparatory processes for rights recognition was completed for 13 indigenous forests in 10 provinces which can potentially be recognized as adat forests. Three of these adat forests are expected to be recognized. In the beginning of 2016 RRI directly provided support for community forest recognition in 3 districts (out of 13). IP rights have been recognized at the local level (on 17th November) in South Sulawesi where the regional parliament issued a regulation recognizing Ammatoa Kajang community and its adat territory. This sets an important precedence in a situation where no national level legislation has yet been created for recognition of adat rights. • IP Task Force: With inputs from AMAN, a legal basis was drafted for the Presidential IP Task Force. • Community governance: A dialogue was initiated in North Kalimantan on conservation authority and Indigenous People joint management of conservation areas. • Conflict resolution: RRI Partners and Collaborators are members of the taskforce set-up under the Ministry of Environment and Forestry (MoEF) to address tenure conflict-related complaints. In about 70 districts in 7 provinces, teams have been established by the government to do claims inventory in forest areas, covering approximately 12 million hectares. Following selected documented conflict cases that were submitted to the MoEF complaint mechanism, MoEF is sending investigation teams to the areas to initiate conflict resolution process. Cases were also addressed through the "National Movement to Save Natural Resources" facilitated by the Anti-Corruption Commission. There are on-going advocacy efforts for an agrarian conflict resolution unit under the President's office. • Criminalization: As a result of growing attention, criminalization and violence against IP has reduced in researched conflict areas (part of National Inquiry process). • The moratorium on commercial concessions on adat lands is part of the recommendations of Komnas HAM (Indonesian Human Rights Commission) conveyed in a policy brief following the National Inquiry on discrimination suffered by adat communities. • Abusive or illegal concessions: Cooperation was initiated with key corporates on business and Human Rights with training on Human Rights and Business aspects conducted for one pulp and paper corporate middle management (to operational level) in Riau, and negotiations for due diligence assessment. Training on Human Rights and Business investigation was carried out in Batam for 20 people from local communities and CSOs.

Country and Regional Program (CRP)	
Priority Objectives Identified in 2014 for 2015	Key Outcomes Identified in 2014 for 2015, And Related Results
	<p><u>Nepal</u> Key Outcomes: Advocacy and mobilization ensure withdrawal/modification of Chure Environmental Conservation Area declaration; Community Property Rights (CPR) is included in the new Constitution; Incorporation and recognition of international conventions in forthcoming Constitution and other relevant laws/policies is facilitated; Legal, regulatory and institutional barriers for community forest enterprises are rationalized.</p> <ul style="list-style-type: none"> • Massive mobilization and advocacy campaigns led the government to reconsider the Chure Environmental Conservation Area declaration and stalled the effective implementation of the Chure Environmental Conservation Area declaration. • While CPR were not explicitly included in the new Constitution that was completed in September 2015, the Constitution provides a framework to secure CPR in subsequent laws. The Constitution also creates space for the creation of an Indigenous People's Commission and creates a framework for subsequent laws to incorporate Nepal's international obligations as they pertain to IPs. • Certain gains were made in loosening barriers related to community timber production and resource-based livelihoods; however legal barriers still persist with the government not convinced that local communities can successfully run businesses. <p><u>India</u> Key Outcomes: Legislation, policies, practices, and capacities that protect rights relating to the forest and enhance environmental protection are defended and enhanced at the national and state levels; the FRA's potential for large-scale transfers of forests to forest dwellers through recognition of community forest rights is realized, and; Mapping and community-based forestry governance capacities are enhanced among communities and state actors and institutions.</p> <ul style="list-style-type: none"> • Analyses were published on potential of community rights under FRA, tenure linked land conflicts and implications of tenure linked conflicts for investors and financial sector. The Land Conflict map prepared by RRI has received significant media attention. All the above analyses addressed the centrality of rights agenda for addressing major structural constraints and have been used to build discourses which protect community rights on land and forests. • Despite widespread institutional resistance towards the full and effective implementation of the FRA, advances were made through the publication of an RRI report which used state data to show that at least 40 million ha. of forest land is eligible for rights recognition, benefitting more than 150 million forest-dwellers. The figures represented in the report have been widely cited through the media. Barely 5% of this potential has been achieved to date. Even though implementation of the FRA remains tardy in absence of political support and state institutional capacity, the RRI coalition's long term engagement with state and communities in Odisha finally led to the recognition of community forest resource rights for 53 villages over 28000 ha. of forest land inside the Simlipal Tiger Reserve. The rights recognition process has also been institutionalized in one district of Odisha and is ready for scaling up to other districts and states. • Mapping capacities were enhanced through the development of a field-based methodology and a new GIS application that were piloted and shared with government and civil society institutions across the country. Trainings were held across the country to scale up FRA implementation. A pilot on community-based forestry governance has been initiated in 43 villages inside the Simlipal Tiger Reserve.

Country and Regional Program (CRP)	
Priority Objectives Identified in 2014 for 2015	Key Outcomes Identified in 2014 for 2015, And Related Results
	<p><u>Laos</u> Key Outcomes: Civil society actors convene and explore potential opportunities to influence important policies related to land and forest tenure at the national and/or sub-regional level.</p> <ul style="list-style-type: none"> • Despite continued consultations and submission of several contributions by the LIWG to the parliament, the adoption of the land policy has repeatedly been postponed. <p><u>Regional</u> Key Outcomes: Increased cross-border learning, co-operation and action on agribusiness impact on human and resource rights for resource-dependent communities.</p> <ul style="list-style-type: none"> • A regional network of Asian human rights commissions and supportive NGOs coming from Bangladesh, Cambodia, Indonesia, Lao PDR, Malaysia, Myanmar, the Philippines and Thailand met in the Philippines for the 5th South East Asian Regional Conference on Human Rights and Agribusiness to discuss ways of ensuring State and non-State actors respect, protect and remedy human rights in the agribusiness sector. A joint field investigation on indigenous peoples impacted by palm oil companies revealed pattern of forced and fraudulent land sales on indigenous peoples' territories, and led to a strong statement being issued supporting calls for a moratorium on palm oil expansion in the Philippines southern island of Palawan. <p><u>SRMs</u> <u>Regional:</u> <i>Pre-World Forestry Congress Regional Meeting on People and Forests and Participation of smallholders, Indigenous Peoples, and community forestry members in the World Forestry Congress 2015</i> Outcome: Advocate for community and IP land and forest tenure rights, reform, and awareness in the Asia region at the World Forestry Congress</p> <ol style="list-style-type: none"> 1. Awareness was raised among participants on new knowledge and innovative practices in community forestry and in Asia and the Pacific 2. Practical recommendations generated from participants to bring to the WFC 3. Support was provided to key stakeholders – smallholders, IPs and CF members – to develop and disseminate clear key messages and presentations – for presentation on the global level in plenary sessions and side events at the WFC <p>Two other SRMs are currently ongoing but results have not yet been reported.</p> <ul style="list-style-type: none"> • Support to Indonesian Government Conflict Resolution Mechanisms through Provisions of Quality Information on Selected Cases • Securing the rights to lands, resources, and self-determination of non-Moro Indigenous Peoples (Lumad) within the Bangsamoro Autonomous Region in the Philippines <p>Latin America <u>Peru</u> Key Outcomes: Key new regulations and projects to protect community land rights are imple-</p>

Country and Regional Program (CRP)	
Priority Objectives Identified in 2014 for 2015	Key Outcomes Identified in 2014 for 2015, And Related Results
	<p>mented in collaboration with FIP, Norway-German-Peru agreements and other initiatives; Indigenous Peoples and civil society monitor the implementation of new laws, programs, and agreements (Norway-German agreement, Law 30230, PTRT3, FIP) to ensure community land rights are respected; information on pending land recognition along with guidelines for land titling is validated; and, assessment of opportunities for engagement with private sector is developed.</p> <ul style="list-style-type: none"> RRI supported Civil Society and IP organizations to develop different levels of advocacy to advance governmental commitments of community tenure recognition. The IDB was influenced to increase the number of communities to be titled under the PTRT3 from 190 to 403 native communities. RRI's Collaborator AIDESEP, in conjunction with CONAP, reached an agreement with the WB for the implementation of USD\$ 5.5 million of the Dedicated Grant Mechanism (DGM) allocated to cover 19 titling projects for native communities. Additionally, AIDESEP subscribed agreements with the regional governments of Loreto, Ucayali, Amazonas and San Martin for the implementation of the DGM and other land titling programs. AIDESEP initiated negotiations with the WB-IDB to establish a mechanism for the implementation of the FIP 14.5 million allocated to resolve native community tenure rights and requested for DGM to be the coordinating entity. AIDESEP, MINAGRI, and the new director of the Norway-Peru initiative have committed to monitoring the implementation of the agreement and establishing a Coordinating Committee among in IP (AIDESEP-CONAP), CSO's and the private sector. The RRI coalition closely monitored, produced analysis and alerted on the potential threats of "paquetazos", (a series on 5 sets of laws aimed to accelerate private concession processes). This joint effort enabled CSOs to expose the unconstitutionality of the laws and appeal the First Paquetazo before the Court of Justice, delaying its implementation. Moreover, RRI Collaborators produced a thorough legal analysis of Law 30230 (Second Paquetazo), Strategies of Dispossession, a solid advocacy tool for communities to compel the Peruvian government to commit to preventing any negative impact on indigenous land tenure rights. <p>RRI's analysis of agricultural firms with investments in the Peruvian Amazon has identified the main national and international companies engaged in palm oil, cocoa and coffee production in Peru. Given the rapid growth of palm oil industry in the country, the study examines the main oil operations in three provinces of the Amazon region: Loreto, Ucayali and San Martin as well as the firm dominating the national market: "Grupo Palmas" (Grupo Romero/Alicorp). It also identified the political, legal, social and ecological concerns around agricultural supply chains and their links to environmental degradation.</p> <p><u>Colombia</u></p> <p>Key Outcomes: The national government and entities responsible for land titling validate civil society recommendations to resolve pending land recognition for Afro-Descendent communities in the Caribbean region; and, the government issues a decree for the implementation of Law 70 for Afro-Descendent communities.</p> <ul style="list-style-type: none"> As a result of RRI Collaborators' advocacy strategy, Caribbean community councils in alliance with Pontifical University Javeriana established an agenda with the Ministry of Agriculture (INCODER), the Ministry of Post-Conflict and the Constitutional Court to provide a prompt and well informed response to the current territorial demands of Afro communities in the Colombian Caribbean (170 Afro descendant communities pending land titling - about 2 million hectares).

Country and Regional Program (CRP)	
Priority Objectives Identified in 2014 for 2015	Key Outcomes Identified in 2014 for 2015, And Related Results
	<ul style="list-style-type: none"> In October of 2015, the Ministry of the Interior announced the creation a National Consensus Body for Prior Consultation with Afro descendant communities. The National Consensus Body will secure the right of Afro-Colombians to directly dialogue and coordinate with the National Government on all legislative and administrative measures that could potentially affect their collective land and resources. The next step towards the realization of these consultation rights is the adoption of a Protocol of Prior Consultation, which will be jointly drafted by Afro-Colombians and the national government. The Protocol will open up new opportunities for the approval of the proposed regulation of Chapters 4 to 7 of Law 70 of 1993 as these pertained to the management of natural resources, mining and community development. <p><u>Guatemala</u> Key Outcomes: Political party platforms for national and local elections include the recognition of indigenous communities' rights to land and resources; and, the government commits to the process of land restitution for indigenous peoples.</p> <ul style="list-style-type: none"> RRI's Collaborators Utz' Che' and ACOFOP's advocacy strategy to include the recognition of indigenous communities and collective land and forest rights in forest governance policies was successful as the recently approved Pro-Forests Law (September 25, 2015) will now promote development initiatives that are more harmonious with the environment and forest dependent communities. The Pro-Forest Law will provide land owners, communities and cooperatives - including Indigenous Peoples - with technical and financial assistance to manage their resources. Additionally, it contains provisions on the protection of water sources and rivers, biodiversity, and land areas with a history of religious or cultural significance for communities. A well-documented proposal for the evaluation of Community Forestry Concessions has been submitted to CONAP for supporting requests to extend community concession contracts. Inventory and assessment of prospective forest areas to be expanded for community concessions were submitted to CONAP, which is evaluating three of the areas assessed. The newly elected President (Jimmy Morales) publicly committed to working with organizations that promote the community forest management and concession models in Guatemala. At the local level, mayors who recently took office in areas with forest concessions publicly committed to include in their work plan activities to develop community forest models by integrating sustainable management of natural resources. <p><u>Bolivia</u> Key Outcomes: The Confederation of Indigenous Peoples of Bolivia (CIDOB) and the lowland indigenous movement agree on a common agenda, and strengthen their political capacity and advocacy.</p> <ul style="list-style-type: none"> Due to difficult political conditions for CSO and Indigenous Peoples in the country, RRI decided to cancel activities in Bolivia in 2015.

Country and Regional Program (CRP)	
Priority Objectives Identified in 2014 for 2015	Key Outcomes Identified in 2014 for 2015, And Related Results
	<p><u>Regional</u></p> <p>Key Outcomes: Regional women’s organizations agree on an advocacy strategy to gain access to decision-making on public policy at national and international levels; and, indigenous and Afro-Descendent communities are better equipped to strategically use Constitutional and Inter-national courts to defend their rights and prevent rollback.</p> <ul style="list-style-type: none"> • In Colombia, RRI ‘Collaborators Federation of Peasant Women of Cundinamarca (FEDE-MUCC) and Pontifical University Javeriana organized the Fourth International Gender Workshop that produced recommendations for the Colombian government on women’s participation in decision making in land tenure and resources rights, sustainable development and climate change. Representatives from entities of the Colombian government dealing with land restitution processes, women’s rights; and regional UN bodies like CEPAL received a set of guidelines proposed by women leaders from more than 10 countries. The event made possible the public commitments from the official entities to promote, elevate and monitor compliance with the recommendations at the national and international levels. • FEDEMUCC’s advocacy strategy allowed for the inclusion of new provisions defining mechanisms to advance and implement women’s rights to effective access land in the Colombian National Development Plan 2014-2018 (NDP). FEDEMUCC, along with other peasant, indigenous and afro-Colombian women’s organizations, drafted a comprehensive National Public Policy for Rural Women, including the guidelines for the creation of a General Office for Rural Women that were submitted to the Presidential Advisory on Women’s equity for the effective formulation of this policy. • Indigenous, Afro-descendant, and CSOs are better equipped with technical and legal tools, as well as best practices to make use of national and International courts to help them prevent community rights rollbacks associated with the current shifts in public policy Latin America. This is the result of their active participation in the Regional Workshops “Challenges in the Implementation of Collective Land Tenure Rights and Access to Resources in Latin America”, held in Colombia, and the Strategic Use of Courts to defend the Collective tenure rights held in Guatemala. The former was a convening to present the analysis of recent trends of rollbacks in tenure rights in the region and where RRI re-launched Global Baseline data on Latin America. The results resonated across the region, attracting national and regional newspapers from 10 countries, who utilized this data to inform on the progress on tenure rights in Latin America. The Mapuche indigenous organizations used the data on Chile to raise awareness of the incipient state of their land rights and recognition in their country. Both events fostered cross-regional dialogue where governmental representatives, CSOs, and indigenous and afro descendant organizations from Mesoamerica and South America identified ways to continually share lessons learned in response to the ongoing changes in public policy.

Country and Regional Program (CRP)	
Priority Objectives Identified in 2014 for 2015	Key Outcomes Identified in 2014 for 2015, And Related Results
	<p><u>SRMs</u></p> <p><u>Brazil:</u> <i>Affirming the Rights of the Indigenous Peoples of Raposa (Brazil) and Preventing Rollback of Constitutional Rights</i></p> <p>Outcome: To secure a final merit report from the Inter-American Commission on Human Rights (IACHR) affirming the rights of the indigenous peoples of Raposa to own, control and manage their resources, lands, and territories and to be free from violence and racial attacks in the exercise of these rights</p> <p>The hearing was granted and took place on October 20, 2015, and was successful in presenting a convincing case. The Commission closed the hearing with a formal request for the Government to clarify that its domestic law complies with its duties and obligations under the international law. This prompted the government of Brazil to issue an offer to settle the case through “friendly settlement.” It is very likely that the Commission will release the report on the merits of the case before the Inter-American Court.</p> <p><u>Colombia:</u> <i>Expansion and Safeguards for Indigenous Territories of the Resguardo Arhuaco and Kogui under Threat of Third Party Appropriation.</i></p> <p>Outcome: To secure territorial expansion and application of urgent safeguards measures to at least 100,000 hectares of the Arhuaco and Kogui indigenous reserves in La Sierra Nevada de Santa Marta</p> <p>After completing the socio-economic and legal studies to successfully support their claims for territorial expansion, an unexpected legal victory took place at the Constitutional Court (CC) in relation to a previous case regarding the violation of prior consultation rights of IP in the SNSM. This ruling allowed the Arhuaco Indigenous Peoples to increase the reach of the SRM regarding safeguards measures for indigenous territories inside the Linea Negra (going from 100,000 to 380,000 ha). Rather than implementing specific environmental assessments for prior consultation processes of each individual project overlapping with indigenous territories inside the Linea Negra (mining, hydrocarbon, etc.), the SRM is being applied to more than 400 mining projects taking place in the area.</p>

Global Programs	
Priority Outcomes for 2015	Related Outputs
<ul style="list-style-type: none"> Key investors and companies adopt operational guidelines and methodologies to respect community land rights. <p><i>Primary thematic focus: ATEMs</i></p>	<ul style="list-style-type: none"> A two-pronged strategy is developed and put in motion for RRI's engagement with private companies with a land or natural resource footprint and their investors to facilitate implementation of private sector commitments to best practice with respect to community rights, consisting of: 1) development of credible analytical work quantifying investment risks in areas of insecure tenure; and 2) provision of credible options for mitigating such risk. Risk Analysis: <ul style="list-style-type: none"> Beta version of IAN: Risk (with TMP Systems) provides investors at the portfolio, company and project levels a draft tool for identifying and approximating tenure risk by means of an open-source, geospatial database featuring data from 25 publicly available ESG datasets. An analysis with TMP Systems of 262 case studies of conflict around concessions in 30 countries showed clear and consistent material impacts of unclear land rights on assets including dams, farms, mills, mines, orchards, and timberland and informed IAN:Risk. Analysis and draft brief describes the main companies, investors, and sectors in terms of their likely exposure to insecure community land rights in Myanmar and provides advocates with messages and levers to push for stronger community tenure vis-à-vis the private sector. Credible options: <ul style="list-style-type: none"> Beta version of IAN: Diligence (with TMP Systems) provides investors at the company and project levels draft due diligence manuals for agriculture, forestry and hydropower with step-by-step and sector-specific guidance on how to negotiate tenure risk throughout the project lifecycle. A draft report (with Yirri Global) identified cases from the literature of viable business models that prioritize local land tenure and rural livelihoods and provided recommendations to RRI on strategies for facilitating uptake of lessons by companies and investors. Influential companies and investors including Nestlé, Unilever, Stora Enso, Olam, IFC, Rabobank, EIB and CDC convene around the issue of land rights in two face to face meetings (Shoreditch, UK - March 2015 and Bern, Switzerland -September 2015), enabling the development and sharing of tools to support private sector commitment to community land rights. The <i>Land and Forest Rights Guide</i> is developed, promoted and adopted by Interlaken Group members as a tool to support senior-level and operational teams at leading companies to respect community tenure rights with step-by-step guidance on aligning operations with the UN's Voluntary Guidelines for Governance of Tenure (VGGT). Report with consulting firm Seventy Three PTE analyzed the expansion of large-scale palm oil production in Liberia and drew upon examples from Southeast Asia to argue that alternative models of commodity production that are inclusive of and prioritize the tenure of local peoples provide more robust, long term development benefits than industrial, capital intensive alternatives.

Global Programs	
Priority Outcomes for 2015	Related Outputs
<ul style="list-style-type: none"> Key investors and companies adopt operational guidelines and methodologies to respect community land rights. <p><i>Primary thematic focus: ATEMs</i></p>	<ul style="list-style-type: none"> RRI contributed to the 2015 review of the EU FLEGT process with targeted recommendations on how the FLEGT Action Plan can better mitigate negative impacts on the ability of Indigenous Peoples and local communities to realize their tenure rights to forest lands and resources and maximize their participation in forest product markets going forward.
<ul style="list-style-type: none"> Climate/REDD+ donor initiatives and policymakers adopt and implement provisions and concrete measures to support recognition of community tenure and community forest management. <p><i>Primary thematic focus: Rights and Climate</i></p>	<ul style="list-style-type: none"> The Oslo High Level meeting on “Securing Collective Land Rights, Forest Protection, and Climate Mitigation at Scale” brought together 70 representatives from governments, multilateral institutions, indigenous peoples, NGOs and scientists for a two day, high-level meeting on the links between tenure rights, forest protection and climate. Participants provided forward looking recommendations regarding priorities for future investments and the upcoming UNFCCC COP 21 in Paris to ensure community land rights are respected. Comments to the UN-REDD Secretariat on the revised draft of the 2016-2020 UN-REDD Strategic Framework document were well received, building off prior consultations conducted in 2014, including RRI’s participation in the July 2014 policy board meeting. The 17th RRI Dialogue, co-hosted with IUCN, raised awareness of and identified policy recommendations to advance indigenous and community land rights as a central facet of forest restoration and green growth initiatives. The event highlighted challenges and opportunities associated with forest landscape restoration commitments, including those under the Bonn Challenge and New York Declaration on Forests. The 18th RRI Dialogue explored the implications of key 2015 developments in climate change policy and financing for the rights of Indigenous Peoples and local communities and identified priority steps forward to ensure that these rights are enhanced and safeguarded. A draft report of a study assessing the FCPF’s Carbon Fund framework as well as the country proposals that have been selected into the Carbon Fund pipeline in terms of their potential impact on the tenure rights and livelihoods of forest communities in those countries.

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<ul style="list-style-type: none"> Evidence base and advocacy case for securing indigenous and community land rights consolidated and reflected in key global policy discussions and campaigns, including the Call to Action, SDGs and/or conservation. <p><i>Primary thematic focus: Realizing Rights</i></p>	<ul style="list-style-type: none"> A March technical brief proposed two key land rights indicators in the post-2015 SDGs, one on the percentage of women, men, indigenous peoples and local communities with secure tenure and a second complementary indicator on the area of common land secured. Report on “Who Owns the Worlds Land?” quantified the amount of land that Indigenous Peoples and local communities own or manage in rural, forest and dryland areas, across 64 countries, which comprise 82% of the world’s land area. Forthcoming update of RRI’s forest tenure data will allow RRI to report on its 2015 organizational targets, with preliminary results being presented in the 2015 annual review, with initial information on the statutory recognition of Indigenous and local communities’ rights to forest lands for 38 LMICs. Launch of the LandMark platform provided the first online, interactive global platform to map lands collectively held and used by Indigenous Peoples and local communities. The Conservation working group met to update the group’s shared understanding of effective strategies, opportunities and challenges to strengthening indigenous and community land rights as a conservation priority.
<ul style="list-style-type: none"> RRI global analysis and convening strengthen capacity of national advocates in key countries to influence rights and tenure reforms. <p><i>Primary thematic focus: Realizing Rights & Tenure Tracking</i></p>	<ul style="list-style-type: none"> Follow up brief developed by Lawyers for Community Tenure on the World Bank Safeguards and community tenure found that despite some advances, the revised draft remained problematic in its treatment of land tenure rights of Indigenous Peoples and local communities, and fell short of international standards and developments that recognize the rights of Indigenous Peoples and others in long occupied ancestral areas. Forthcoming Joint Opinion developed by Layers for Community Tenure on the Post-2015 SDGs will highlight several goals and associated targets and will make the case that they hinge on secure land tenure for Indigenous Peoples and local communities. Forthcoming preliminary analysis developed by Layers for Community Tenure of the upcoming climate agreement will highlight several submissions from countries that impact community land tenure. A series of briefs provided regional context to the findings of the Global Baseline study to inform ongoing country level advocacy around reform processes. A draft policy brief has been prepared to synthesize findings from a research report on the extent to which different types of forest tenure regimes protect Indigenous Peoples’ and local communities’ land rights, depending on whether they were enacted to (1) recognize customary land rights, (2) support conservation objectives, or (3) regulate resource extraction or exploitation. A draft advocacy paper with case studies and an associated policy brief have been prepared based on a longer research paper to help advocates make the case for community-based tenure over individual tenure.

<ul style="list-style-type: none"> Women's/gender justice networks equipped with analytical foundations to promote progress in the recognition of women's rights within collective tenure systems and national policies affecting forest areas. <p><i>Primary thematic focus: Gender Justice</i></p>	<ul style="list-style-type: none"> An analysis with CIEL on Using International Law to Advance Women's Rights in REDD+ established a typology of key internationally-recognized human rights that are relevant to women's tenure rights and their articulation in international law advocacy tool to push for greater attention to women's tenure rights and participation in national REDD+ strategies and frameworks. A draft policy brief synthesized findings of a scoping study of 6 countries' laws recognizing community based tenure for the recognition they afford to women and proposed criteria that policy makers, advocates and researchers can use to evaluate the extent to which women's rights are being considered in regulations and statutes that establish community-based tenure rights. A methodology was finalized for RRI's inclusion of a gender dimension in its signature tracking of forest tenure legislation in 29 countries and data collection was completed for the first 13 countries. The Gender working group convened to build consensus on a focus for the collaboration, a strategy for engagement with the other working groups and co-chairs going forward (ILC and Oxfam).
<ul style="list-style-type: none"> Strengthened coalition, momentum and renewed commitment via a new Memorandum of Understanding, improved planning and reporting tools, and the inclusion of new Partner Organizations, Board Members and Affiliated Networks. 	<p>Output 1: The 2015 Memorandum of Understanding was reviewed, approved and signed by all Partners, with the exception of one Partner Organization.</p> <p>Output 2: The Affiliated Networks category was endorsed by Partners and the Board of Directors, and has been included in the IBA.</p> <p>Output 3: The Mid-Term Evaluation of RRI was successfully carried out, in lieu of the Independent Monitoring.</p> <p>Output 4: The revised Planning guidance note was endorsed, with no changes to the concept notes and reporting templates that guide the development of work plans, monitor progress and capture impact made.</p>

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<ul style="list-style-type: none"> Communications that mobilize and generate greater global awareness of RRI's issues 	<p>Output 1: Production and dissemination of analytical products and reports in a manner that facilitates the use of RRI research by coalition members and other key stakeholders (i.e. power point presentation slides, infographics; key message summaries, data visualization) and helps promote RRI messaging;</p> <ul style="list-style-type: none"> Produced and disseminated 15 global and regional analyses, reports, policy briefs and fact-sheets in five languages, including the RRI annual review, the global baseline report, a global protected areas analysis, a guide and brochure for international companies on respecting land and forest rights, and regional analyses for constituents in Africa, Asia and Latin America. <p>Output 2: Expanded audience via leveraged Partner and Collaborator networks to publicize and share new RRI research and messages;</p> <ul style="list-style-type: none"> Promoted the global call for action led by RRI's partners and collaborators on social media, through media/web communications support at the Bern Conference, and a video highlighting the Bern conference and the call for action network. Promoted the Interlaken Group's first guide for companies on respecting land and forest rights, through media support and a new interactive tool and website. Opinion piece by Chris Anderson placed, reaching out to Private Sector crowd. <p>Output 3: Print and web material that is consistent on RRI priorities messaging and overall branding; Increased media hits and placements, web and social media traffic and original content for the RRI website, such as blog posts, interviews, and impact stories;</p> <ul style="list-style-type: none"> Promoted RRI's analyses through 2 videos (1 animated), 8 press releases, 9 media advisories, 8 media messaging factsheets, and hundreds of social media posts and infographics, raising RRI's traditional and social media profile globally. Generated 432 media hits in in seven languages, in outlets across 26 countries in Africa, Asia, Latin America and Europe. Led successful global media campaigns promoting: the annual review 2014-2015, the global baseline report, messages from the Bern Conference on community land rights, and the Interlaken Group guide on respecting land and forest rights Produced interactive tool for companies based on the Interlaken Group's guide for companies. Launched interactive Tenure Data Tool to visualize RRI's findings on global state of tenure. Developed three new websites for RRI-facilitated networks/organizations (Interlaken Group, The Tenure Facility, and the conference series on community land rights). RRI website traffic (unique users) increased over 65% and website views per day up 22% over 2014 average. Social media engagement led to a 31% increase in RRI core constituency. <p>Output 4: National campaigns elevated to regional and/or global media via targeted messaging and media engagement support;</p> <ul style="list-style-type: none"> Led five regional media campaigns to promote two new analyses featuring forest land rights reform in India, a national dialogue on investment and land rights in India, a conference on strengthening forest community rights in Liberia, and a dialogue to promote indigenous women's land rights in Latin America.
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	<p>Output 5: Communications support to staff, coalition members and local actors around strategic campaigns and messaging as the need arises.</p> <ul style="list-style-type: none"> • Promoted indigenous rights across the world by providing communications support to the UN Special Rapporteur on the Rights of Indigenous Peoples, Vicki Tauli-Corpuz. Strengthened the Rapporteur's media profile and generated over 1,000 media hits across the globe • Implemented trainings for 12 members of the staff in media communications and RRI messaging around key analyses.
<ul style="list-style-type: none"> • Engagement with a broader set of organizations and strategic networks, namely those of Indigenous Peoples, local communities and women, and expanded collaborations with additional organizations to enable greater reach and impact 	<p>Output 1: Three activities of the MegaFlorestais network (the meeting of top leaders, the next generation of leaders' seminar, and the rethinking regulations workshop) successfully promoted discussion and exchanges on forest governance issues between senior officials from 12 of the most forested countries. Forest agency heads also raised broader awareness on driving change in forest governance during MegaFlorestais side events at the UN Forum on Forests and the World Forestry Congress. MegaFlorestais leaders celebrated the network's 10th anniversary and agreed to develop a strategic plan and a financing strategy to continue the MegaFlorestais. RRI signaled appreciation of 10th year.</p> <p>Output 2: A scoping of networks involved in forest tenure issues was conducted and shared with Partners and Board.</p> <p>Output 3: Within the framework of the new Affiliated Networks category, several networks were identified and approached. A Memorandum of Understanding is currently being developed with the Asia Indigenous Peoples Pact.</p> <p>Output 4: The Steering Group of the Global Call to Action was created and met twice. The campaign report is being finalized and the Call to Action will be launched in early 2016.</p> <p>Output 5: Most working groups continued their collaboration throughout the year: the conservation group published a joint report on protected areas; the mapping group collaborated on an online mapping platform on collective land and natural resource rights; and the private sector group published a new tool to guide companies seeking to respect land and forest rights. All working groups shared their progress and identified next steps during the Bern Conference.</p> <p>Output 6: The Bern Conference gathered 230 participants from 51 countries who are involved in securing community land and resource rights and identified actions that can be taken immediately to increase legal land rights for Indigenous Peoples and local communities. AW: What outcomes? –Consolidated Alliance for CLRG(?) – Achieved broad adoption of baseline for GCTA (among participants and donors)</p>

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Finance and Administration Program	
Priority Outcomes for 2015	Related Outputs
<ul style="list-style-type: none"> Provide staff and field personnel with necessary tools to improve productivity. 	<p>Output 1: Conducted RFP and selected consultant that completed a comprehensive IT Audit to assess technical, operational and cultural environment and needs of RRG that will be used to guide research, selection, and implementation of new and updated Human Capital Management, Business Intelligence, Financial Accounting, Cloud-based Services.</p>
<ul style="list-style-type: none"> Increase level of service for new and existing donors. Strengthen relationships between RRG and Donor staff. 	<p>Output 1: Create client service guidelines to proactively familiarize and engage with all donor personnel. Not achieved.</p> <p>Output 2: Improve reporting standards guidelines. Not achieved.</p> <p>Output 3: Improve donor reporting tracking tools through the automation of a deliverables dashboard. Not achieved.</p> <p>Output 4: Consistently track donor staff; and proactively engage to ensure donor satisfaction throughout the year. Not achieved.</p>
<ul style="list-style-type: none"> Improve exploratory practices to identify and address potential funding targets. 	<p>Output 1: Plan and capture one to three new sources of funding with an overall increase in annual revenues of 10%-20%. Not achieved.</p> <p>Output 2: Expand relationships with future potential donors (ex. Denmark, Netherlands, Private Sector Donors). Not achieved.</p>
<ul style="list-style-type: none"> Establish and administer procedural practices, through operational project planning, to ensure all RRG reporting is completed on-time and is accurately reported. 	<p>Output 1: Strengthened procedures for key institutional controls associated with time and expense reporting.</p> <p>Output 2: No delays and greater accuracy reporting on all 2015 RRG Audits, Donor Reports, Narratives Proposals, Forecasting, Financial, and US Federal Regulatory Requirements. Not achieved.</p> <p>Output 3: Re-instituted quarterly financial statements for management and board.</p>
<ul style="list-style-type: none"> Advance Human Capital infrastructure through added staff, practices, and systems to accommodate increasing organizational demands. 	<p>Output 1: Comprehensive review and updating of all RRG Human Resource practices. Provide staff training and guidance. In progress.</p> <p>Output 2: Primary personnel needs were substantiated and fulfilled.</p> <p>Output 3: Implement business systems to alleviate current burdensome practices by staff; and consequently, cut overhead costs. Not achieved.</p> <p>Output 4: Implemented new matrix organizational structure to preserve culture, integrate program areas, and improve responsiveness to RRG stakeholders/constituents.</p>
<ul style="list-style-type: none"> Implement and update procedures to promote RRG internal operations efficiency. 	<p>Output 1: Conducted review of all RRG Internal Controls in conjunction with donor due diligence activities. Compiled current accounting and financial policies and procedures into a consolidated manual.</p> <p>Output 2: Conducted internal audit focused on key internal controls. Implemented changes in policies and procedures in response to auditor recommendations.</p>
<ul style="list-style-type: none"> Provide organization-wide improvements in facilities. 	<p>Output 1: Implementation of cost-effective technology upgrades. Specifically, communication and audio visual capabilities (both infrastructure and hardware). In progress.</p> <p>Output 2: Conducted search for new office space in conjunction with end of current lease. Selected (signed lease) for new office space that will provide better work environment for employees while still providing value for money.</p>

International Land and Forest Tenure Facility	
Priority Outcomes for 2015	Related Outputs
<ul style="list-style-type: none"> Complete the Inception Phase of the International Land and Forest Tenure Facility (ILTF) through consultation processes with Indigenous Peoples, community groups, governments and private investors that inform the operational design of the Facility. 	<p>Output 1: ILTF staff and Advisory Group are providing operational capacity and guidance. ILTF Advisory Group reviewed pilot proposals and other key questions in March and October 2015.</p> <p>Output 2: Six pilot projects are underway in Panama, Peru, Cameroon, Liberia, Mali and Indonesia, enabling ILTF and its clients to test and learn from activity of ILTF in different scenarios with different kinds of clients.</p> <p>Output 3: ILTF operations have been tested and adjusted to changing circumstances as the pilot phase progressed. An operations manual and other required policy guidance is being prepared.</p> <p>Output 4: ILTF grantees have actively provided key feedback to adjust the design and operations over the year.</p> <p>Output 5: ILTF M&E mechanisms are being developed and a draft M&E framework will be presented to Board and AG in March 2016.</p> <p>Output 6: A decision on ILTF Secretariat location has been postponed to 2016, pending input from additional donors.</p>
<ul style="list-style-type: none"> Complete the detailed organizational design of the International Land and Forest Tenure Facility (ILTF), including governance, staffing, standards, accountability mechanisms, financial processes, an Advisory Group with links to other relevant institutions, and the launch of four pilot projects. 	<p>Output 1: ILTF Board of Directors is being formed and will be in place by early 2016. ILTF is relying on RRI staff until the location of Secretariat is chosen.</p> <p>Output 2: ILTF has developed a draft communications strategy and launched an independent website.</p> <p>Output 3: ILTF distinct brand been created by the independent website, and ILTF representation in multiple venues and offices of key stakeholders, including FAO, COP21, World Bank, FCPF, and others.</p>

2. STRATEGIC PRIORITIES FOR 2016

RRG Overarching Priority	<p>RRI's interventions better position Partners and Collaborators to collectively overcome major national-level constraints and catalyze strategies to scale-up the implementation of policies, laws, and programs designed to recognize forest and land rights and governance in India, Peru, Colombia, Liberia and Indonesia; mobilize new momentum for reforms in Nepal, Kenya, and the DRC; and seize critical regional opportunities to build awareness and support for Indigenous Peoples, women's and community forest rights, and enterprises.</p>
RRG Supporting Priorities	<ol style="list-style-type: none"> 1. Strategic Analysis and Global Engagement <ul style="list-style-type: none"> • Raise awareness of INDC, Green Climate Fund and REDD strategy opportunities and weaknesses in regards to recognition of rights as a key part of their climate strategies; strengthen FCPF and UN-REDD implementation of safeguards and tenure programs; and advance tenure reforms within the FLEGT initiative along with collaborators in VPA countries. • Ensure implementation of commitments to respect local land rights by selected globally strategic companies and investors, signaling credible private sector solution pathways to tenure risk. • Effectively launch the Global Call to Action (GCTA) and mobilize global support for community land rights and gender justice within community-based tenure reform processes. • Consolidate and link the strategic networks and initiatives supported by RRI (e.g. GCTA, Interlaken Group, LandMark, Tenure Facility, Gender Justice). 2. Coalition <ul style="list-style-type: none"> • Expand and re-energize the RRI coalition with new ambition and commitment to collaboratively promote and achieve RRI's target for 2030; and expand the coalition to include two new Partners and Affiliated Networks to broaden influence in new geographies and constituencies. • Expand support for community-community exchanges, learning, and mobilization at regional and international levels. • Develop a compelling strategy and proposal for the third Framework Program (FP3 2017-2020), and earn majority support for FP3. 3. RRG <ul style="list-style-type: none"> • Consolidate and enhance effectiveness of new management team and matrix organization, and coordinate and link thematic programs with country and regional and relevant Partner and Collaborator programs. • Implement new financial and business management systems, facilitating administration of contracts and quantification of results; and simplify and make the monitoring and evaluation systems more useful for the coalition. • Renew Communications team to support RRI, Tenure Facility and the Global Call to Action, and increase reach and influence of communications efforts to strategic constituencies. 4. Tenure Facility <ul style="list-style-type: none"> • Effectively implement six pilot projects, establish effective monitoring and learning mechanisms, and adjust operations according to lessons learned from pilot projects. • At least double funding committed to the Facility to enable a second round of up to six full scale projects and establish a solid financial foundation for the next five years. • Establish the interim Executive Board and strengthened Advisory Group; and agree on strategy and schedule for the post-incubation phase.



3. COUNTRY AND REGIONAL WORK PLANS

Asia Work Plan

Regional

Rationale for Engagement and Strategic Opportunities

Across Asia, strategic cross-cutting opportunities arise with efforts to protect and secure local communities and Indigenous Peoples (IPs) rights in the face of land grabs, ensure that companies and investors respect local communities and IPs' land and human rights, and share important lessons learned from land and forest tenure reforms within the region. In many countries in Asia, the large scale transfer of land for agribusiness, logging, mineral concessions and other investment and infrastructure projects, continues to pose threats to the recognition of customary and community rights. Often these transfers of land lead to conflicts and the continued violations of local peoples' human and resource rights. The increasing trade and investment integration in the region has meant that there are additional opportunities to focus energies at a regional level to influence governments, private sector actors and leading civil society organization to address these issues. The main opportunities in the region arise from the 1) Increasing willingness of some states and corporate actors to engage with communities and IPs in the region to address land and forest tenure issues and related conflicts 2) Civil society actors have started engaging with diverse stakeholders on the issue of land and forests rights and investments at a regional level 3) The willingness of National Human Rights Commissions in the region to engage with issue of human rights violation through agribusiness.

Desired Medium-Term Regional-Level Outcome

RRI's medium term goal is to ensure effective exchange and co-ordination between civil society, governments and private sector actors at the regional level to respect, recognize and protect community and IP land and forest rights.

Strategy to Achieve Desired Outcome

RRI's 2016 regional strategy will include 1) supporting a regional conference on human rights and agribusiness with various NRHCs across the region, 2) supporting CSO engagement with regional investors and financial institutions on responsible investment practices and 3) supporting regional sharing of country-level experiences related to land and forest tenure reforms in Asia.

Area of Intervention	Priority Outcome	Associated Activities	Outputs	Implementers	Budget (USD)
Business and Rights	Increased regional learning, cooperation, and action on agribusiness corporate practice, and investment as it relates to human and community resource rights	Activity 1: Support to Regional Conference on Human Rights and Agribusiness, 2016	Convening Regional Conference on Human Rights and Agribusiness with participation of NHRCs, civil society, and private sector.	FPP	\$40,000
		Activity 2: Engaging with Financial Organizations on Social Safeguards for responsible investments	Meetings with investors; Report	RECOFTC	\$20,000
		Activity 3: Collaborate with Philippines Human Rights Commission to review how tenure laws and human rights/ IP rights obligations can be made binding on agribusinesses	Review Report on how to make tenure laws and human rights/IP rights legally binding on Agribusinesses	FPP, Tebtebba, Samdhana	\$25,000
Sharing Forest Tenure Reforms Lessons in the Asia Pacific Region	Increased sharing of lessons learned from positive land and forest tenure reforms between regional government and civil society actors	Activity 4: Panel discussions on land and forest tenure reforms at Asia Pacific Forestry Week, 2016	Convening two panel discussions on land and forest tenure reforms at Asia Pacific Forestry Week, 2016 with participation of government officials and civil society	RRI	\$20,000
TOTAL					\$105,000

Rationale for Engagement and Strategic Opportunities

The Constitutional Court's decision no 35/PIU/2012 (MK 35) which ruled that customary (adat) forests should no longer be considered state forests has opened doors for legal recognition of vast areas of Indonesia's forests claimed as customary forests by IPs and local communities. The Jokowi Government has also declared its support for the recognition of Indigenous Peoples' and local community land rights and has taken keen interest in setting up mechanisms to resolve long-standing land conflicts. Indonesian civil society, the main driver of the land and forest tenure reforms, has successfully engaged the government to develop scalable models for adat rights recognition. At the same time, a comprehensive law for Indigenous Peoples' land rights remains stalled and efforts to create an Indigenous Task Force remain unsuccessful to date. In the absence of legal tenure rights recognition, customary lands and forests continue to be at risk from concessions and large infrastructures projects, while land conflicts persist.

The strategic conditions for major progress in 2016 include: 1) the government's target of 12.7 million hectares land for social forestry and 9 million hectares for redistribution by 2019 which creates a strong impetus for customary tenure rights recognition; 2) the availability of adat rights recognition models facilitated by civil society which can be scaled up; 3) institutional mechanisms being developed by various Ministries for the resolution of land tenure related conflicts; 4) willingness of corporate sector actors to engage with civil society on developing lasting solutions to land-related conflicts and rights violations.

5) Increasing importance of links between community rights, REDD+ and reduction of climate vulnerability.

Desired Medium-Term National-Level Outcome

RRI's medium term target is to ensure that the government's targets of 9 million ha land to be redistributed and 12.7 million ha land for social forestry (including adat forest recognition) by 2019 are achieved. A second medium term goal is to facilitate effective conflict resolution mechanisms, and demonstrate effective community rights based sustainable development.

Strategy to Achieve Desired Outcome

The RRI coalition will work towards the realization of Indigenous Peoples and local communities' land and forest tenure rights by:

1. Building on existing government initiatives and engaging with district, provincial and federal level agencies on adat rights recognition, agrarian reforms, and climate mitigation and adaptation;
2. Engaging with the legislative process to draft a new land bill that includes progressive provisions recognizing community land (tanah ulayat) rights;
3. Working closely with government to create effective mechanisms to resolve land conflicts and address criminalization of communities;
4. Engaging the private sector on responsible business practices that respect human and resource rights;
5. Facilitating and documenting examples of community rights based economic development and ecological restoration;
6. Leveraging government development funds and REDD+ to support community rights based development and ecological restoration;
7. Leveraging the mutual synergies of community and IP rights with biodiversity conservation to facilitate community based conservation.

Area of Intervention	Priority Outcome	Associated Activities	Outputs	Implementers	Budget (USD)
Recognition of tenure rights of local and adat communities	Outcome 1: Facilitate community land and forest rights recognition	Activity 1: Support realization and protection of rights in collective masyarakat adat and social forestry areas (Peta Indikatif Arahan Perhutanan Sosial/PIAPS)	1. Local regulations recognizing adat communities and territory issued in two districts 2. One event for capacity building and sensitization of district authorities on rights recognition is organized (follow-up of Mataram Declaration)	Lead: Epistema HuMa AKAR	\$75,000
		Activity 2: Advocate for recognition of adat territories and community management in conservation areas	1. Production of map with number and type of ICCAs in Indonesia 2. Recommendations for shared governance mechanisms that secure the role of IPs and local communities in the management of NPs	Lead: BRWA WG-ICCAs Indonesia (WGII)	\$40,000
		Activity 3: Regaining tenure rights, for rehabilitation and restoration of ecosystems, and social and ecological resilience in ex-burned forest/agricultural land	Communities are granted rights to restore one burnt area	Lead: Epistema	\$25,000

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Area of Intervention	Priority Outcome	Associated Activities	Outputs	Implementers	Budget (USD)
Effective conflict resolution mechanism is accessible and risks for people claiming their rights are addressed	Outcome 2: Facilitate effective mechanisms for resolution of land and forest rights conflicts	Activity 4: High Level Workshop on Addressing Land and Forest Rights Conflict	1. Workshop with participation of high level government officials and CSOs 2. Recommendations for a common strategy for conflict resolution process shared with concerned Ministries	Lead: SAINS GN-SDA	\$15,000
		Activity 5: Monitor and support Government Agrarian Reform Program for Redistribution of Land	1. Monitoring report and data analysis on government land redistribution program implementation 2. Meetings and Consultations with National Secretariat for conflict resolution 3. Training for paralegal and CBOs for local advocacy	Lead: KPA ILC, KNPA, Epistema (for PerBer)	\$50,000
	Outcome 3: Create public pressure against criminalization of adat and other forest dependent communities and provide assistance to victims of criminalization	Activity 6: Pro-community rights and anti-criminalization campaign and Support fund for victims of criminalization	1. Infographic poster, public debate, press briefing, training for journalists, guide for media on community rights reform and land conflicts 2. Definition of the objectives, scope and institutional form of anti-criminalization fund; sources of funding; mechanisms for supporting victims. Pilot support activities to criminalization victims to test the fund initiated. 3. Guide on legal arguments prepared for defense of victims of wrongful criminalization.	Lead: KNPA represented by KPA Sains, HuMa, Pusaka (for Papua), Walhi, Jatam, KontraS, Desantara, AMAN,	\$60,000
	Outcome 4: Strengthening Of Corporate and Human Rights Practice For Securing Community Tenure Rights in Indonesia	Activity 7: Develop toolkit and design training modules on Human Rights and Business and train investigators	Toolkit and training modules	Lead: AsM	\$15,000
	Outcome 5: Better understanding of human rights and resource rights issues amongst security agencies/ police in context of conflicts over land and forest rights	Activity 8: Sensitize police on human rights and resource rights issues in land and forest conflicts	In collaboration with central police authorities initiate development of a Standard Operating Procedure (SOP) for police/ security agencies engagement in land and forest conflicts.	Lead: AsM HAK	\$25,000

Area of Intervention	Priority Outcome	Associated Activities	Outputs	Implementers	Budget (USD)
Strengthened land governance on community forest areas contributing to local economic development	Outcome 6: Support strategic production and marketing in community and adat forests to demonstrate development potential of community rights	Activity 9: Policy reform on Reforestation Funds and REDD+ to benefit communities	1. Revised regulations on Reforestation Funds 2. Communities in Bengkulu and Lebak initiate planning for sustainable use of their community/adat lands and seek BLU and REDD+ funds for the same	Lead: Safir	\$60,000
		Activity 10: Indigenous knowledge-based sustainable planning and management of natural resources, including carbon sequestration	1. Mapping of local economic potential 2. Development plans in three locations 3. Revenue generating activities developed (coffee, organic agriculture, vegetables, carbon sequestration)	Lead: SAINS Local community organizations in three locations	\$45,000
Community Based Enterprise	Piloting of alternative community rights based enterprise models	Activity 11: Support model of sustainable community based timber harvesting, processing and marketing in adat forest in Papua	One adat community in Papua successfully manages its adat forests for sustainable production and marketing of timber and carbon sequestration.	Lead: Samdhana Local organizations in Papua	\$40,000
TOTAL					\$450,000

Rationale for Engagement and Strategic Opportunities

Full implementation of the Forest Rights Act of 2006 (FRA) would recognize rights for around 150 million tribal and forest-dwelling peoples over 40 million hectares of forest land. The transformative power of forest rights recognition for development and poverty alleviation is evident from data emerging from districts such as Gadchiroli (Maharashtra) and Narmada (Gujarat) where forest communities have effectively leveraged community rights to earn large incomes from bamboo and other forest products. Formal community control over customary lands and forests, along with the principle of Free, Prior and Informed Consent (FPIC), can also help to diminish land conflicts that have stalled a large number of investment and infrastructure projects. However, implementation of the FRA and other laws providing community control over natural resources has been abysmal due to entrenched institutional resistance, the lack of capacity of state and local governments, and a lack of awareness by local communities. To date, barely 5% of the potential of the FRA has been achieved.

The convergence of strategic opportunities provides the space to dramatically scale-up the recognition of community land rights by capitalizing on: 1) The existence of a powerful legal framework for rights recognition through the FRA; 2) The high priority placed on the implementation of FRA by the current national government; 3) the availability of tested and scalable models for forest rights recognition; 4) Willingness of the National Resource Center (Ministry of Tribal Affairs) to collaborate with the RRI coalition to build the capacity of government officials for effective FRA implementation; and 5) the increasing realization amongst corporate sector actors of the financial cost of insecure land tenure could gain their support for customary land and forest rights recognition.

Desired Medium-Term National-Level Outcomes

RRI's medium term goal is to facilitate substantive and secure community rights recognition under the FRA, including the right to govern and use, over at least 10 million hectares of forest lands by local tribal and other forest-dwelling communities in India by 2020. The figure of 10 million hectares is indicative and represents a critical mass of recognition which can then be propelled by its own political momentum to complete the full implementation of the FRA of up to 40 million hectares.

Strategy to Achieve Desired Outcome

1. Creating scalable participatory rights mapping and recognition models and protocols using user-friendly technologies to ensure rights recognition for a critical mass of communities in strategic states across India. The RRI coalition has already developed models and tested them in the field, and these models are now being scaled up on the ground;
2. Ensuring that technologies and protocols for forest rights recognition are disseminated and adopted by other CSOs and state governments across India;
3. Support the National Resource Center so that they can provide training to build capacity of government officials responsible for implementing the FRA in various states across India;
4. Capacity building and networking with NGOs and other non-state actors collaborating with communities and state governments for forest rights recognition under the FRA;
5. Conduct evidence-based analyses on rights related issues and ensure that these analyses provide effective inputs for legal interventions, policy making and political action towards supporting the realization of local communities' land and forest rights;
6. Quantifying the financial risks of insecure land tenure to private companies and investors and strategically engaging these private sector actors to generate support for customary land and forest tenure recognition; ;
7. Engage with media and other opinion leaders with analyses, convening and other events to generate support for community rights over forests and commons.

Area of Intervention	Priority Outcome	Associated Activities	Outputs	Implementers	Budget (USD)
Legal Analysis and Strategy	Outcome 1: Relevant court rulings on land, forests, and natural resources are available to advocates and support is provided to advocates utilizing legal strategies for the recognition and protection of communities' land, forest, and resource rights.	Activity 1: Monitor ongoing high-level court cases related to land, forests, and natural resources and provide support for grassroots legal advocates.	Compilation of Supreme Court and High Court rulings on cases related to land, forests, and natural resources.	Lead: India Advisory Group, Consultants, RRI	\$30,000
Scaling up FRA Implementation	Outcome 2: Local forest communities across India receive recognition and titles for their customary lands and forests under India's Forest Rights Act of 2006.	Activity 2: Scaling up participatory community mapping in districts in Odisha through collaboration with Tribal Department and support FRA implementation in other states.	At least 2000 claims for Community Forest Resources filed	Lead: Vasundhara	\$130,000
		Activity 3: Support to grassroots organizations advocating for FRA implementation	Effective rights recognition under FRA processes initiated in other states in India	Lead: TBD	\$80,000

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Area of Intervention	Priority Outcome	Associated Activities	Outputs	Implementers	Budget (USD)
Creating and Sharing Evidence-based Analyses Promoting Land, Forest, and Resource Rights	Outcome 3: Evidence highlighting the importance of recognizing community land, forest, and resource rights is shared with key policy-makers.	Activity 4: Compilation and analysis of land conflict data across India and to carry out risk analysis for investors	1. Database of land conflicts across India 2. Updated map of land conflicts across India 3. Risk analysis for insecure tenure for investors	Lead: TBD, India Advisory Group, Consultants	\$20,000
		Activity 5: Further Strategic Analyses of Potential of FRA Data	Analytical Reports on Potential of FRA to become incorporated in official policies at national and state level	Lead: TBD, India Advisory Group, Consultants	\$15,000
		Activity 6: Study on India's Afforestation/ Reforestation Plans, Climate Change Strategy, and INDC Commitments	Study Report	Lead: TBD, India Advisory Group, Consultants	\$25,000
		Activity 7: Release of Land Conflict Data and Map	1. Land Conflict Map Release Event 2. Media coverage	Lead: TBD, India Advisory Group, Consultants	\$10,000
		Activity 8: Release of Study on India's Afforestation/Reforestation Plans, Climate Change Strategy, and INDC Commitment	Report Release Event and media coverage	Lead: TBD, India Advisory Group, Consultants	\$20,000
Conservation	Outcome 4: Government and conservation agencies rethink actions and strategies that view local communities as incompatible with conservation.	Activity 9: Compilation and Analysis of Cases and Dialogue of Violations of FRA in Protected Areas	1. Compilation of Cases 2. Study Report shared with policy makers, conservation agencies and civil society organization to effect policy changes	Lead: TBD, India Advisory Group, Consultants	\$25,000
Advisory Group Consultations	Outcome 5: Advisory Group provides strategic guidance for effective implementation of RRI's 2016 India Strategy towards the realization of land, forest, and resource rights.	Activity 10: Meetings with India Advisory Group	Proceedings and Recommendations from Advisory Group Meetings	Lead: TBD, India Advisory Group	\$15,000
TOTAL					\$370,000

Rationale for Engagement and Strategic Opportunities

In September 2015 a new Constitution, which provides space for local communities, Indigenous Peoples' land, and forest rights, was enacted. The new Nepali government is in the process of re-aligning existing laws with the Constitution and passing new laws as deemed necessary. Despite a rich community forestry network that has actively fought for forest rights and governance for local communities, existing forest laws provide limited jurisdiction and powers over forests to community forest groups, IPs, women and Dalits. There is a strong need to have a new forest law in line with the new Constitution that provides clear and effective land and forest tenure rights, including rights over forest carbon, to local communities and IPs. The current government is sympathetic to local communities and IPs' demands, and community forestry groups, IPs, Dalits and women have enough political capacity to push the government to enact a new forest rights law that would recognize their respective tenure rights. However, the political situation in Nepal remains volatile with the ongoing agitation in the Terai area, and the continuation of the current government remains uncertain.

The current situation following the promulgation of a new Constitution offers a major opportunity for transformation in the forest tenure regime in Nepal through 1) the space available in the new Constitution for local communities and IPs' rights over natural resources and the legal requirement for laws to be in line with the new constitution; 2) A new common alliance of community forestry, Indigenous People, Dalits and Women's groups to campaign for substantive pro-rights forest tenure reforms through the enactment of a new forest rights law which meets the common demand of all these constituencies; 3) the experience of large scale mobilization as well as legal and political advocacy amongst community forestry, IP, Dalit and women's groups; and 4) The presence of the government which is broadly pro-community and pro-IPs and can be pushed to bring about substantial land and forest tenure reforms.

Desired Medium-Term National-Level Outcome

The medium term goal for Nepal is to obtain a new Forest rights law that recognizes the forest rights (including carbon rights) of Indigenous Peoples, local communities, Dalits, and women and creates spaces for pro-poor community led governance of forest resources for development, poverty alleviation and ecological security of the local communities.

Strategy to Achieve Desired Outcome

To achieve the above state goals in 2016, the RRI coalition in Nepal will:

1. Support a broad based coalition of IP organizations, community forestry groups, and Dalit organizations to create a common political platform for forest rights recognition;
2. Facilitate drafting of a forest rights law that meet the diverse demands of these groups;
3. Support political mobilization and advocacy towards the enactment of a new forest rights law;
4. Ensure that the Chure Environmental Conservation Declaration that was declared last year does not alienate local peoples from their lands and forests.

Area of Intervention	Priority Outcome	Associated Activities	Outputs	Implementers	Budget (USD)
New Forest Rights Laws and Policies	Outcome 1: Substantive progress towards enactment of a new Forest Rights Law that recognizes community land, forest, and resource rights of Indigenous Peoples, local communities, Dalits, and women.	Activity 1: Create platform for common understanding between community forestry, Indigenous Peoples, Dalit, and women's movements and organizations to advocate for new Forest Rights Law.	Memorandum of Understanding establishing common platform for advocacy towards new Forest Rights Law	TBD	\$10,000
		Activity 2: Conduct consultations with grassroots constituencies towards endorsement of common understanding and movement towards new Forest Rights Law	Consultations with constituencies in districts across Nepal	TBD	\$20,000
		Activity 3: Creation of draft Forest Rights Law	Technical draft law	TBD	\$30,000
		Activity 4: Launch of draft Forest Rights Law	Launch event of draft law	TBD	\$10,000
		Activity 5: Advocacy to secure support and commitment for new Forest Rights Law	1. Meetings and Consultations with leading policymakers 2. Relevant media coverage	TBD	\$80,000
TOTAL					\$150,000

Africa Work Plan

Regional

Rationale for Engagement and Strategic Opportunity

A large share—one study estimates more than 60 percent or approximately 1.4 billion hectares (Alden Wily, 2007)—of national land area in Sub-Saharan Africa is held under customary or traditional forms of land ownership in practice. Yet, while a number of countries have national statutes that recognize the rights of communities to own or control more than half of the country's land area (RRI, 2015), many national governments do not formally recognize communities' rights to much of their land. In fact, a recent Rights and Resources Initiative (RRI) study revealed that, in eight of the 19 Sub-Saharan African countries surveyed, communities have legally recognized rights to own or control less than 1 percent of the country's land area, including both agricultural and forested lands (RRI, 2015). The study also found that 84% of forested land in Sub-Saharan Africa was administered or owned by the government, 3% was designated for use by local communities and Indigenous Peoples and 13% was administered or owned by individuals or companies (RRI, 2015).

These figures draw a very clear picture of the state of community rights in Africa: they speak of contested lands where lack of formal recognition and actual practice openly collide. What these figures do not convey, however, are the multiple reform processes that are currently taking place on the African continent. While the largest wave of land reforms swept through Africa in the early 1990s, a number of countries have just recently initiated an ambitious set of reforms, for the most part anchored in the land provisions of their new constitutions. While in countries that have already enacted reforms (including Tanzania and Malawi), the focus is now on the effective implementation of land laws, in countries newly initiating reforms (including Kenya and Liberia), the spotlight is firmly on crafting and passing of land legislation. As such, there is a unique opportunity to foster the exchange of good practices between countries and highlight how progressive jurisdiction on community lands can inspire change and inform legislation in countries that are still at the onset of the reform process. In addition, given the continued encroachment of extractives and agri-business throughout the African continent, there is also an opportunity to inject considerations of investment risks and insecure community tenure rights in current land reform debates.

The 2016 regional activities for Africa will focus on Kenya, one country currently undertaking the largest reform of the land sector since the promulgation of its 2010 Constitution. The scope of the reform is impressive, with three key bills under the 2010 Constitution—the Historical Land Injustices Bill, the Community Land Bill, and the Forest Conservation and Management Bill—currently with Parliament for review. The Community Land Bill alone can change the rights landscape in Kenya. With current estimates placing the number of community lands between 50 to 67 per cent of the country's total land area (Alden Wily, 2015), the Community Land Bill has the potential to facilitate the recognition of community land rights at scale. The August 2016 deadline, the ongoing debates on the content of the Bill, and the strong mobilization of CSOs that surrounds it, represent favorable conditions for promoting the community land rights and ensuring that the Community Land Bill adequately responds to the rights and aspirations of local communities.

Desired Medium-Term Outcome

By 2020, Kenya has land laws that recognize the tenure rights of local communities, that are reflective of the land provisions under the 2010 Constitution, and that have begun to be implemented across the country.

Strategy to Achieve Desired Outcome

RRI's 2016 regional strategy will concentrate on ensuring that the collective tenure rights of local communities are recognized in the set bills under the 2010 Constitution by:

1. organizing a regional conference to share country-level experiences related to land and forest tenure reforms and investment risk;
2. supporting CSO engagement in the bills consultation processes and providing CSOs and communities with analytical tools to support their advocacy efforts;
3. scoping of key organizations that can help move the community tenure rights agenda forward.

Priority Outcome	Associated Activities	Outputs	Implementers	Budget (USD)
The Community Land Bill is passed and enables communities to secure their rights to their land.	Activity 1: Organize a regional conference on community tenure rights, land reform and investment risk.	1: A set of recommendations as input into the Community Land Bill review process 2: Analysis on private sector investment in Kenya.	Lead: TBD	\$162, 525

Rationale for Engagement and Strategic Opportunity

Liberia is poised to become the leader in West Africa in the recognition of customary land rights in 2016. The country's Community Rights Law (CRL), adopted in 2009, effectively provides communities with the means to secure their collective rights over forests. These rights were expanded through the progressive provisions of the Land Rights Policy, which was approved by the government in 2015. The intent and provisions of both would be firmly established in law with the passage of the Land Rights Act (LRA) in early 2016, as intended by President Ellen Johnson Sirleaf. With an LRA that preserves the content of the Land Rights Policy and the existing CRL, communities would thus have formal recognition of their rights to both land and forests. While a legal framework for land awaits finalization, communities continue to face threats to their land rights on the ground. Historically, the government's approach to economic development has privileged large-scale land acquisitions for timber and palm oil concessions, a method that has exacerbated tensions between communities over land rights and sparked conflicts, sometimes violent, between local communities and major mining and palm oil companies. Recent years, though, have seen a shift toward a vision for Liberia's forests that emphasizes community-centered forest management and a zero-deforestation approach. Multiple initiatives from the donor community, such as the Letter of Intent (LoI) with Norway, reflect a promising agenda for the recognition of land and forest rights in Liberia. The passage of the LRA is an urgent priority; a law that is consistent with the LRP would place Liberia on a trajectory to become a nation of legal landowners. RRI is recognized as a credible convener of national-level dialogues and processes, as well as a supplier of credible analysis and supporter of strategic initiatives. RRI Collaborators in Liberia have become the leading civil society organizations working on forest and land rights in the country.

Desired Medium-Term National-Level Outcome

By 2020, the Land Rights Act has been passed and is widely implemented; a critical mass of local communities has obtained legal recognition for their land rights and is effectively managing their forests and community forest enterprises. Social and environmental safeguards including free, prior, and informed consent (FPIC) and participatory mapping are institutionalized in the operations of major development projects.

Strategy to Achieve Desired Outcome

With a growing number of initiatives favoring community rights, the current moment in Liberia presents the opportunity to sustain the shift in the forest sector toward community-based resource management and to equip communities with support for securing their land rights. The RRI Coalition will:

- 1) advocate for the passage and accelerated implementation of the Land Rights Act, and the subsequent development of regulations;
- 2) contribute to the promotion and protection of the rights of local communities, including land and human rights defenders;
- 3) support communities to establish effective governance structures for community forestry and viable models of community forest enterprises;
- 4) support communities to negotiate fair agreements with companies and promote the advantages of these agreements; and
- 5) develop and disseminate strategic analyses of the financial costs to companies and investors of conventional business models, and of the benefits of more progressive, pro-community models.

Area of Intervention	Priority Outcome	Associated Activities	Outputs	Implementers	Budget (USD)
Large-Scale Land Acquisitions and Concessions	Outcome 1: Pilot communities are equipped with legal, technical, and capacity support to reinforce their land rights and protect customary land areas from investors and local elites.	Activity 1: Establish and test the pilot Early Warning System (EWS) for threats to community land rights in targeted communities	1. Template for the establishment of the EWS 2. Database on use of EWS 2. Training manual on methodology	Lead: SDI FPP, SESDev, RRF	\$40,000
		Activity 2: Provide technical support to communities to map their customary land areas	1. Maps of customary land areas of pilot communities 2. Guide for community mapping	Lead: SDI FPP, SESDev	\$30,000
	Outcome 2: There is increased awareness with regard to the situation of land and human rights defenders, and a strategy is developed to address the criminalization of land and human rights defenders.	Activity 3: Produce tools and awareness materials for land and human rights defenders, and document lessons learned from land and human rights advocacy for the development of a road map to prevent the criminalization of rights defenders	1. Awareness materials and tool kits 2. Report on lessons and experiences from land and human rights advocacy 3. Road map to establish a response mechanism for the criminalization of land and human rights defenders	Lead: GA ARD, NRWP	\$30,000
	Outcome 3: Community members, including women and youth, engage in consultations with the government and the private sector on concessions, large-scale land acquisitions, and investment in Liberia.	Activity 4: Organize awareness-raising sessions, public dialogues, and human rights trainings for communities on large-scale land acquisitions and concessions	1. Reports from community and national consultations 2. Commitments from companies	Lead: FCI FPP, SESDev	\$40,000
		Activity 5: Organize a multi-stakeholder dialogue on large-scale land acquisitions (LSLAs) and large-scale land investment (LSLI)	1. Dialogue agenda, minutes, and recommendations 2. Report on the outcomes of the dialogue 3. Media products 4. Communiqué signed by all stakeholders	Lead: RRF RRI Coalition	\$40,000

Area of Intervention	Priority Outcome	Associated Activities	Outputs	Implementers	Budget (USD)
Community Forestry	Outcome 4: Community forestry members have increased participation and representation in national consultative processes, and local communities are more aware of existing options for community forestry.	Activity 6: Develop an action plan for the participation of Community Forestry Management Bodies (CFMBs) in the VPA National Multi-Stakeholders Monitoring Committee (NMSMC) and establish a networking platform for CFMBs	1. Minutes from consultative meetings 2. Action plan for NMSMC participation and CFMB platform 3. Documentation of the establishment of a CFMB network	Lead: SDI FCI, GA, RRF	\$30,000
	Outcome 5: Community forestry models are piloted to provide alternatives for communities seeking methods of sustainable forest management.	Activity 7: Provide legal and technical support to pilot the development of alternative community forestry models, including small-scale forest enterprises	1. Training manual on alternative forestry models for communities 2. Stocktaking and lessons learned reports 3. Memorandum of Understanding (MOU) on the establishment of a network for small-scale forest enterprises	Lead: GA SDI	\$40,000
TOTAL					\$250,000

DRC

Rationale for Engagement and Strategic Opportunity

With the world's second largest forest and fourth largest carbon reservoir, the Democratic Republic of the Congo (DRC) has increasingly attracted the attention of international actors piloting processes such as REDD+, FIP, and EU-FLEGT VPA. DRC has simultaneously undertaken various reforms over the past five years, notably in the land and land use planning sectors. Though central to the land rights of communities, the land and land use planning reforms are perceived as peripheral to the agendas of international initiatives and are allocated minimal, if any, resources. As a result, these reforms remain stalled, while the REDD+ process in DRC has entered the implementation phase with extensive investment projects under FIP. In the absence of a legal framework for land, the government's recent large-scale land acquisitions to pilot agro-industrial parks have emerged as a growing threat to the rights of local communities and Indigenous Peoples. New leadership in the Ministry of Land Affairs, though, has restored political will for the land reform, and the role of DRC's National Land Commission (CONAREF) as a model for a participatory and inclusive approach to the reform process bodes well for the future. The sheer size and cultural diversity of DRC, however, pose a challenge to conducting a decentralized and participatory land reform. CACO, the national civil society platform on land tenure in DRC, has garnered widespread recognition for its convening power for representatives from the provinces and for other key stakeholders. Cognizant of the country's complex local realities, CACO will deepen engagement at the provincial level in 2016 to develop community-centered solutions to the challenges posed by international initiatives and large-scale investment projects. Additionally, RRI is supplementing CACO's initiatives with critical analyses on the potential costs of conventional business models and on the RRI Tenure Baseline Study in DRC, the first and only comprehensive report on tenure rights in DRC, as an advocacy tool in the land reform.

Desired Medium-Term National-Level Outcome

By 2020, DRC has a land policy and land law that recognize the rights of local communities, Indigenous Peoples, and women, and that have begun to be implemented across the country. Social and environmental safeguards including free, prior, and informed consent (FPIC) and participatory mapping are institutionalized in the operations of major development projects.

Strategy to Achieve Desired Outcome

In light of increasing threats to the rights of local communities and the country's stalled reform processes, CACO will concentrate on accelerating the land reform and on securing the collective tenure rights of local communities in the context of the implementation of REDD+/FIP projects, the establishment of Protected Areas, and large-scale land acquisitions for agro-industrial parks. RRI Collaborators will:

- 1) advocate for relaunching the land reform, with an emphasis on the specificities of women and Indigenous Peoples, while preventing rollback of achievements under the existing land reform road map;
- 2) engage at the provincial level to secure communities' land rights during the implementation phase of REDD+ in FIP project areas;
- 3) emphasize the institutionalization of social and environmental safeguards in the approach of the public and private sectors to investment projects; and
- 4) utilize the RRI DRC Tenure Baseline Study, finalized and validated in 2015, as an advocacy tool for the land reform.

Area of Intervention	Priority Outcome	Associated Activities	Outputs	Implementers	Budget (USD)
Land Reform: Participation and Representation of Civil Society, including women and Indigenous Peoples	Outcome 1: The participation and representation of civil society in the land reform process is reinforced.	Activity 1: Evaluate the land reform to develop concrete actions to catalyze the stalled process and hold consultations with multiple stakeholders to monitor progress and build consensus around the reform	1. Report on the status of the land reform 2. Report from multi-stakeholder dialogue and list of actions for relaunching the land reform 3. Reports from interviews with stakeholders and decision-makers in the land reform process	Lead: CODELT CACO Coordination	\$40,000
	Outcome 2: The draft Law on the Basic Principles of Indigenous Peoples/ Pygmies' (PAP) Rights is adopted by parliament, and Indigenous Peoples participate in the land reform process.	Activity 2: Organize a dialogue with parliamentarians on the land rights of Indigenous Peoples and produce an analysis on the legal instruments that offer protection of the rights of Indigenous Peoples	1. Agenda, minutes and recommendations from the dialogue 2. Analysis of legal instruments	Lead: LINAPYCO REPALEF, DGPA, CACO Coordination	\$60,000
	Outcome 3: Advocacy efforts for the recognition of women's tenure rights in land and forest laws are strengthened, and policymaking processes have greater consideration for women's tenure rights	Activity 3: Conduct a literature review and analysis on women's land and forest tenure rights in DRC and organize a multi-stakeholder validation workshop of the findings	1. Report on women's land and forest tenure rights 2. Agenda and recommendations from validation workshop 3. Advocacy document for the consideration of women's tenure rights in the land reform	Lead: CFLEDD REFFADD, Consultants, CACO Coordination	\$45,000

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Area of Intervention	Priority Outcome	Associated Activities	Outputs	Implementers	Budget (USD)
Private Sector Engagement	Outcome 4: Local communities vulnerable to potential impacts of the Bukanga-Lonzo agro-industrial park are provided with maps that define their rights to land and natural resources.	Activity 4: Conduct mapping of the land and natural resource rights of the local populations in the area surrounding the Bukanga-Lonzo agro-industrial park	1. Reports from meetings with park representatives 2. Report from validation workshop for maps 3. Maps of the rights and resources of local communities	Lead: RRN Consultants, CACO	\$60,000
	Outcome 5: The space for negotiation and dialogue between different stakeholders on investments, social and environmental responsibilities, and the tenure rights of local communities is reinforced and expanded.	Activity 5: Organize a national dialogue convening the private sector, public sector, civil society, and local communities on the social and environmental responsibilities of companies and the tenure rights of local communities.	1. Agenda, minutes, and recommendations from the dialogue 2. Commitments of public and/or private sector actors to social and environmental safeguards	Lead: CONAPAC GTF, CACO	\$40,000
REDD+ and FIP	Outcome 6: Local actors in the three project areas (<i>bassins d'approvisionnement</i>) of the Forest Investment Program (FIP) have a common understanding of ongoing issues and challenges.	Activity 6: Organize three information sessions for local actors in the three FIP basins (Mbuji-May / Kananga, Kisangani, and Bandundu-Kongo Central) on the issues and challenges for tenure related to FIP projects.	1. Agendas and reports from information sessions in the provinces 2. Media products	Lead: RRN OCEAN, LACOME, CACO	\$55,000
TOTAL					\$300,000

Latin America Work Plan

Regional

Rationale for Engagement and Strategic Opportunity

In Latin America, women still face many challenges achieving recognition of their land rights. These include inadequate land tenure policies, which traditionally disregard the importance of women's access to land, and the lack of a mechanism for women's inclusion in land tenure decision-making at all levels. Over the last four years, RRI has actively supported Central and South America cross regional learning and coordination among Indigenous, Afro descendant and peasant women's organizations to better advance their rights in national policy reform, regional policy dialogue, and national climate change strategies. RRI 2015 regional workshop on women's participation in public policy decision-making increased the momentum for advocating for women's land rights as the event influenced national and international policy makers prompted public commitments to promoting women's access to land. The United Nations General Assembly declared the years 2015-2024 as the International Decade for People of African Descent, a major step towards the international recognition and promotion of the human rights of Afro descendant peoples. The proclamation of the International Decade for People of African Descent will contribute to leverage ongoing efforts at the regional level for progress on the rights of Afro descendant women. ECLAC's office on gender issues is leading the development of a regional guidelines proposal to promote Afro-descendant women's rights. As RRI is recognized for its established knowledge stemming from previous gender workshops, tenure rights and gender justice analyses as well as work alongside Afro descendant communities, ECLAC has requested RRI's support in defining public policy guidelines.

Desired Medium-Term Outcome

During the next two years, RRI will contribute to build momentum to promote Afro-descendant women's rights to land and their inclusion in national and international legal frameworks. This would be possible through the elaboration and implementation of the Decade Action Plan aimed at strengthening the international and national legal frameworks on Afro descendant rights.

Strategy to Achieve Desired Outcome

In order to take advantage of this historic conjuncture, in 2016, RRI will utilize its convening power in the region to develop a regional workshop with Afro-descendant women leaders, governments, UN representatives and NGOs to ensure the definition of a regional agenda on the rights of Afro-descendant women to land and resources.

Area of Intervention	Priority Outcome	Associated Activities	Outputs	Implementers	Budget (USD)
Gender Justice	Outcome 1. Contributions from Latin America Afro-descendant women on women's access to land are included in the regional agenda for on gender equity and climate change/ REDD+	Activity 1: Regional gender workshop to propose concrete measures for the inclusion in public policy of Afro-descendant women's access to land.	Output 1: A set of recommendations for the inclusion of Afro-descendant women's access to land on public policy proposals.	Lead: CIFOR ECLAC ANAFRO	\$65,300

Colombia

Rationale for Engagement and Strategic Opportunity

Colombia has 61 million hectares of forest, of which 31.7 million hectares are located within community lands. Indigenous Peoples and Afro-Colombian communities hold titles over 3.7 million hectares. For Afro-Colombians land recognition has unevenly advanced; in the Pacific region, the government has recognized titles over 5.2 million hectares, but in the Caribbean region, only 3,000 hectares of the 2 million claimed by Afro-Colombians have been formally recognized. In the coming years, major policy changes will create both opportunities and challenges for advancing community-based tenure rights. After 50 years of internal conflict, the government is culminating peace agreements with the FARC guerrilla movement and preparing for the 2016-2020 post-conflict reconstruction process. The peace agreements have a focus on agrarian development, targeting 20 Million has for land distribution to peasant communities, but indigenous and Afro-Colombian communities are concerned because of the lack of clarity of the geographical location of these lands. Secondly, the implementation of the National Development Plan (NDP) 2014-2018 has prompted changes in the Institute of Rural Development (INCODER), replacing it with three new institutions, including a National Land Tenure Agency. In 2015, rural women's organizations influenced the government to include in the NDP provisions for the creation of a comprehensive public policy on rural women, and women's access to land. Moreover, new opportunities will arise for Afro-Colombians as the government has committed to promoting the respect of their human rights under the UN framework, "2015-2024 International Decade for People of African Descent." Constitutional Court rulings ratified prior consultation rights of Afro-Colombians and Indigenous Peoples. UN REDD+ started to plan for implementation. RRI is recognized nationwide as a reliable actor to convene stakeholders, and provide spaces of dialogue and negotiation for the advancement of community land rights.

Desired Medium-Term National-Level Outcome

By 2018, Afro-Colombians in the Caribbean have made progress on the legal recognition of their community lands; Indigenous Peoples have consolidated environmental and cultural safeguards, including the implementation of prior consultation protocols to protect their ancestral lands. The National Public Policy for Rural Women includes provisions on rural women access to land.

Strategy to Achieve Desired Outcome

RRI's coalition will catalyze progress in the implementation of pending land rights recognition of Afro-Colombians and protection Indigenous collective land, and assisting women to advocate for the inclusion of women's rights to land in the National Public Policy for Rural Women.

RRI will:

- 1) focus its advocacy efforts on a specific gap in Afro-Colombian collective tenure rights identified by the coalition, specifically starting the process of pending recognition in the Caribbean region;
- 2) capitalize on the recently created Consensus Body for Prior Consultation for Afro-Colombian communities to secure land rights protection;
- 3) build upon the current efforts for territorial expansion by Indigenous Peoples of the SNSM to consolidate legal, cultural, and environmental safeguards to protect ancestral land;
- 4) foster coordination among women's networks to integrate Afro-descendant, indigenous and peasant women's land tenure needs in the proposal for the national policy on rural women.

Area of Intervention	Priority Outcome	Associated Activities	Outputs	Implementers	Budget (USD)
Afro-Colombians Collective Tenure Rights	Outcome 1: A social-legal analysis informs the government and triggers the process of recognition and land titling of 2 million hectares of community lands claimed by Afro-Colombians in the Caribbean region.	Activity 1: Technical visits to consolidate the first six requests of land demarcation for collective land titling of Afro-Colombians.	Official land demarcation for recognition of Afro-Colombians' tenure rights in the Caribbean starts.	6 Community Councils of Valledupar/PUJ/ANAFRO	\$20,000
		Activity 2: Analyze the customary collective tenure rights of Afro-Colombian communities in the Caribbean region.	Socio-Legal analysis of customary tenure rights of Afro-Colombians in the Caribbean region.	Consultant/Observatorio de territorios étnicos de PUJ/Caribbean Network of Community Councils/CIFOR	\$20,000
Prior Consultation Rights for Afro-Colombians	Outcome 2: Legal framework that recognizes and protects collective tenure rights of Afro-Colombians implemented based on a road map agreed on between the government and Afro-Colombian authorities.	Activity 3: Assess and update the existing proposal of a protocol on prior consultation for Afro-Colombian communities.	The government and Afro-Colombian authorities agree upon a protocol on prior consultation.	Lead: TBD PCN -ANAFRO Caribbean Community Councils	\$15,000
		Activity 4: Engage with the national, regional and local authorities to advocate for the adoption of the revised protocol on prior consultation.	A roadmap for the implementation of the protocol on prior consultation.	PCN /ANAFRO Caribbean Community Councils	\$12,000
Prior Consultation Rights for Indigenous Peoples	Outcome 3: A prior consultation protocol for Indigenous Peoples containing cultural and environmental safeguards is agreed upon and implemented.	Activity 5: Secure the approval of the prior consultation protocol that includes cultural and environmental safeguard as a first step to secure the ancestral territory of the indigenous groups of the <i>Sierra Nevada de Santa Marta</i> .	Document on prior consultation protocol containing cultural and environmental safeguards.	Pueblo Arhuaco de la Sierra Nevada de Santa Marta/Consejo Territorial de Cabildos	\$35,000

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National Prior Consultation Rights	Outcome 4: Policy makers are aware of the importance of the recognition of IP and Afro-Colombian Collective tenure rights for climate change/ REDD+ and development programs	Activity 6: Organize an event to raise awareness on the implementation of the legal framework of indigenous and Afro-Colombian communities' tenure rights.	Recommendations for the government, REDD+-related institutions and the private sector and to secure and respect community land rights.	Pontificia Universidad Javeriana/ CIFOR AAS/High Commissioner for Peace.	\$60,000
Public Policy on Women's Tenure Rights	Outcome 5: Provisions on Afro-Colombian, indigenous and peasant women's rights to land are included in the national public policy on Rural Women.	Activity 7: Strengthen coordination among Afro-Colombian, indigenous and peasant women's organizations in the development of a joint strategy to advocate for the inclusion of women's tenure rights in the national policy for Rural Women.	Recommendations for shaping the draft on rural women public policy that includes access to land for Afro-Colombian, indigenous and peasant women.	Lead: TBD FEDEMUCC ANAFRO Indigenous Women's Organizations, CIFOR	\$25,000
TOTAL					\$187,000

Rationale for Engagement and Strategic Opportunity

Peru continues to present a significant opportunity for advancing Indigenous Peoples land tenure rights. The country has the second largest forest area in South America and Indigenous Peoples and local communities owned or controlled 35% of the total country area (approximately 44.5 million hectares). In the Amazon region alone, Indigenous Peoples claim legal recognition of 20 million hectares, but illegal logging and expansion of large-scale agriculture and extractive industries pose a growing threat to these communities and the environment. Due to a slowdown in economic growth, the government recently issued five sets of laws, known as *paquetazos*, to accelerate concession, streamline social and environmental requirements to facilitate transfer of lands to private investors.

Peru has established five cooperation agreements with international donors targeting climate change/REDD+ adaptation and mitigation initiatives to lower deforestation rates and vulnerability to climate change. These agreements, *Cuatro Cuen- cas*, Strategic Climate Fund (SCF), Dedicated Grant Mechanism for IPs and local communities (DGM), Forest Investment Program (FIP), and the Peru-Norway/German agreement, devote funds specifically to helping solve Indigenous Peoples' land recognition and titling. Moreover, German Cooperation/GIZ has committed additional funds to support the implementation of the Cadaster, Titling and Registration of Rural Land Program, PTRT3. The Ministry of Agriculture (MINAGRI), the Ministry of Environment (MINAM) and the Presidential Council of Ministries (PCM) are in charge of implementing the agreements; however, the lack of centralized leadership to agree on a common agenda presents a major constraint to the advancement of tenure rights recognition. This gap results in intergovernmental competition, inflexibility and poor harmonization among project initiatives. Through its well-respected global and regional work, credible analysis on collective tenure rights and in depth understanding of forest and land tenure and policy reforms, RRI is positioned as an international convening power to bring to the discussion table key stakeholders associated with community land tenure rights.

Desired Medium-Term National-Level Outcome

In 2016, RRI will use its convening power to bring together the government entities and CSOs organizations to foster coordination among programs, and together, build a coherent strategy so that by 2020 government and IP targets for recognition and titling of Indigenous Peoples and local communities lands have made considerable progress.

Strategy to Achieve Desired Outcome

- 1) Align of the different programs and cooperation agreements through evidence-based analysis and CSO's IPs 'strategic advocacy to influence national policy makers and international donors to take action for effective coordination.
- 2) Engage with the national, regional and local governments to promote the adoption of guidelines proposals for peasant and native community land titling procedures.
- 3) Monitor new policy changes through communication strategies to alert constituencies on changes affecting community tenure security.
- 4) Utilize the RRI DRC Tenure Baseline Study, finalized and validated in 2015, as an advocacy tool for the land reform.

Areas of Intervention	Priority Outcomes	Associated Activities	Outputs	Implementers	Budget (USD)
Coordination community land titling programs	Outcome 1: A consensus is formed between the government, IPs and CSO's on the benefits of aligning coordination and monitoring implementation of the six REDD+ initiatives containing land-titling components (MDE, FIP, GIZ, Norway agreement PTRT3, Cuatro Cuencas) is agreed upon.	Activity 1: Conduct an assessment on the commonalities and potential areas for synergy among the six REDD+ initiatives that contain land titling components.	Report containing recommendations for the effective coordination of the six projects initiatives containing land titling components.	International Consultant (TBD)/ CIFOR HELVETAS	\$15,000
		Activity 2: A workshop with Indigenous Peoples for the validation of the assessment results.	A strategic plan based on the findings of the assessment and workshop to advocate for the effective coordination of the projects.	Lead: TBD ONAMIAP AIDSESP CNA CONAP Pacto de Unidad	\$25,000
		Activity 3: Organize an international event convening project-related government officials, financial entities and international donors for REDD+ initiatives to present a proposal on mechanisms for coordination of the implementation of the initiatives.	A proposal for effective coordination amongst different projects is validated.	Lead: CIFOR HELVETAS –	\$60,000
Guidelines for Community land titling	Outcome 2: MINAGRI adopts guidelines proposals for peasant and native communities land tiling procedures and mechanisms to access information on collective tenure are established.	Activity 4: Update and socialize the procedures manual to title Native and peasant communities and monitor its adoption and implementation by MINAGRI (Ministry of Agriculture)	<p>1. Updated procedures manual and engagement with the government and communities towards its adoption.</p> <p>2. Monitoring plan of the dissemination and implementation of the procedures manual for titling native communities.</p> <p>3. Mechanisms to access information on collective land tenure.</p>	Lead: TBD SPDA/IBC /CEPES/ AIDSESP/ Colectivo Territorios Seguros	\$27,000

Rollback prevention	Outcome 3: Communication strategies for early alerts on new policy changes affecting community tenure security are strengthened to reach a broader set of constituencies.	Activity 5: Monitor new policy changes to provide early alerts and raise awareness on potential opportunities and setbacks for territorial security.	Reports on new changes and implementation of policy instruments representing opportunities and setbacks for territorial security.	IBC – Colectivo Territorios Seguros.	\$10,000
TOTAL					\$137,000



4. STRATEGIC ANALYSIS AND GLOBAL ENGAGEMENT WORK PLAN

Theme Work Plan: Realizing Rights

In the face of slowing tenure reforms and rollback, more evidence-based strategic advocacy is urgently needed. In 2016 the Realizing Rights theme will marshal evidence related to discriminatory regulations favoring companies over communities. The IUCN World Conservation Congress, held every four years, offers a key opportunity in 2016 to present new evidence about indigenous communities' roles in conservation. The LandMark platform of Indigenous Peoples and Community Lands was successfully launched in late 2015 under the guidance of a multi-organization Steering Group to provide easy access to information about collective land rights around the world. In 2016, additional support is necessary for LandMark to consolidate its governance and provide key evidence for global and national advocacy. The RRI-initiated Lawyers for Community Tenure Network, established with RRI support, will be consolidated to achieve its potential for assisting communities to realize their rights.

Priority Outcome	Associated Activities	Outputs	Budget (USD)
1. Effective advocacy for national tenure reform and implementation and resistance to rollback of rights	Activity 1: Develop phase II of the LandMark Platform of Indigenous Peoples' and Community Lands, initiated by the Inter-laken Group Mapping Working Group.	1. Final version of the LandMark Global Map of Indigenous Peoples and Community Lands platform developed, and governance protocols adopted 2. LandMark Working Group consolidated and linked with other IG working groups – Private Sector, GCA Gender, Lawyers for Community Tenure	\$50,000
	Activity 2: Analyze and compare titling and concessions procedures and practices for communities vs companies	1. Case studies 2. Analytical report 3. Policy briefs and advocacy tools	\$70,000
	Activity 3: Document the contribution of Indigenous Peoples to conservation outcomes	Report for UN Special Rapporteur on Human Rights to deliver to the World Congress on Conservation	\$25,000
2. A community of legal experts is mobilized to more effectively advise indigenous community groups on how to achieve greater tenure security by pursuing legislative reform and litigation	Activity 4: Consolidate the Lawyers for Community Tenure network	LCT Working Group consolidated and linked with other IG working groups – Private Sector, GCA Gender, LandMark	\$15,000
TOTAL			\$160,000

Theme Work Plan: Rights and Climate

In recent years leading up to COP 21 in Paris in 2015, governments, donors, and numerous large companies made commitments to substantially limit carbon emissions and increase carbon storage, by reducing de-forestation and restoring forests through, notably, COP 21 itself; the Forest Carbon Partnership Facility; and the New York Declaration on Forests. In 2015 the Green Climate Fund began funding country climate projects, and is expected to rapidly increase funding in 2016 and beyond. Attention in general will shift in 2016 from planning to implementation, as governments, donors, and private companies operationalize their respective commitments.

Tenure security is necessary to effectively reduce emissions from deforestation and forest degradation, improve sustainable forest management, and conserve and enhance forest carbon stocks. When appropriately supported, tenure security can likewise help to restore forests and strengthen community resilience and adaptation to climate change. Yet, as shown in RRI's Tenure Tracking database and ongoing reviews of the FCPF's early Emissions Reduction Project Idea Notes and the COP 21 Intended Nationally Determined Contributions, gaps in the legal recognition of collective land and forest rights and in the acceptance of the importance of tenure security remain pervasive. In 2016 the Rights and Climate theme will work with key stakeholders to enhance capacity and to address implementation issues, particularly recognizing tenure rights and ensuring tenure security as a pre-condition to success.

Priority Outcome	Associated Activities	Outputs	Budget (USD)
1. GCF and participating member states acknowledge the centrality of community-based forest tenure security to climate change mitigation	Activity 1: Convene a side event to a GCF board meeting to engage the Fund on recognising and supporting community-based tenure rights	Side Event: Tenure security in the context of the GCF	\$30,000
	Activity 2: Develop a long-term engagement strategy with the GCF to work toward: IP/LC participation in policy deliberations of the GCF National Designated Authorities; GCF safeguards on the legal and customary rights of IPs/LCs; a GCF grievance mechanism to redress infringements on customary rights; and GCF financing for tenure reform	1. White papers on key issues 2. Stakeholder consultations 3. Workshops on mechanism design	\$25,000
2. The international community and key developing countries acknowledge the centrality of community-based forest tenure security to climate change mitigation and adaptation	Activity 3: Evaluate recent attempts to quantify IP and LC contributions to climate change mitigation, and review methodological challenges to identifying the carbon storage capacity of community-based forests	Scoping study of contributions of community-based forests to carbon storage	\$20,000
	Activity 4: Review commitments in COP 21 INDCs to tenure reform and community-based natural resource management	Policy brief: The status of community forest rights in INDC commitments.	\$10,000
	Activity 5: Review the FCPF methodological framework and country ER-PINs for treatment of IP and LC tenure rights	1. Analytical report 2. Policy briefs intended for the REDD+ community	\$20,000

Priority Outcome	Associated Activities	Outputs	Budget (USD)
3. Key REDD+ countries and implementing bodies move to adopt safeguards and delivery mechanisms for recognizing and ensuring community-based forest tenure security as central to climate success	Activity 6: Develop and execute a strategy to engage key REDD+ implementing bodies (UN-REDD, FCPC/CF, FIP) on adopting safeguards recognizing IP/LC forest and carbon rights and ensuring equitable benefit sharing	Media campaign and outreach strategy to promote REDD+ safeguards on forest community tenure rights and benefit sharing	\$20,000
TOTAL			\$125,000

Theme Work Plan: Alternative Tenure and Enterprise Models

Progressive companies and investors have begun to make public pledges to respect community land rights. In 2015 RRI began developing a suite of new tenure tools to facilitate and operationalize these pledges. These include the *Respecting Land and Forest Rights* Guide (“VGGT Guide”), the LandMark Platform of Indigenous Peoples’ and Community Lands, and the Land Risk Analysis and Land Tenure Diligence instruments. In 2016, we will continue to develop tenure risk management tools and focus on encouraging companies and investors to pilot and implement them in core operations and business models.

Priority Outcome	Associated Activities	Outputs	Budget(USD)
1. Leading companies and investors commit to and comply with international standards (e.g. VGGT)	Activity 1: Consolidate the Interlaken Private Sector Working Group and ensure continued productivity	1. 2 to 3 meetings and engagement of a Facilitator 2. Private Sector Working Group consolidated and linked with other IG working groups – LandMark, GCA Gender, Lawyers for Community Tenure	\$185,000
	Activity 2: Develop materials and tools to facilitate implementation of private sector commitments to respect community land rights	1. Marketing kit and promotional activity for the VGGT Guide and other land tenure tools 2. Updated VGGT Guide as a living document as companies gain experience with implementation 3. Guides and protocols for companies and investors treating key issues for corporates in respecting community tenure rights, such as legacy issues and governance gaps 4. Identification and sharing of successful cases of business practices where communities are engaged as counterparties 5. Identification and facilitation of networks of subject matter experts in resolving land tenure issues for companies and investors	\$150,000
	Activity 3: Assess potential for creating an RRI industrial concessions database	Feasibility study identifies and characterizes available data sets, and provides recommendations for development of full integrated database	\$25,000

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Priority Outcome	Associated Activities	Outputs	Budget(USD)
2. Companies, investors, and other stakeholders in strategic sectors and regions incorporate and pilot new systems to respect community rights and share benefits within their operations, supply chains, or investments by disclosing relevant information, providing access to operations sites and engaging in inclusive dialogues with national/ local CSOs and CBOs in their business operations areas.	Activity 4: Develop and disseminate Tenure Risk Management Tools for investors	1. Completion of TMP Systems' Risk Analysis Tool 2. Completion of five sector-specific Land Diligence Tools (agriculture, mining, infrastructure, energy and forestry) 3. Marketing and promotion of these Tools	\$315,000
	Activity 5: Identify economic contributions and best practices associated with community-based forestry	1. Analytical report provides compelling estimates of the formal and informal economic contributions of the forest sector to economies 2. Plans initiated for a conference on role and potential of community forest enterprises in 2017	\$40,000
	Activity 6: Identify and provide access to materials documenting community rights obligations and responsibilities of companies and governments when establishing or allocating concessions	1. Policy briefs 2. Scoring mechanism measuring government or company responsiveness to obligations 3. Tool kit for communities engaging with companies and governments	\$30,000
TOTAL			\$745,000

Theme Work Plan: Gender Justice

The importance of gender justice within collective tenure systems remains underappreciated and ineffectively addressed in national and global policies, laws, and programs discourses on tenure or women's rights, as well as in climate strategies. 2016 is a year of building the evidence needed to render more visible the gender dimensions of collective tenure systems, and the viable strategies to overcome injustices. RRI will be in a stronger position in 2016 and beyond to deploy its analyses and advocacy tools as opportunities to engage and influence arise. In many countries, such as Nepal, Liberia and Colombia, ongoing policy reforms are underway, but data on women's rights within collective tenure systems remains very weak, making RRI's Gender Justice portfolio relevant and potentially very influential.

Priority Outcome	Associated Activities	Outputs	Budget (USD)
1. RRI's analyses inform local and global legal and policy processes and frameworks toward stronger inclusion of women's rights in collective tenure systems, by highlighting the essential role of women's tenure rights in collective tenure systems	Activity 1: Expand RRI's Tenure Tracking system to include data on the status of women's tenure rights within land and forests laws recognizing collective rights – See Tenure Tracking Theme	1. Report featuring new women's depth of rights analysis 2. Related factsheets or short policy briefs as advocacy tools 3. Findings presented at key events (local and global)	\$100,000
	Activity 2: Analyze the impacts of large-scale land acquisitions on local women's land and forest tenure rights within collective tenure systems	1. Review of existing work on gender-differentiated impacts of LSLAs and analysis of the findings, including gaps and biases in the literature 2. Policy brief on the risks LSLAs pose to women's land and forest rights in community tenure arrangements and effective strategies to mitigate them 3. Comparative case study analysis in priority countries on the gender impacts of LSLAs	\$70,000
	Activity 3: Analyze cases of successful ongoing reform, led by women, securing women's land and forest rights within community-based tenure systems	1. Scoping paper and methodological design 2. Series of case studies 3. Analytical report 4. Policy brief as advocacy tool	\$40,000
	Activity 4: Incorporate a gender analysis in REDD and GCF related processes that aim to strengthen the engagement of IPs and LCs advocating for tenure recognition in Readiness Programs - See Rights and Climate	1. Gender component added in review of IP/LC rights in the context of the REDD+ engagement strategy (see Rights and Climate theme work plan) 2. Gender component added to the GCF Engagement Work plan (see Rights and Climate theme work plan)	\$10,000

2. Selected women's networks exchange with each other and advocate more effectively to mainstream Gender Justice within related global and national processes	Activity 5: Mainstream gender analysis within the Global Call to Action (GCA)	1. Participation in gender sub-group and related actions of the GCA 2. RRI gender report findings included in GCA analyses and stakeholder engagement	\$10,000
	Activity 6: Support RRI's Gender Justice Advisory Group to inform influential actors from civil society, Indigenous Peoples' organizations, governments, and the private sector on issues of Gender Justice	1. Re-convened and re-engaged RRI Gender Justice Advisory Group to inform RRI's Gender Justice thematic activities 2. Side event at a national or global meeting to network and engage stakeholders and policy makers	\$20,000
	Activity 7: Promote engagement of IP women representatives with the Green Climate Fund	Sponsorship for IP women's representatives to attend a side event at a GCF board meeting, including advocacy for strong gender sensitive E&S safeguards (see Rights and Climate theme work plan)	\$25,000
	Activity 8: Raise awareness of and strengthen advocacy for women's tenure rights within community-based tenure systems to national and global women's networks	1. Policy briefs and advocacy tools disseminated and promoted through women's networks (ex: Coalition des Femmes Leaders du DRC) at key national or regional events to strengthen their advocacy for women's tenure rights within REDD+ projects 2. Presentation of RRI women's rights analyses in panel discussion or at other events organized by established women's networks, such as CSW in March 2016, IUCN World Conservation Congress in September 2016, or TBD WEDO event	\$10,000
TOTAL			\$285,000

Program Work Plan: Tenure Tracking

In 2016, the Tenure Tracking program will focus on gender-differentiated community-based tenure rights and climate-change and community-based tenure rights. RRG will extend its gender tenure rights database to present new analyses on how countries are mainstreaming women's rights into systems of community-based tenure. RRG will also expand its forest tenure data to include more countries that are participating in climate change initiatives such as REDD+ with an eye towards analyzing how they are performing in terms recognizing the crucial contribution of indigenous and community forest land rights to climate change mitigation and adaptation. Finally, we will assess the extent to which the world has succeeded in reaching our 2015 tenure rights recognition targets for areas under customary use.

Priority Outcome	Associated Activities	Outputs	Budget (USD)
1. Greater recognition of the centrality of tenure rights in climate initiatives	Activity 1: Collection of RRI forest tenure data for 10 additional countries participating in REDD+, NYDF, and other climate change-related initiatives	1. Forest tenure data collected for countries participating in REDD+, NYDF, and other climate change-related initiatives 2. Preliminary analysis of forest tenure rights recognition in countries participating in climate initiatives	\$40,000
	Activity 2: Targeted analytical reports and briefs based on tenure rights database, focusing on gender and climate issues	Series of analytical policy briefs and data factsheets	\$10,000
2. Enhanced awareness of progress in recognizing community-based rights accelerates tenure reform	Activity 3: Expanded RRI Forest Tenure core database	1. Addition of five countries with significant forest cover to the depth of rights database, bringing coverage to 32 countries 2. Maintenance of RRI's core forest tenure database 3. Documentation of RRI's forest tenure data methodology	\$25,000
3. Increased awareness of and motivation for need to accelerate tenure rights recognition	Activity 4: Assessment of world's success in reaching RRI 2015 area targets for recognizing forest tenure rights	Chapter in 2015-16 Annual Review to be launched February 2016	...
TOTAL			\$75,000

Program Work Plan: Global Call to Action

Priority Outcome	Associated Activities	Outputs	Budget (USD)
1. GCA is launched and managed as a bold and ambitious initiative that is compelling to strategic donors and companies and receives strong media attention	Activity 1: Provide policy and campaign guidance to GCA members and RRI Partners for successful media launch that gathers attention from major media outlets in US, Europe and other key countries, and gets support from 1-3 key influencers in donor and private sector community	1. Updated joint roadmap 2. Updated strategy 3. Refined analyses 4. Tailored Policy Asks and campaign strategy 5. Updated Action plans	\$25,000
	Activity 2: Co-organize and participate in weekly or bi-weekly meetings and consultations with co-conveners, GCA Steering Group, and other stakeholders on the main policy and campaign documents in preparation of the launch in March 2016	1. Coordinated preparation of key products needed to advanced CGA objective 2. Meeting minutes 3. Updated GCA strategy plan 4. Final campaign report 5. Communications/media plans	
	Activity 3: Liaise with RRI Partners for continued feedback and support on GCA	1. Dissemination of draft reports and publications 2. Consultations on strategy, activities, and outreach to external actors 3. Report of RRI positions to Co-conveners and SG	
	Activity 4: Support the Working Groups and their contribution to advancing the recognition of community land rights, building inclusive communities of practice and enabling their participation in the GCA	Organize and participate in bi-monthly meetings of Working Group members to assess progress toward GCA goal	
2. Greater global awareness of the importance of formal recognition of collective tenure rights, including women's tenure rights for sustainable development, climate change adaption and mitigation, in land and forest laws	Activity 5: Co-organize 1-3 meetings with strategic donors and companies to endorse the goal of securing all collective land rights	Meetings minutes, press releases and media events	\$45,000
	Activity 6: Participate in and contribute to women's rights sub-group of the GCA, in an effort to strengthen gender mainstreaming within the GCA	Inclusion of Gender in GCA plans, activities, publications, and advocacy documents at national and global levels	
	Activity 7: Production and dissemination of GCA reports and related events, to build and maintain attention on momentum for recognition of collective tenure rights of IPs and LCs	Communications strategy, plans and events	
TOTAL			\$70,000

5. COALITION AND COMMUNICATIONS WORK PLAN

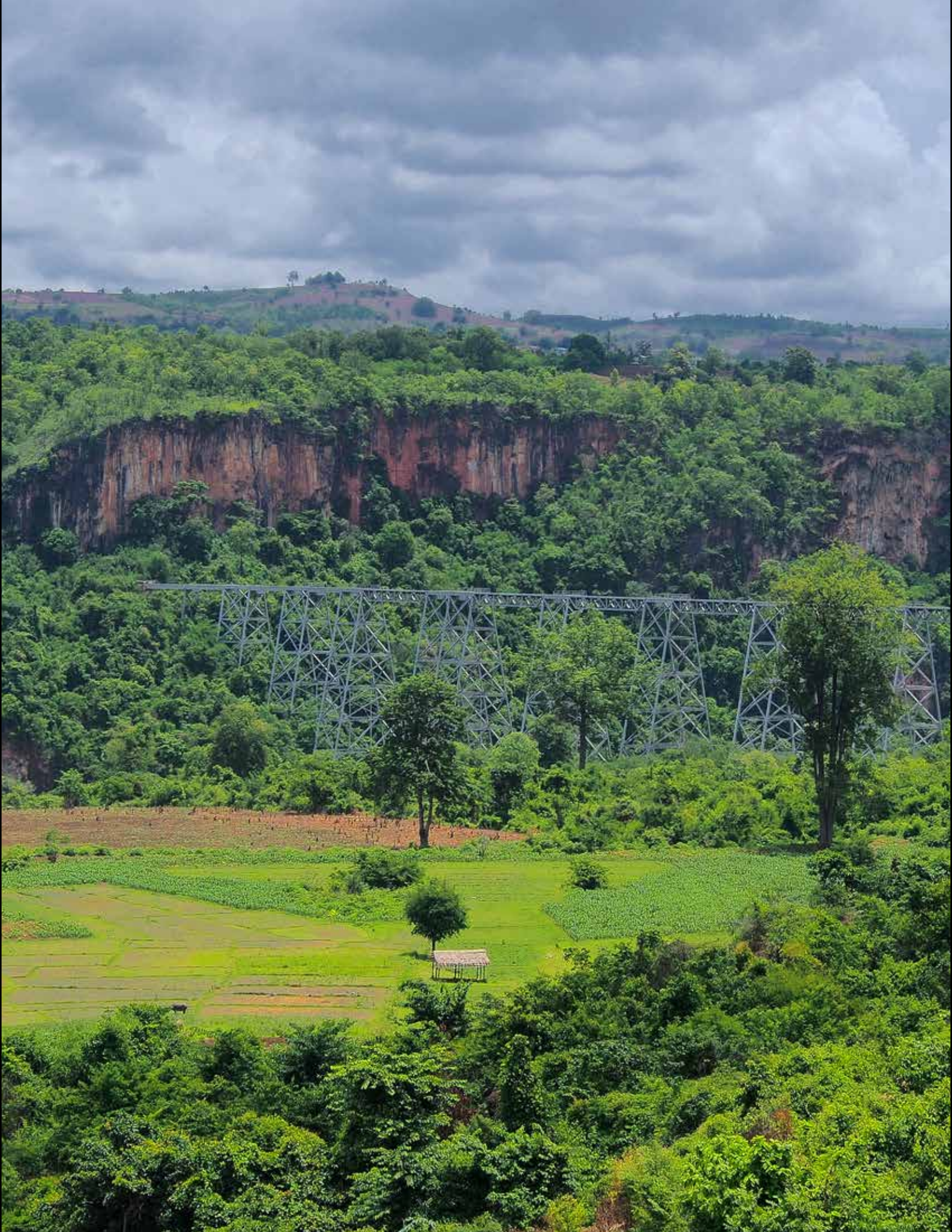
Areas of Intervention	Priority Outcome	Associated Activities	Outputs	Budget (USD)
<i>Networking Support</i>				
Strategic partnerships and networks created to support increased action on forest and tenure rights.	Outcome 1: The RRI Coalition is strengthened with renewed representation of key constituencies and regions	Activity 1: In accordance with the MoU and IBA, operationalize the new Affiliated Networks category	Signed MoUs with 1-2 Affiliated Networks	\$10,000
		Activity 2: In accordance with the MoU and IBA, lead the process of scoping and onboarding of new Partner Organizations.	New Partner Organizations sign on to the RRI MoU	
	Outcome 2: A greater understanding of forest governance issues is fostered through peer-to-peer learning and exchange	Activity 3: To organize the Annual meeting of MegaFlorestais in collaboration with the State Forestry Administration of China in April 2016	Meeting of MegaFlorestais and follow-up documented follow-up;	\$95,000
		Activity 4: To hold a meeting to define and approve the five-year strategic plan for MegaFlorestais	Five-year strategic plan for Megaflorestais	\$15,000
		Activity 5: To carry out a feasibility study for the establishment of international centers of community excellence on sustainable forest management and community forestry;	Feasibility study for the establishment of international centers of community.	\$40,000
TOTAL				\$160,000

<i>Strategic Communications</i>				
Strategic communications to support increased action on forest and tenure rights.	Outcome 1: RRI's analyses, data and messages are leveraged to support RRI's mission at the national in RRI priority countries and global dialogue on climate change and IP rights	Activity 1: To develop an RRI messaging repository in the form of a shared document that will provide quick access to RRI talking points, data, messages and position statements to all coalition members	Repository of key messages, impact stories, talking points, and data points.	\$10,000
		Activity 2: To break down RRI tenure data and analysis to facilitate its use by coalition members and other key stakeholders	1. RRI data broken down to the country level for RRI priority countries, as well regional overviews using countries in RRI tenure data sets; 2. Interactive RRI Tenure Data available in English, French, and Spanish on RRI website; 3. Social media fodder for sharing and posting.	\$20,000
		Activity 3: Increased communications support to RRI staff and relevant coalition members on messaging, public speaking/presenting, and engaging with the media, especially in advance of international and RRI priority country events.	1. Individual and group messaging trainings; 2. Relevant media materials needed to raise national campaigns to the attention of global media.	\$45,000
	Outcome 2: RRI brand is recognized and consistent in all outreach materials and activities.	Activity 4: To streamline the RRI brand across all communications platforms, including websites, print and digital materials.	1. RRI analyses 2. RRI promotional/outreach materials (data visualization, blogs, presentations, Tenure Trends, Impact Stories, Quarterly Newsletters, and Monthly Updates); 3. RRI websites and social media channels, including rightsandresources.org, communitylandrights.org, interlakengroup.org, megaflroestais.org, Facebook, LinkedIn, Twitter	\$170,000

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	Outcome 3: Increased awareness of both RRI's and the International Land and Forest Tenure Facility's role in promoting forest and community tenure rights (beyond existing niche audience).	Activity 5: To facilitate proactive engagement professional media in order to promote messages and analyses	<ol style="list-style-type: none"> 1. Media advisories 2. Press releases 3. Opinion pieces 4. Monthly media monitoring report 	\$75,000
		Activity 6: To provide information to a wide range of audiences through all digital media channels	<ol style="list-style-type: none"> 1. Updated original content for blogs, newsletters, and social media platforms; 2. Updated content on RRI managed webpages; 3. Facebook, Twitter and LinkedIn pages; 4. RSS News Feed; 5. Quarterly social media monitoring report. 6. New RRI 10th Anniversary Brochure 	\$39,500
		Activity 7: Engage with Communications Focal Points from Partner Organizations and other organizations working on land to share information, cross-promote; and implement joint activities, such as The Tenure Facility, LandMark, and the Global Call to Action	<ol style="list-style-type: none"> 1. Minutes and next steps of the CFP meeting 2. Minutes and next steps of the co-conveners of the Global Call to Action; 3. Global Call to Action communications work plan; 4. Media advisory, press release for the launch of the Global Call to Action; 5. Press release(s), success stories relating to work of The Tenure Facility 6. Shared data for press interaction, social media fodder for cross-promoting. 	
TOTAL				\$359,500

Coalition Coordination				
Coalition Governance	Outcome 1: Planning, monitoring and reporting systems that enable to track progress made on RRI outcomes and impact	Activity 1: To organize and implement the governance meeting	Governance meeting	\$65,000
		Activity 2: To lead the production of the RRI work plan for 2017, ensuring consistency in and coordination across programs	Work plan for 2017	\$5,000
		Activity 3: To update the planning, monitoring and reporting systems to better capture and communicate results and impacts	1. Revised Planning guidance guidelines 2. Monitoring templates and framework 3. Reporting templates and framework	\$80,000
	Outcome 2: Governance body that is effective in guiding the coalition	Activity 4: To lead the training of staff on results chain and terminology	Training workshops	\$20,000
		Activity 5: To implement Board meetings and follow-up on recommendations in a timely and effective manner	Board minutes	\$45,000
TOTAL				\$215,000
TOTAL – Coalition and Communications Program				\$769,500



6. TENURE FACILITY WORK PLAN

The International Land and Forest Tenure Facility (the Facility) is a mechanism for cost-effective deployment of funds to advance land and forest tenure security, and the rights and livelihoods of Indigenous Peoples and local communities. The International Land and Forest Tenure Facility (the Tenure Facility) is being established over a three year period (2014-2017). The development of the Tenure Facility has been structured around five and overlapping phases: Initial Consultation and Design, Inception, Pilot Projects, Final Design and Independent Operations. Initial consultation and design has been completed. As part of the inception phase, legal analyses have been completed, Advisory Group roles and expectations were defined, and technical advisors were selected. During the Pilot Project Phase, country demand studies were completed; six pilot projects are underway in Indonesia, Panama, Liberia, Cameroon, Mali, Panama and Peru; lessons learned are being documented and fed back into final design; and a communications strategy, including an independent website, is in place.

During 2016, lessons from the six pilot projects will be incorporated into the final design; up to six full projects will be initiated; institutional policies will be incorporated into an operational manual; and the Final Design phase will be completed, including the establishment of a Secretariat and interim Board with clear governance structure to which fiduciary responsibility will be transferred. Independent operations are scheduled to begin in late 2016 with an independent governance body, secretariat, and pipeline of strategic projects.

Priority Outcome	Associated Activities	Outputs	Implementers	Budget (USD)
Outcome 1: Effective Governance Structure and Management in place for operations of the ILTF	Activity 1: Recruit ILTF Management and Staff	Select ILTF Director & Administrator	RRG ILTF Consultants	\$288,650
	Activity 2: Define Roles and Service of the ILTF	Operations Manual		
	Activity 3: Development Standards of Accountability, including Environmental and Social Impact Standards, Conflict Sensitivity Policies and M&E mechanisms	1. Institutional Policies and Internal Controls in place 2. M&E Framework in place		
	Activity 4: Setup Board and Secretariat	1. Board Established 2. Legal Entity Formed 3. Corporate Filings and Registrations Completed 4. ILTF Director Recruited and Hired		

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Outcome 2: Lessons are learned from the pilot phase to refine the design and procedures of the ILTF.	Activity 5: Complete Pilot Projects	1. Final Reports for All Pilot Projects received and reviewed 2. Report of Lessons Learned from Pilot Phase	RRG Project partners Consultants	\$2,233,016
Outcome 3: ILTF supports scaled up efforts to achieve tenure reforms and implementation of laws and policies.	Activity 6: Initiate Full Sized Projects.	Five to Six Projects are approved and initiated.	RRG/ILTF Advisory Group Project partners Consultants	\$5,300,000
Outcome 4: ILTF operations are managed by RRG in preparation for handover to ILTF Secretariat	Activity 7: Management, Administration and Technical Advisory Support are supplied by RRG to support the operations of the ILTF until the new legal entity is established.	ILTF is effectively managed during incubation.	RRG ILTF Board ILTF Secretariat	\$2,175,971
	Activity 8: Advisory Group Meetings are conducted.	Two AG meetings are convened.		
	Activity 9: RRG provides office space and other administration services in support of ILTF operations	ILTF is housed and administered.		
Outcome 5: ILTF applies M&E framework to learn from the Full Sized Projects	Activity 10: Apply M&E Framework to full project cycle	Adaptive management of ILTF and projects in response to M&E.	RRG/ILTF Consultants	\$75,000
ILTF Total 2016 Budget				\$10,072,637

Secure Funding

2015 Carry Forward	\$ 934,782
2016 SIDA Contribution	\$3,267,401
Total Secure Funding	\$4,202,182

2016 Funding Target \$5,870,454

7. FINANCE AND ADMINISTRATION WORK PLAN

Priority Outcome	Associated Activities	Outputs
Outcome 1: Operational efficiency of organization is strengthened through improved use of technology that meets coalition and organizational needs	Activity 1: Based on recommendations of 2015 Technology Audit, conduct RFPs, select and implement new business systems.	New systems (accounting, HR, Time and Expense reporting, CRM, work flow and project management)
Outcome 2: Work environment and value for money related to office space is improved to meet the needs of RRG staff	Activity 2: Complete architectural design, build-out and move to new office space.	New office space.
Outcome 3: Organizational control environment is improved to strengthen accountability and efficiency of controls	Activity 3: Conduct annual audit and internal audit on schedule.	Clean Audit/990
	Activity 4: Generate Quarterly Financial Statements.	Quarterly Financial Statements on Director's Desk.
	Activity 5: Prepare Monthly Budget vs Actual Statements for RRG management on a timely basis.	Monthly Budget vs Actual Statements for Project Managers.
	Activity 6: Develop proposal for implementation of Risk-based Due Diligence to improve controls associated with Collaborative Agreements.	Recommendations for implementation of Risk-Based Due Diligence for Collaborative Agreements.
	Activity 7: Develop Financial Key Performance Indicators	Key Performance Indicators
Outcome 4: Financial services are strengthened to bolster organizational cost effectiveness and value for money	Activity 8: Conduct comprehensive review of all financial services (banking, line of credit, corporate credit cards, and foreign currency exchange) to reduce transactions fees and improve responsiveness to organizational and coalition needs.	<ol style="list-style-type: none"> 1. Expanded Line of Credit. 2. Reduced interest charges and expanded credit for corporate credit cards. 3. Establish accounts with Foreign Currency Provider(s) to reduce fees and improve currency conversion rates.
Outcome 5: Organizational funding sources are diversified to ensure funding sustainability to support mission	Activity 9: Develop comprehensive fundraising strategy. Target new funding sources.	Fundraising strategy
	Activity 10: Complete comprehensive view of HR Policies and Procedures.	Updated HR Policies and Procedures
Outcome 6: Management and staff skills are strengthened to better deliver organizational and coalition mandate	Activity 11: Implement training and development activities in support of the new matrix organizational structure	Training workshops and other capacity building activities

Function	Proposed Budget
Accounting, Auditing, & Financial Compliance*	\$213,296
Collaborative Agreement & Contract Management*	\$22,272
Donor Engagement & Compliance*	\$61,432
Fundraising*	\$44,989
Facilities* †	\$274,389
Existing Fixed Asset Depreciation	\$55,998
General Operations & Miscellaneous Expenses*	\$97,577
Human Resources Management & Compliance*	\$112,258
IT, Systems, & Telecommunications* †	\$100,215
New Systems Development and Implementation †	\$322,815
Institutional Management	\$41,285
Staff Development & Capacity Building*	\$87,266
TOTALS	\$1,433,798

* Shared functional category with ILFTF (Facility). ILFTF will be charged amounts additional to these here to cover the functions provided to the ILFTF. See ILFTF budget - Administrative expenses.

† Includes new fixed-asset purchases, but only estimated recognizable depreciation for these items during 2016. This depreciation is not included in line "Existing Fixed Asset Depreciation".

ANNEX 1: STRATEGIC RESPONSE MECHANISM

(SRM) Program Report, 14 December 2015

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

In 2015, the Board authorized a budget of \$ 567,460 for SRM, and RRI supported eleven SRM activities (including one that was contracted in 2014 and extended into 2015).

The following Table provides a summary of each 2015 SRM activity and the results that have been reported.

Proponents	Impacted Country/ies	Projects and Results	Status	Amount (\$)
RECOFTC	Asia Regional (Nepal, Cambodia, Thailand, Myanmar, Vietnam, Lao PDR, Indonesia)	<p>Pre-World Forestry Congress Regional Meeting of People and Forests and Participation of Smallholders, IPs, and Community Forestry Members</p> <p>Project proposal: The proposed activity will capitalize on new opportunities to mobilize community participation and advocacy efforts surrounding the XIV World Forestry Congress (WFC) being held in Durban, South Africa in September 2015. It leverages time-sensitive opportunities to actively ensure representation of IPs, community forestry members, smallholders and key government officials championing community forestry in Asia. The activity will take advantage of the WFC to allow the rare opportunity of local communities and IPs from Laos, Myanmar, Cambodia and Thailand, where the space for advocacy remains extremely limited, to have their voices heard on issues of land and forest rights by national policy makers at a critical international forum. Following the mobilizations that surrounded the WFC, participants will have the potential to effectively influence national legislative processes including: revisions to land and forest laws in Myanmar and Laos, discussions in Thailand about opening up land to purchase by foreigners, and review of Cambodia's National Forest Program Strategy 2010-29 scheduled in late 2015, as well as carry forward advocacy efforts at the international level (including the Asia-Pacific Forestry Week held in the Philippines in 2016).</p> <p>Project results: RECOFTC successfully held a pre-WFC Asia regional meeting event, facilitated the participation of smallholders, IPs, and community forestry members in the WFC, and developed and disseminated key recommendations on community forestry and rights during and alongside the WFC. Main outcomes of the SRM activity include awareness raised on: new knowledge and innovative practices in community forestry in Asia and the Pacific; smallholders; ways existing mechanisms can support community forestry development in the Asia-Pacific region (such as the new Tenure Fund, VGGT, FPIC, FLEGT, REDD+, PES, and CC Adaptation funding); and innovative practices and recommendations from key representatives of local community groups (community forest members, smallholders and indigenous peoples) related to community forestry in the Asia-Pacific region.</p>	Completed	\$48,884

<p>FPP in collaboration with CIR (representing the Macuxi, Wapichana, Taurepang, Ingaricó and Patamona indigenous peoples of Raposa Serra do Sol (Raposa IPs)</p>	<p>Brazil</p>	<p>Affirming the Rights of the Indigenous Peoples of Raposa (Brazil) and Preventing Roll-back of Constitutional Rights</p> <p>Project proposal: The Raposa IPs have faced increasing violence, land grabs, and human rights violations since the issuance of two unfavorable decisions by the Brazilian Supreme Court. Legislation based on the Court's decisions is now pending in the Brazilian Congress to further curtail IPs' rights by shifting decisions on indigenous land issues to the agro-industrial focused Congress. This SRM will empower the Raposa IPs to document and present evidence of these violations to the Inter-American Commission of Human Rights (IACHR); to seek justice for the urgent human rights violations that they face and advocate for a landmark international decision benefitting all of the indigenous peoples of Brazil. In addition, this activity provides a strategic opportunity for RRI to promote the recognition of Indigenous Peoples' rights at a critical moment in a country outside its current scope of programmatic countries in Latin America.</p> <p>Project results: The Commission closed the hearing with a formal request for the Government to clarify that its domestic law complies with its duties and obligations under international law. This prompted the government of Brazil to issue an offer to settle the case through "friendly settlement." It is very likely that the Commission will release the report on the merits of the case before the Inter-American Court. The full hearing was recorded and can be heard by accessing the following link: http://www.oas.org/es/cidh/multimedia/sesiones/156/default.asp.</p> <p>Photos of the hearing are further posted at: https://www.flickr.com/photos/cidh/albums/72157659695781510</p> <p>BBC also covered the hearing, see news article at: http://www.bbc.com/portuguese/noticias/2015/10/151020_brasil_violencia_indios_if_cc</p>	<p>Completed</p>	<p>\$32,063</p>
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<p>CAFT Cameroon Agroforestry Cooperative, in collaboration with OKANI and REFACOF-Cameroon.</p>	<p>Cameroon</p>	<p>Secure the Remaining 25,000ha of Ngoyla-Mintom Forests for Local Communities and Indigenous Peoples in the Final Phase of Government Classification Against Investment Demands</p> <p>Project proposal: During the government-led classification that will be finalized by the end of 2015, a growing number of agro-industrial investors are submitting applications for potential projects. At any moment, these forests could be granted to the highest industrial bidder at the expense of local communities' and IPs' rights unless there is swift and effective mobilization for the legal recognition of customary forest rights in Ngoyla-Mintom. This SRM will enable the affected local communities and IPs to secure legal recognition over their customary rights over these forests. RRI funding will allow Collaborators to mobilize communities in the remaining 25,000ha to map their forests over a 5-month period. These participatory, GPS-supported maps will be a crucial source in validating local communities' and IPs' applications to classify these 25,000ha as community forests and/or hunting and gathering zones.</p> <p>Project results: The Cameroon Agroforestry Cooperative (CAFT) collaborated with OKANI, an Indigenous Peoples' organization, and the African Women's Network for Community Management of Forests (REFACOF) to produce 21 participatory maps of local communities' customary forests in Ngoyla-Mintom. Initially targeting 25,000ha of forests, CAFT was able to significantly expand the forest area secured for communities. Two (2) applications for the creation of a hunting and gathering zone that will cover an area of 326,954ha have been submitted to the Ministry of Forestry and Wildlife (MINFOW). Nineteen (19) applications are being finalized for the creation of community forests covering an area of 73,815 hectares.</p>	<p>Pending final report due 12/15/15</p>	<p>\$48,000</p>
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<p>Indigenous Reserve (Resguardo) Arhuaco of Sierra Nevada de Santa Marta in Collaboration with Gonawindua Tayrona organization.</p>	<p>Colombia</p>	<p>Expansion and Safeguarding of Indigenous Territories of the Arhuaco and Kogui Under Threat of Third Party Appropriation</p> <p>Project proposal: The proposed activity intends to capitalize on a unique and urgent opportunity derived from two emerging factors: the acceptance of the Colombian Institute for Rural Development (INCODER) to finally review the request for territorial expansion of the Arhuaco and Kogi reserves (pending since 1994); and the approaching implementation of the NDP in the second half of 2015. The NPD has a strong focus on expanding the extractive industry and will approve and expedite pending mining initiatives throughout the country, which will allow for lands currently defined as “baldios” (state property lands) to be allocated for development. Imminent threats arise from this allocation process as many of the lands currently defined as “baldios” are in fact ancestral lands occupied by indigenous communities. In addition to finalizing the request with INCODER, the indigenous Arhuaco and Kogui will take administrative and legal measures to safeguard the lands requested until the area for extension is resolved and officially recognized. These safeguarding measures will prevent the Government from granting of concessions in the area requested by indigenous peoples in the coming months; and protect the area until the recognition process is completed</p> <p>Project results: An unanticipated legal victory took place at the Constitutional Court as it related to a previous case on the violation of prior consultation rights of IP in the SNSM. This victory expanded the protection of territories from 100,000 to 380,000 hectares that will benefit the Arhuaco, Kogui, and the four IP groups inhabiting the region. Additionally, the legal decision is now applicable to more than 400 mining projects taking place in the area. In response to the court ruling, the Arhuacos are developing an integral Strategic Environmental Assessment to determine the cumulative effects of all projects that have operated in the region since 1991. This assessment will provide the communities with the scientific and technical tools necessary to negotiate with the government for cultural and environmental management in the SNSM.</p>	<p>Pending final report due 1/30/16</p>	<p>\$69,930</p>
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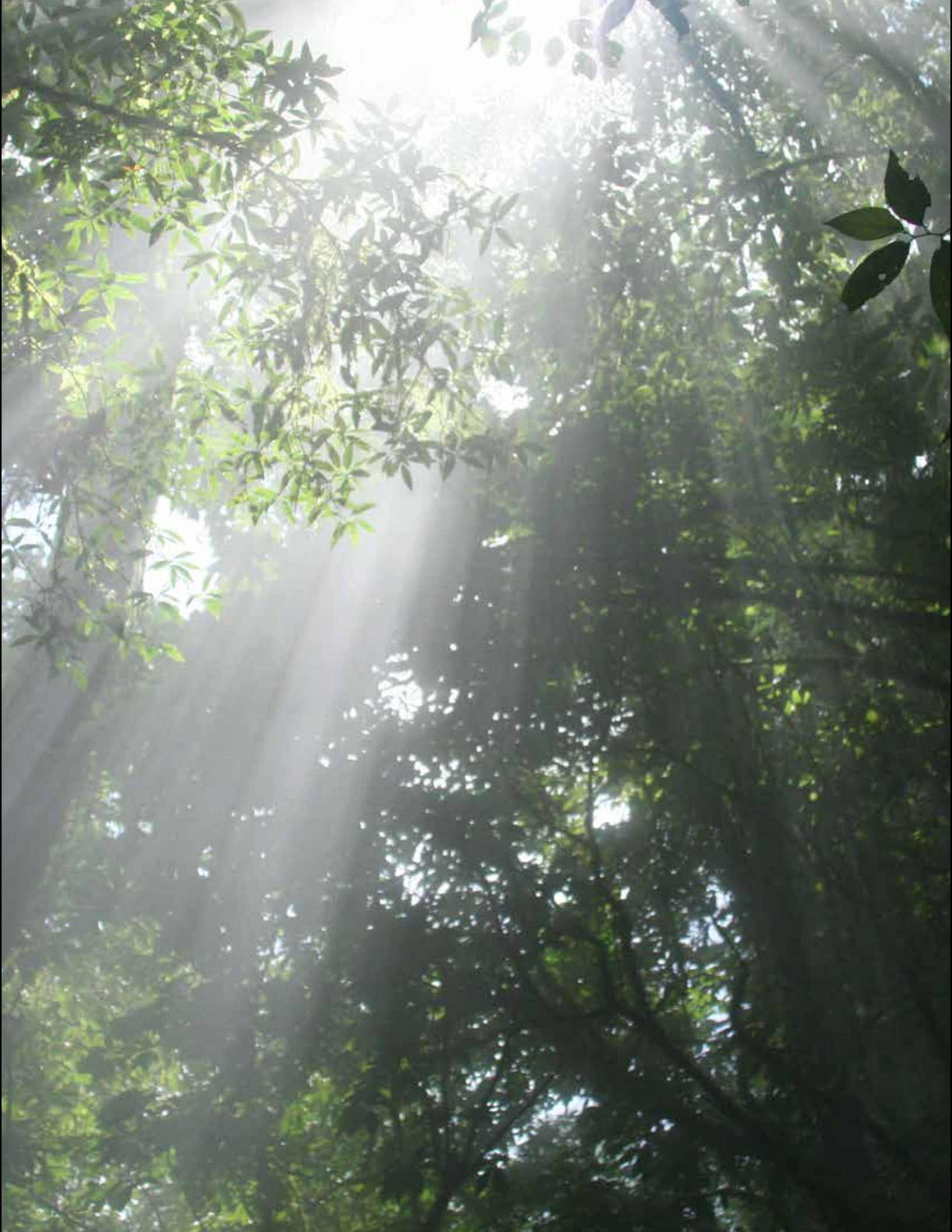
CACO/CODELT	DRC	<p>CACO/CODELT Advocacy Project for the Revision of the Decree on the Environmental and Social Impact Studies (ESIS) in DRC (2014 Extended)</p> <p>Project proposal: Under the lead of CODELT, CACO, the RRI-supported platform on land tenure in DRC, determined that weaknesses in Decree n°14/019 of August 2, 2014, on procedures for conducting and approving Environmental and Social Impact Studies (ESIS) jeopardized environmental sustainability and social protections for local communities and requested support for conducting a review of the decree.</p> <p>Project results: CACO utilized the six-month appeal period to conduct a review of the decree and propose guidelines to ensure that the necessary safeguards on land allocation projects are properly addressed. CODELT successfully submitted a constitutional appeal (R. Const. 341/TSR) by the authorized deadline of February 13, 2015, effectively suspending the application of the contested decree pending further review. The Prime Minister who issued Decree n°14/019 acknowledged the appeal, which is now with the Constitutional Court pending a ruling.</p>	Pending submission of report 12/31/15	\$21,090*
Sajogyo Institute (SAINS), in collaboration with Huma	Indonesia	<p>Support to Indonesian Government Conflict Resolution Mechanisms through Provision of Quality Information on Selected Cases</p> <p>Project proposal: This project will take advantage of several immediate, short-term openings to create a reference point of solutions that will guide the institutionalization of future conflict resolution processes and customary rights recognition. In order to set successful precedents prior to elections in October 2015, CSOs will exploit cooperation with the current district and provincial heads that are sympathetic to tenure rights recognition and land conflict resolution. At the national level, this activity includes collaboration with the Agrarian Ministry and with the Ministry of Environment and Forestry (KLHK)'s new Conflict Resolution Taskforce on Conflict Resolution authorized for a limited time period.</p> <p>Project results: To date, field data collection is ongoing. Recommendations from the data collection process on customary tenure rights and conflict resolution mechanisms have been steadily drafted as an output from this process. A workshop was held to review the elements of the recognition of indigenous forest in the indigenous forest research in Griya Patria, on April 1, 2015 which resulted in input for the draft of assessment of 15 indigenous forest location and guidelines for up-dating the data for the improvement of the assessment report. The input for the assessment was related to the completeness and depth of data about the elements of the recognition of indigenous peoples, which covered indigenous territories, traditional institutions, customary laws, and customary system of governance.</p>	Pending submission of report 12/31/15	\$60,000

Epistema Institute	Indonesia	<p>Advancing Land Tenure Reform in Indonesian Land Bill</p> <p>Project proposal: This project will provide policy inputs through technical briefs and meetings with Indonesian Parliament Members and Commissions to ensure that the new land bill includes civil society recommendations on major legal areas, including Indigenous Peoples' land rights, traditional land claims, status of forest land, agrarian reform, and land conflict resolution mechanisms. This initiative will prepare and provide six legal briefs (three supported by this SRM) to the parliamentary drafting committee and members of Parliament on six critical issues: recognition and legal registration of common lands of customary communities; legal registration of all state land including state forests; single land administration in forest and non-forest areas with statutory support for land titles and community land rights; agrarian reform; land conflict resolution mechanisms; and land rights for landless farmers and common land rights for villages. The activity will also facilitate a series of thirteen meetings and workshops (eight supported by this SRM) to be held with legal drafters, members of Parliament, and Parliament Commissions to provide legal inputs for inclusion of the aforementioned critical issues in the draft bill.</p> <p>Project results: Activities still ongoing.</p>	Pending submission of report 12/31	\$23,000
FPP in collaboration with the Forest Indigenous Peoples Network (FIPN) and the Katiba Institute,	Kenya	<p>Enabling Forest-Dependent Communities to Utilize Legal and Policy Opportunities at a Pivotal Moment in Kenya</p> <p>Project proposal: This SRM seeks to ensure that 3 key bills (the Historical Land Injustices Bill, the Community Land Bill, and the Forest Conservation and Management Bill) recognize the rights of forest-dependent communities as these bills pass through Parliament and move toward their required date of enactment, August 27, 2015. Linked to this legislative framework is the National Forest Policy being developed this year by the Ministry of Environment, which will guide Kenya's forest sector for the next 30 years. A second objective of the SRM is the effective engagement of forest-dependent communities as active participants in the development of this policy and to ensure the clear delivery of their position in these influential policymaking moments.</p> <p>Project results: The deadline for the 2010 Kenya Constitution required passage of three key bills – the Historical Land Injustices Bill (HLB), the Community Land Bill (CLB), and the Forest Conservation and Management Bill (FCMB) – was extended to August 2016. FPP and collaborators experienced uneven success in halting evictions of the Sengwer. The Action Plan drafted at the World Bank Colloquium in Eldoret was finalized with the input of forest-dependent communities. Comprehensive guidelines on the forthcoming CLB were developed for communities to use as a framework for ordering and securing forest lands as registerable community lands.</p>	Completed	\$77,650

SDI in collaboration with the Forestry Development Authority (FDA); Global Witness and Liberia's NGO Coalition	Liberia	<p>Rethinking Liberia's Forests: International Conference in Monrovia, Liberia, October 6-7 2015</p> <p>Project proposal: Having been declared Ebola-free by the WHO on 23 May, 2015, political processes are expected to resume rapidly, including the anticipated passage of the Land Rights Act, which will translate the progressive Land Rights Policy into law. In the post-Ebola context, it is crucial to maintain momentum in the recognition of customary land and forest rights and to avoid any rollback, as priorities of the Liberian government may have shifted towards economic recovery. In parallel, the signature of the Letter of Intent (LoI) agreement between Liberia and Norway during the UN Climate Summit in September 2014 is an important milestone in stopping deforestation and for the implementation of REDD+ in Liberia. Furthermore, Liberia is now re-engaging in the FLEGT and VPA processes – and updating their plans and strategies regarding the production and export of legal timber. For these reasons the FDA'S shift in discourse, towards a zero deforestation policy and in favor of community forest enterprises as an alternative to large-scale industrial logging concessions, sets the stage for a paradigm shift in Liberia's forest sector. This conference is therefore an ideal opportunity to get international experts and Liberia stakeholders together to think about what a community-centered forestry model in Liberia might look like, to develop international contacts, and to generate an eagerness to learn and to break from the past.</p> <p>Project results: The conference convened over 200 participants, including diverse stakeholders (local community members, policymakers, researchers, and civil society) from the local, national, and international levels. Over twenty speakers, from more than ten countries, shared valuable lessons in the sustainable use and management of forest resources and garnered political buy-in for a shared vision for Liberia's forests. Dr. Edward McClain, the Minister of State for Presidential Affairs, represented the President of the Republic of Liberia, Her Excellency President Ellen Johnson Sirleaf, and delivered closing remarks at the conference on her behalf. The President's speech highlighted the government's commitment to rights-based forest resource management, with a particular emphasis on the government's ambitious land reform, in which the draft Land Rights Act is a key instrument.</p>	Completed	\$71,214
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FPP (in collaboration with the Sustainable Development Institute (SDI) and Social Entrepreneurs for Sustainable Development (SESdev))	Liberia	<p>Technical and Legal Support for Communities to Negotiate Fair, Legally binding and Robust Agreements for Plantation Developments in South Eastern Liberia</p> <p>Project proposal: In 2010 the Government of Liberia (GoL) signed an extendable 65 year concession agreement with Golden Veroleum Liberia (GVL), allocating 220,000 hectares of land for palm oil development, despite the concession's overlap with lands already used, owned and occupied by communities. In light of Liberia's unprecedented Ebola outbreak during 2014, which resulted in among many other calamities, stalling progress with the finalization of the Land Law and in the cessation of many NGO activities providing support to communities to defend their customary land rights and ensure fair negotiations; GVL is at the threshold of rapidly acquiring large areas of land in poorly structured land deals particularly in Sinoe and Grand Kru counties. The danger in not fully exploiting this window of opportunity for fast mobilization is that large areas of community lands may be alienated before the New Land Law has been enacted, undermining the positive benefits that this potentially ground-breaking legal development could have.</p> <p>Project results: Over 1400 people received information about the impacts of oil palm development and strategies to protect their customary land rights. FPP and SESDev reviewed 10 Memorandums of Understanding (MOUs) between GVL and local communities in Sinoe and Grand Kru counties and developed an annotated template that communities can reference when negotiating MOUs in the future. Six (6) workshops (attended by over 190 local community members) provided information on the importance of seeking legal advice while negotiating for MOUs. SESDev supported communities in establishing liaison committees to engage with GVL and built the capacity of these community structures to enable stronger community representation in interactions with corporations.</p>	Completed	\$40,000
Tebtebba	Philippines	<p>Securing the Rights to Lands and Resources and to Self-Determination of the Lumad (Non-Moro Indigenous Peoples) in the Bangsamoro Autonomous Region</p> <p>Project proposal: This proposal covers urgent activities as the draft Bangsamoro Basic Law is now being deliberated in the Philippine Congress. As the draft law discriminates against the rights of non-Moro indigenous peoples (collectively known as the Lumad), it was deemed important to contribute to the efforts to integrate their rights into the law. The SRM will also support their efforts to map and delineate their ancestral domain, because if this is not done, the risk that they will lose these lands is very high.</p> <p>Project results: Activities still ongoing</p>	Pending submission of report 12/31	\$94,700
TOTAL				\$565,441 *

* This is a 2014 SRM that was extended into 2015. The budget for this SRM (\$21,090) is not included in the total budget of this report.



ANNEX 2: BUDGET

2016 BUDGETS

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hedge: 5%

(USD) →

RRI		Secure Revenue 2015				Prospective Revenue 2015 (hedged ⁴)	Total Projected Revenue 2015	Notes
		Current Allocations ²	Effective 2015 Allocation ³	Actual receipts	Current Value future payments	Future Payments Hedged ⁴		
Framework Grants								
	DFID FGM ¹ (2014 - 2015 allocation)	UK£ 2,000,000	UK£ 665,338	1,014,640	-	-	1,014,640	actuals
	DFID FGM ¹ (Apr - Sept 2015 allocation)	UK£ 1,065,174	UK£ 1,065,174	1,235,252	-	-	1,235,252	actuals
	DFID FGM ¹ (2015 - 2016 allocation)	UK£ 1,179,553	UK£ 393,184		585,845	556,553	556,553	prorated remaining allocation (thru Mar 2016)
	SIDA FP2 ¹	SEK 10 000 000	SEK 10 000 000	1,159,840	-	-	1,159,840	(allocation period Jan - Dec)
	NORAD INGO FP2 ¹	NOK 3 000 000	NOK 3 000 000	355,412	-	-	355,412	(allocation period Jan - Dec)
	Ford (2014 - 2015 grant)	US\$ 1,000,000	US\$ 166,667	166,667	-	-	166,667	pro-rated 2 of 12 months (allocation period Mar - Feb)
	Ford (2015 - 2016 grant)	US\$ 1,000,000	US\$ 833,333	833,333	-	-	833,333	pro-rated 10 of 12 months (allocation period Mar - Feb)
	SDC FP2 ¹	CHF 1,150,000	CHF 316,666	265,293	50,613	48,082	313,375	(allocation period Dec - Nov), extended to Jan 2016
	Omidyar	US\$ 1,125,000	US\$ 125,000	125,000	-	-	125,000	actuals
	Subtotal			5,155,437	636,457	604,634	5,760,072	
Other Grants & Contributions								
	Norad NICFI FP2 ¹	NOK 7,600,000	NOK 7,600,000	873,528	-	-	873,528	(allocation period Jan - Dec), extended to June 2016
	Finland MFA ¹ FP2	EUR 1,000,000	EUR 1,000,000	1,101,800	-	-	1,101,800	(allocation period Jan - Dec)
	DFID LEGEND ¹ (2014 - 2015)	UK£ 541,441	UK£ 324,865	487,458	-	-	487,458	(allocation period Nov - Mar), Restricted, mostly paid in arrears
	DFID LEGEND ¹ (2015 - 2016)	UK£ 987,219	UK£ 740,414	374,051	715,019	679,268	1,053,319	(allocation period Apr - Mar), Restricted, paid in arrears
	Anonymous - Gender Justice	US\$ 200,000	US\$ 200,000	200,000	-	-	200,000	(allocation period Jan - Dec), Restricted contribution, restricted
	IFC - Voluntary Guidelines	US \$20,000	US\$ 20,000	20,000	-	-	20,000	
	Acacia Conservation Fund	est. US\$ 500,000	est. US\$ 500,000	500,000	-	-	500,000	* Option to allocate a portion to ILTF
	Alexander Foundation	est. US\$ 100,000	est. US\$ 100,000	100,000	-	-	100,000	* Option to allocate a portion to ILTF
	Subtotal			3,556,837	715,019	679,268	4,336,105	
Contracts & Other Income								
				-	-	-	-	
	Subtotal			-	-	-	-	
Total Secure & Prospective Revenue				8,712,274	1,351,476	1,283,902	10,096,176	
				current value, hedge		67,574	-	
							Additions to Reserves	(200,000)
							2014 Carry Over	2,130,075
							Projected Revenue 2015	12,026,251
ILTF - Facility								
		Current Allocations ²	Effective 2015 Allocation ³	Actual receipts	Secure Revenue 2015 Current Value future payments	Future Payments Hedged ⁴	Prospective Revenue 2015 (hedged ⁴)	Total Projected Revenue 2015
	Sida ILTF ¹	SEK 25,000,000	SEK 25,000,000	2,912,710	-	-	-	2,912,710
Total Secure & Prospective ILTF Revenue				2,912,710	-	-	-	2,912,710
				current value, hedge		-	-	
							2014 Carry Over	688,524
							Projected Revenue 2015	3,601,234

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

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

³ "Effective 2015 Allocation" is amount of allocation available for 2015 budget after pro-rating and prior-year spending.

⁴ Future non-USD payments hedged at 5%.

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

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

³ "Effective 2015 Allocation" is amount of allocation available for 2015 budget after pro-rating and prior-year spending.

⁴ Future non-USD payments hedged at 5%

hedge: 10%

(USD) ↑

current value, hedge

⁴ Future non-USD payments hedged at 10%current value, hedge

Table 3
Rights and Resources Initiative
2016 Budget by Component

RRI

	Component	Proposed Budget (Funded)	
RRG	Employee Salaries & Benefits	2,290,508	
	Employee Travel	234,000	
	Workshops and Conferences	355,613	
	Publications, Media, and other Communications	469,000	
	Office Costs, Accounting, and Other Costs	879,492	
	Sub-total	4,228,612	45%
Partners & Collaborators	Collaborative Agreements with Partners and Collaborators	2,028,300	
	Strategic Response Mechanism Agreements	1,254,000	
	Collaborating Program Consultants	1,733,075	
	Participant Travel Expenses	156,013	
	Sub-total	5,171,388	54%
Contingency		100,000	1%
	Total	9,500,000	100%

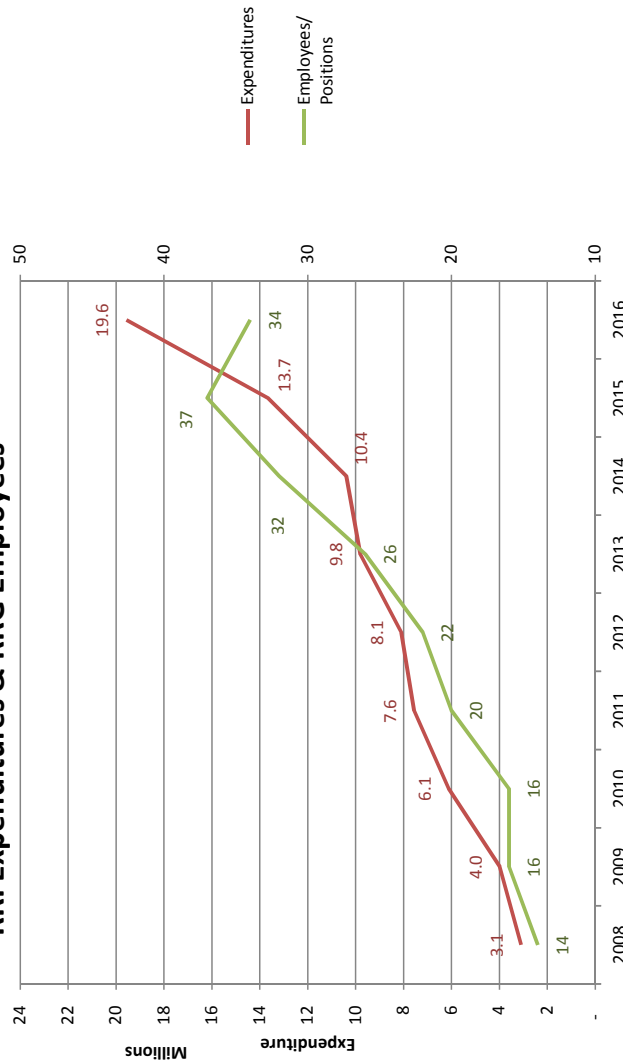
Tenure Facility

	Component	Proposed Budget (Funded)	
International Land and Forest Tenure Facility			
	Employee Salaries & Benefits	1,223,891	
	Employee Travel	108,000	
	Grants and Project Implementation Agreements	7,139,691	
	Program Consultants, Technical Advisors	721,975	
	Participant Travel Expenses	47,000	
	Workshops and Conferences	33,000	
	Publications, Media, and other Communications	152,500	
	Office Costs, Administrative Consultants, and Other Costs	646,580	
	Sub-total	10,072,637	

Total

Total Budget RRI and ILTF	19,572,637
Rights and Resources Initiative, Framework Program	9,500,000
International Land and Forest Tenure Facility	10,072,637

RRI Expenditures & RRG Employees

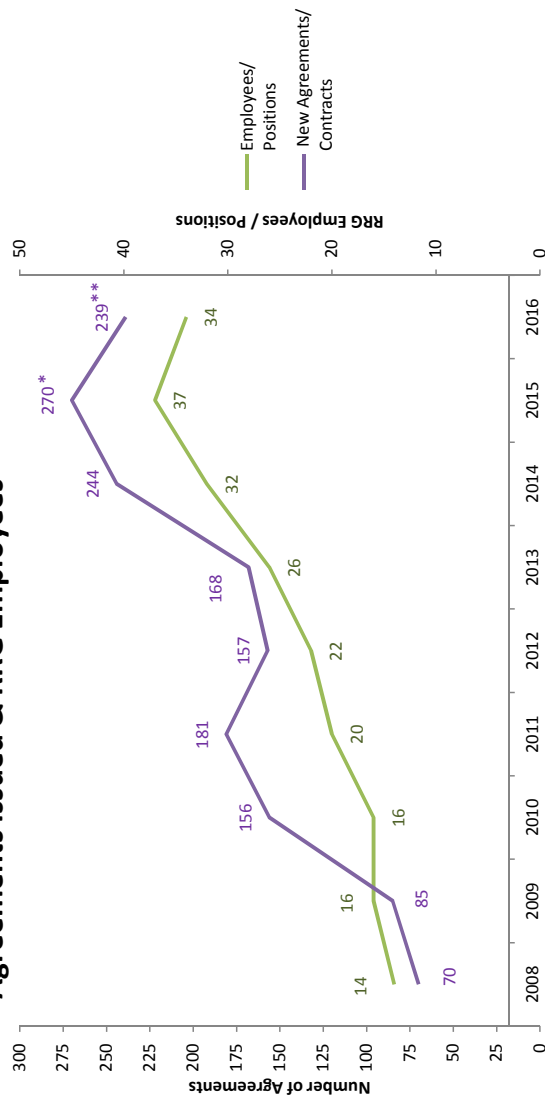


Baseline = 2008
2015 estimated pre-FY closing and 2016 estimated based on funded budget

Notes and assumptions:

- 2008 - 2014 are expenditures per audited financial statements.
- 2015 expenditures are estimated pre-FY closing
- 2016 expenditures are extrapolated from proposed budget
- Employees/Positions counts are full-time employees at the end of each year, including temporary vacancies (2016 based on positions budgeted)
- Includes both RRI Framework and Tenure Facility

Agreements Issued & RRG Employees

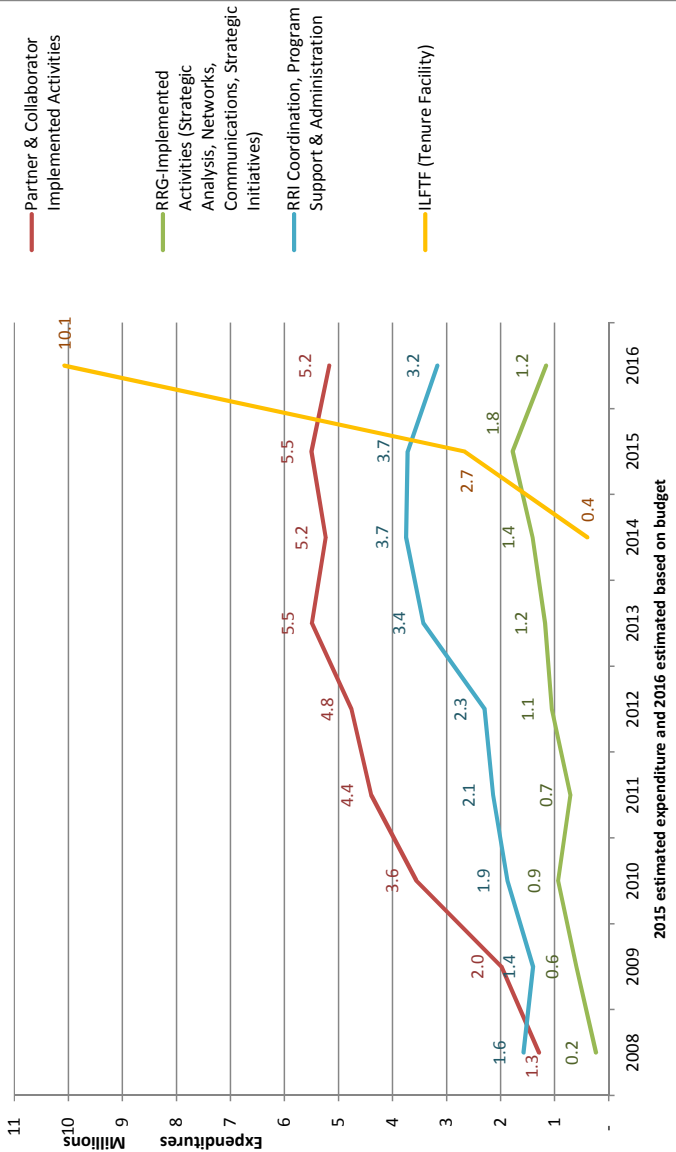


Baseline = 2008
 *2015 - Total of 313 agreements managed, including prior-year agreements
 **2016 agreement total estimated from proposed budget

Notes and assumptions:

- Number of agreements/contracts includes all collaborative agreements and agreements with program consultants.
- Number of agreements/contracts only includes new agreements issued each year. It does not capture agreements that have carried over from the previous year. Thus, a multi-year agreement is captured only once.
- A total of 313 agreements were managed in 2015.
- Employees/Positions counts are full-time employees at the end of each year, including temporary vacancies (2016 based on positions budgeted)
- Includes both RRI Framework and Tenure Faculty

Division of Expenditures RRG & RRI Partners/Collaborators



Notes and assumptions:

- 2008 - 2014 are expenditures per audited financial statements.
- 2015 expenditures are estimated pre-FY closing
- 2016 expenditures are extrapolated from proposed budget
- Partners & Collaborators include all collaborative agreements, program consultants, and participant travel/lodging paid or reimbursed by RRG.
- RRG-Implemented Activities includes only activities implemented directly by RRG
- RRI Coordination, Program Support & Administration includes all RRG employee salaries & benefits and all operations costs.
- In cases of ambiguity, expenses are included in RRG Program Support & Administration
- Includes both RRI Framework and Tenure Facility

Table 4
Rights and Resources Initiative
2016 Budget by Activity
Summary

RRI

	Proposed Budget
Total RRI	9,500,000
Regional Programs	3,332,985
Asia	1,427,165
Asia Regional	105,000
Indonesia	450,000
India	370,000
Nepal	150,000
Asia Facilitation	100,000
Asia Planning	34,675
RRG Asia Coordination & TA	217,490
Africa	1,194,843
Africa Regional	162,525
Liberia	250,000
DRC	300,000
Africa Facilitation	180,000
Africa Planning	35,000
RRG Africa Coordination & TA	267,318
Latin America	710,977
Latin America Regional	65,300
Colombia	187,000
Peru	137,000
Latin America Facilitation	130,000
Latin America Planning	15,000
RRG Latin America Coordination & TA	176,677
Strategic Analysis and Global Engagement	2,185,119
Realizing Rights	160,000
Rights and Climate	125,000
ATEMs/Private Sector	745,000
Gender Justice	285,000
Tenure Tracking	75,000
Global Call To Action	70,000
RRG SAGE Coordination & TA	725,119

RRI (continued)

Proposed
Budget

Coalition and Communication Program	1,176,719
Networking Support	282,173
Networking Support	160,000
RRG Networking Support Coordination & TA	122,173
Strategic Communications	585,887
Strategic Communications	359,500
RRG Communications & Outreach Coordination & TA	226,387
Coalition Coordination	308,659
Coalition Coordination	215,000
RRG Coalition Coordination Program Coordination & TA	93,659
 Strategic Response Mechanism	 1,271,379
SRM Agreements	1,254,000
RRG SRM Coordination & TA	17,379
 Finance and Administration	 1,433,798
 Contingency	 100,000

Tenure Facility

International Land and Forest Tenure Facility	10,072,637
Governance Structure & Management in Place	288,650
Pilot Phase Projects	2,233,016
Full-Size Projects	5,300,000
Tenure Facility Operations	2,175,971
Monitoring & Evaluation	75,000

Total

Total Budget RRI and ILFTF	19,572,637
Rights and Resources Initiative, Framework Program	9,500,000
International Land and Forest Tenure Facility	10,072,637

Priority outcomes Activities to achieve priority outcomes Implementers Proposed Budget

Asia Regional Program					
Asia Regional					
<i>Business and Rights</i>					
1	Increased regional learning, cooperation, and action on agribusiness corporate practice, and investment as it relates to human and community resource rights	16RSR01	Support to Regional Conference on Human Rights and Agribusiness, 2016	FPP	40,000
2		16RSR02	Engaging with Financial Organizations on Social Safeguards for responsible investments	RECOTC	20,000
3		16RSR03	Collaborate with Philippines Human Rights Commission to review how tenure laws and human rights/ IP rights obligations can be made binding on agribusinesses	FPP, Tebtebba, Samdhana	25,000
<i>Sharing Forest Tenure Reforms Lessons in the Asia Pacific Region</i>					
4	Increased sharing of lessons learned from positive land and forest tenure reforms between regional government and civil society actors	16RSR04	Panel discussions on land and forest tenure reforms at Asia Pacific Forestry Week, 2016	RRI	20,000
Total Asia Regional:					105,000

Indonesia					
<i>Recognition of tenure rights of local and adat communities</i>					
1	Facilitate community land and forest rights recognition	16RSID01	Support realization and protection of rights in collective masyarakat adat and social forestry areas (<i>Peta Indikatif Arahon Perhutanan Sosial /PIAPS</i>)	Epistema, HuMa, AKAR	75,000
2		16RSID02	Advocate for recognition of adat territories and community management in conservation areas	BRWA, WGI	40,000
3		16RSID03	Regaining tenure rights, for rehabilitation and restoration of ecosystems, and social and ecological resilience in ex-burned forest/agricultural land	Epistema	25,000
<i>Effective conflict resolution mechanism is accessible and risks for people claiming their rights are addressed</i>					
4	Facilitate effective mechanisms for resolution of land and forest rights conflicts	16RSID04	High Level Workshop on Addressing Land and Forest Rights Conflict	SAINS, GN-SD	15,000
5		16RSID05	Monitor and support Government Agrarian Reform Program for Redistribution of Land	KPA, ILC, KNPA, Epistema/PerBer	50,000
6	Create public pressure against criminalization of adat and other forest dependent communities and provide assistance to victims of criminalization	16RSID06	Pro-community rights and anti-criminalization campaign and Support fund for victims of criminalization	KNPA/KPA Sains, HuMa, Pusaka, Walhi, Jatam, KontraS, Desantara, AMAN	60,000
7	Strengthening Of Corporate and Human Rights Practice For Securing Community Tenure Rights in Indonesia	16RSID07	Develop toolkit and design training modules on Human Rights and Business and train investigators	ASM	15,000
8	Better understanding of human rights and resource rights issues amongst security agencies/police in context of conflicts over land and forest rights	16RSID08	Sensitize police on human rights and resource rights issues in land and forest conflicts	ASM	25,000

Activities to achieve priority outcomes

Priority outcomes

Implementers

Indonesia <i>continued</i>				
<i>Strengthened land governance on community forest areas contributing to local economic development</i>				
9	Support strategic production and marketing in community and adat forests to demonstrate development potential of community rights	16RSID09	Policy reform on Reforestation Funds and REDD+ to benefit communities	60,000
10		16RSID10	Indigenous knowledge-based sustainable planning and management of natural resources, including carbon sequestration	45,000
<i>Community Based Enterprise</i>				
11	Plotting of alternative community rights based enterprise models	16RSID11	Support model of sustainable community based timber harvesting, processing and marketing of timber and carbon sequestration in adat forest in Papua	40,000
Total Indonesia:				450,000

India				
Legal Analysis and Strategy				
	Relevant court rulings on land, forests, and natural resources are available to advocates and support is provided to advocates utilizing legal strategies for the recognition and protection of communities' land, forest, and resource rights.			
1		16RSIN01	Monitor ongoing high-level court cases related to land, forests, and natural resources and provide support for grassroots legal advocates	India Advisory Group, Consultants, RRI
30,000				
Scaling up FRA Implementation				
2	Local forest communities across India receive recognition and titles for their customary lands and forests under India's Forest Rights Act of 2006	16RSIN02	Scaling up participatory community mapping in districts in Odisha through collaboration with Tribal Department and support FRA implementation in other states	Vasundhara
3		16RSIN03	Support to grassroots organizations advocating for FRA implementation	TBD
80,000				
Forest, and Resource Rights				
4	Evidence highlighting the importance of recognizing community land, forest, and resource rights is shared with key policy-makers	16RSIN04	Compilation and analysis of land conflict data across India and to carry out risk analysis for investors	TBD, India Advisory Group, Consultants
5		16RSIN05	Further Strategic Analyses of Potential of FRA Data	TBD, India Advisory Group, Consultants
6		16RSIN06	Study on India's Afforestation/Reforestation Plans, Climate Change Strategy, and INDC Commitments	TBD, India Advisory Group, Consultants
7		16RSIN07	Release of Land Conflict Data and Map	TBD, India Advisory Group, Consultants
8		16RSIN08	Release of Study on India's Afforestation/Reforestation Plans, Climate Change Strategy, and INDC Commitments	TBD, India Advisory Group, Consultants
20,000				
Conservation				
9	Government and conservation agencies rethink actions and strategies that view local communities as incompatible with conservation	16RSIN09	Compilation and Analysis of Cases and Dialogue of Violations of FRA in Protected Areas	TBD, India Advisory Group, Consultants
25,000				
Advisory Group Consultations				
10	Advisory Group provides strategic guidance for effective implementation of RRI's 2016 India Strategy towards the realization of land, forest, and resource rights.	16RSIN10	Meetings with India Advisory Group	TBD, India Advisory Group
15,000				
Total India:				370,000

2016 Budget by Activity - Detail

Priority outcomes	Activities to achieve priority outcomes	Implementers	Proposed Budget
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Nepal			
<i>New Forest Rights Laws and Policies</i>			
1	Substantive progress towards enactment of a new Forest Rights Law that recognizes community land, forest, and resource rights of Indigenous Peoples, local communities, Dalits, and women	16RSNP01	Create platform for common understanding between community forestry, Indigenous Peoples, Dalit, and women's movements and organizations to advocate for new Forest Rights Law
2		16RSNP02	Conduct consultations with grassroots constituencies towards endorsement of common understanding and movement towards new Forest Rights Law
3		16RSNP03	Creation of draft Forest Rights Law
4		16RSNP04	Launch of draft Forest Rights Law
5		16RSNP05	Advocacy to secure support and commitment for new Forest Rights Law
Total Nepal:			150,000
Asia			
<i>Facilitation, Program Coordination, and Technical Assistance</i>			
F		16RSF	RRI Asia Regional Facilitation
P		16RSP	RRI Asia Regional Planning
T		16RST	RRI Asia Program Coordination and Technical Assistance
Total Asia:			1,427,165

Priority outcomes Activities to achieve priority outcomes Implementers Proposed Budget

Africa Regional Program			
Africa Regional			
1	Kenya Community Land Bill is passed and enables communities to secure their rights to their land	16RFLR01	Organize a regional conference on community tenure rights, land reform and investment risk
			TBD
			162,525
			Total Africa Regional:
			162,525
Liberia			
<i>Large-Scale Land Acquisitions and Concessions</i>			
1	Pilot communities are equipped with legal, technical, and capacity support to reinforce their land rights and protect customary land areas from investors and local elites	16RFLR01	Establish and test the pilot Early Warning System (EWS) for threats to community land rights in targeted communities
2	Increased awareness with regard to the situation of land and human rights defenders, and a strategy is developed to address the criminalization of land and human rights defenders	16RFLR02	Provide technical support to communities to map their customary land areas
3	Community members, including women and youth, engage in consultations with the government and the private sector on concessions, large-scale land acquisitions, and investment in Liberia	16RFLR03	Produce tools and awareness materials for land and human rights defenders, and document lessons learned from land and human rights advocacy for the development of a road map to prevent the criminalization of rights defenders
4		16RFLR04	Organize awareness-raising sessions, public dialogues, and human rights trainings for communities on large-scale land acquisitions and concessions
5		16RFLR05	Organize a multi-stakeholder dialogue on large-scale land acquisitions (LSLAs) and large-scale land investment (LSLI)
<i>Community Forestry</i>			
6	Community forestry members have increased participation and representation in national consultative processes, and local communities are more aware of existing options for community forestry	16RFLR06	Develop an action plan for the participation of Community Forestry Management Bodies (CFMBs) in the VPA National Multi-Stakeholders Monitoring Committee (NIMSVC) and establish a networking platform for CFMBs
7	Community forestry models are piloted to provide alternatives for communities seeking methods of sustainable forest management	16RFLR07	Provide legal and technical support to pilot the development of alternative community forestry models, including small-scale forest enterprises
			Total Liberia:
			250,000

2016 Budget by Activity - Detail

Priority outcomes			Activities to achieve priority outcomes		Implementers	Proposed Budget
DRC						
Land Reform: Participation and Representation of Civil Society, including women and Indigenous Peoples						
1	Participation and representation of civil society in the land reform process is reinforced	16RCD01	Evaluate the land reform to develop concrete actions to catalyze the stalled process and hold consultations with multiple stakeholders to monitor progress and build consensus around the reform	CODELT CACO Coordination		40,000
2	Indigenous Peoples/ Pygmies' (PAP) Rights is adopted by parliament, and Indigenous Peoples participate in the land reform process.	16RCD02	Organize a dialogue with parliamentarians on the land rights of Indigenous Peoples and produce an analysis on the legal instruments that offer protection of the rights of Indigenous Peoples	LINAPYCO REPALEF, DGPA, CACO Coordination		60,000
3	Advocacy efforts for the recognition of women's tenure rights in land and forest laws are strengthened, and policymaking processes have greater consideration for women's tenure rights	16RCD03	Conduct a literature review and analysis on women's land and forest tenure rights in DRC and organize a multi-stakeholder validation workshop of the findings	CFLEDD REFFADD, Consultants, CACO Coordina		45,000
Private Sector Engagement						
4	Local communities vulnerable to potential impacts of the Bukanga-Lonzo agro-industrial park are provided with maps that define their rights to land and natural resources.	16RCD04	Conduct mapping of the land and natural resource rights of the local populations in the area surrounding the Bukanga-Lonzo agro-industrial park	RRN Consultants, CACO		60,000
5	Space for negotiation and dialogue between different stakeholders on investments, social and environmental responsibilities, and the tenure rights of local communities is reinforced and expanded	16RCD05	Organize a national dialogue convening the private sector, public sector, civil society, and local communities on the social and environmental responsibilities of companies and the tenure rights of local communities	CONAPAC GTF, CACO		40,000
REDD+ and FIP						
6	Local actors in the three project areas (bossins d'approvisionnement) of the Forest Investment Program (FIP) have a common understanding of ongoing issues and challenges	16RCD06	Organize three information sessions for local actors in the three FIP basins (Mbuiji-May /Kananga, Kisangani, and Bandundu-Kongo Central) on the issues and challenges for tenure related to FIP projects	RRN OCEAN, LACOME, CACO		55,000
					Total DRC:	300,000
Facilitation, Program Coordination, and Technical Assistance						
F		16RFF	RRI Africa Regional Facilitation			180,000
P		16RFP	RRI Africa Regional Planning			35,000
T		16RFT	RRG Africa Program Coordination and Technical Assistance			267,318
					Total Africa:	1,194,843

Latin America Regional Program					
Latin America Regional					
<i>Gender Justice</i>					
Contributions from Latin America Afro descendant women on women's access to land are included in the regional agenda for on gender equity and climate change/REDD+	16RLR01	Regional gender workshop to propose concrete measures for the inclusion in public policy of Afro-descendant women's access to land	CIFOR ECLAC ANAFRO	65,300	
Total Latin America Regional:				65,300	
Colombia					
<i>Afro-Colombians' Collective Tenure Rights</i>					
1 Social-legal analysis informs the government and triggers the process of recognition and land titling of 2 million hectares of community lands claimed by Afro-Colombians in the Caribbean region	16RLCO01	Technical visits to consolidate the first six requests of land demarcation for collective land titling of Afro-Colombians	6 Community Councils of Valledupar/PUJ/ANAFRO	20,000	
2 Afro-Colombians in the Caribbean region	16RLCO02	Analyze the customary collective tenure rights of Afro-Colombian communities in the Caribbean region	Consultant/Observatorio de territorios étnicos de PUJ/Caribbean Network of Community Councils/ CIFOR	20,000	
<i>Prior Consultation Rights for Afro-Colombians</i>					
3 Legal framework that recognizes and protects collective tenure rights of Afro-Colombians implemented based on a road map agreed on between the government and Afro-Colombian authorities	16RLCO03	Assess and update the existing proposal of a protocol on prior consultation for Afro-Colombian communities	PCN -ANAFRO Caribbean Community Councils	15,000	
4	16RLCO04	Engage with the national, regional and local authorities to advocate for the adoption of the revised protocol on prior consultation	PCN -ANAFRO Caribbean Community Councils	12,000	
<i>Prior Consultation Rights for Indigenous Peoples</i>					
5 Prior consultation protocol for Indigenous Peoples containing cultural and environmental safeguards is agreed upon and implemented	16RLCO05	Secure the approval of the prior consultation protocol that includes cultural and environmental safeguard as a first step to secure the ancestral territory of the indigenous groups of the Sierra Nevada de Santa Marta	Pueblo Arhuaco de la Sierra Nevada de Santa Marta/Consejo Territorial de Cabildos	35,000	
<i>National Prior Consultation Rights</i>					
6 Policy makers are aware of the importance of the recognition of IP and Afro-Colombian Collective tenure rights for climate change/REDD+ and development programs	16RLCO06	Organize an event to raise awareness on the implementation of the legal framework of indigenous and Afro-Colombian communities' tenure rights	Pontificia Universidad Javeriana/CIFOR AAS/High Commissioner for Peace	60,000	
<i>Public Policy on Women's Tenure Rights</i>					
7 Provisions on Afro-Colombian, indigenous and peasant women's rights to land are included in the national public policy on Rural Women	16RLCO07	Strengthen coordination among Afro-Colombian, indigenous and peasant women's organizations in the development of a joint strategy to advocate for the inclusion of women's tenure rights in the national policy for Rural Women	FEDEMUC, ANAFRO, Indigenous Women's Organizations, CIFOR	25,000	
Total Colombia:				187,000	

Latin America

2016 Budget by Activity - Detail

Priority outcomes		Activities to achieve priority outcomes		Implementers	Proposed Budget
Peru					
Coordination of community land titling programs					
1	Consensus is formed between the government, IPs and CSO's on the benefits of aligning coordination and monitoring	16RLPE01	Conduct an assessment on the commonalities and potential areas for synergy among the six REDD+ initiatives that contain land titling components	Consultant CIFOR, HELVETAS ONAMIAP, AIDESEP, CNA, CONAP, Pacto de Unidad	15,000
2	Implementation of the six REDD+ initiatives containing land-titling components (MDE, FIP, GIZ, Norway agreement PIRT3, Cuatro Cuenecas) is agreed upon	16RLPE02	Workshop with Indigenous Peoples for the validation of the assessment results		25,000
3	Implementation of the six REDD+ initiatives containing land-titling components (MDE, FIP, GIZ, Norway agreement PIRT3, Cuatro Cuenecas) is agreed upon	16RLPE03	Organize an international event convening project-related government officials, financial entities and international donors for REDD+ initiatives to present a proposal on mechanisms for coordination of the implementation of the initiatives		60,000
Guidelines for Community land titling					
4	MINAGRI adopts guidelines proposals for peasant and native communities land titling procedures and mechanisms to access information on collective tenure are established	16RLPE04	Update and socialize the procedures manual to title Native and peasant communities and monitor its adoption and implementation by MINAGRI (Ministry of Agriculture)	SPDA, IBC, CEPES, AIDESEP, Colectivo Territorios Seguros	27 000
Rollback prevention					
5	Communication strategies for early alerts on new policy changes affecting community tenure security are strengthened to reach a broader set of constituencies	16RLPE05	Monitor new policy changes to provide early alerts and raise awareness on potential opportunities and setbacks for territorial security	IBC, Colectivo Territorios Seguros	10,000
		Total Peru:			137,000
Facilitation, Program Coordination, and Technical Assistance					
F		16RLF	RRI Latin America Regional Facilitation		130,000
P		16RLP	RRI Latin America Regional Planning		15,000
T		16RLT	RRG Latin America Program Coordination and Technical Assistance		176,677
			Total Latin America:		710,977

Strategic Analysis & Global Engagement

2016 Budget by Activity - Detail

Proposed Budget

Activities to achieve priority outcomes

Priority outcomes

Implementers

Strategic Analysis and Global Engagement

Realizing Rights					
1	Effective advocacy for national tenure reform and implementation and resistance to rollback of rights	16TR01	Develop phase II of the LandMark Platform of Indigenous Peoples' and Community Lands, initiated by the Interlaken Group Mapping Working Group		50,000
2		16TR02	Analyze and compare titling and concessions procedures and practices for communities vs companies		70,000
3		16TR03	Document the contribution of Indigenous Peoples to conservation outcomes		25,000
4	A community of legal experts is mobilized to more effectively advise indigenous community groups on how to achieve greater tenure security by pursuing legislative reform and litigation	16TR04	Consolidate the Lawyers for Community Tenure network		15,000
Program Coordination and Technical Assistance					
T		16TRT	RRG Realizing Rights Program Coordination and Technical Assistance	Total Realizing Rights:	49,873
					209,873

Rights and Climate					
1	GCF and participating member states acknowledge the centrality of community-based forest tenure security to climate change mitigation	16TC01	Convene a side event to a GCF board meeting to engage the Fund on recognising and supporting community-based tenure rights		30,000
2		16TC02	Develop a long-term engagement strategy with the GCF to work toward: IP/LC participation in policy deliberations of the GCF National Designated Authorities; GCF safeguards on the legal and customary rights of IPs/LCs; a GCF grievance mechanism to redress infringements on customary rights; and GCF financing for tenure reform		25,000
3	The international community and key developing countries acknowledge the centrality of community-based forest tenure security to climate change mitigation and adaptation	16TC03	Evaluate recent attempts to quantify IP and LC contributions to climate change mitigation, and review methodological challenges to identifying the carbon storage capacity of community-based forests		20,000
4		16TC04	Review commitments in COP 21 INDCs to tenure reform and community-based natural resource management		10,000
5		16TC05	Review the FCPF methodological framework and country ER-PINs for treatment of IP and LC tenure rights		20,000
6	Key REDD+ countries and implementing bodies move to adopt safeguards and delivery mechanisms for recognizing and ensuring community-based forest tenure security as central to climate success	16TC06	Develop and execute a strategy to engage key REDD+ implementing bodies (UN-REDD, FCPC/CF, FIP) on adopting safeguards recognizing IP/LC forest and carbon rights and ensuring equitable benefit sharing		20,000
Program Coordination and Technical Assistance					
T		16TCT	RRG Rights and Climate Program Coordination and Technical Assistance	Total Rights and Climate:	158,562
					283,562

Strategic Analysis & Global Engagement

2016 Budget by Activity - Detail

Proposed Budget

Activities to achieve priority outcomes

Priority outcomes

Implementers

ATEMs/Private Sector				
1	Leading companies and investors commit to and comply with international standards (e.g. VGGT)	16TA01	Consolidate the Interlaken Private Sector Working Group and ensure continued productivity	185,000
2		16TA02	Develop materials and tools to facilitate implementation of private sector commitments to respect community land rights	150,000
3		16TA03	Assess potential for creating an RRI industrial concessions database	25,000
4	Companies, investors, and other stakeholders in strategic sectors and regions incorporate and pilot new systems to respect community rights and share benefits within their operations, supply chains, or investments by disclosing relevant information, providing access to operations sites and engaging in inclusive dialogues with national/local CSOs and CBOs in their business operations areas	16TA04	Develop and disseminate Tenure Risk Management Tools for investors	315,000
5		16TA05	Identify economic contributions and best practices associated with community-based forestry	40,000
6		16TA06	Identify and provide access to materials documenting community rights obligations and responsibilities of companies and governments when establishing or allocating concessions	30,000
Program Coordination and Technical Assistance				
T		16TAT	RRG ATEMs Program Coordination and Technical Assistance	243,832
Total ATEMs/Private Sector:				988,832

Gender Justice				
1	RRI's analyses inform local and global legal and policy processes and frameworks toward stronger inclusion of women's rights in collective tenure systems, by highlighting the essential role of women's tenure rights in collective tenure systems	16TG01	Expand RRI's Tenure Tracking system to include data on the status of women's tenure rights within land and forests laws recognizing collective rights – See Tenure Tracking Theme	100,000
2		16TG02	Analyze the impacts of large-scale land acquisitions on local women's land and forest tenure rights within collective tenure systems	70,000
3		16TG03	Analyze cases of successful ongoing reform, led by women, securing women's land and forest rights within community-based tenure systems	40,000
4		16TG04	Incorporate a gender analysis in REDD and GCF related processes that aim to strengthen the engagement of IPs and LCs advocating for tenure recognition in Readiness Programs - See Rights and Climate	10,000
5		16TG05	Mainstream gender analysis within the Global Call to Action (GCA)	10,000
6	Selected women's networks exchange with each other and advocate more effectively to mainstream Gender Justice within related global and national processes	16TG06	Support RRI's Gender Justice Advisory Group to inform influential actors from civil society, Indigenous Peoples' organizations, governments, and the private sector on issues of Gender Justice	20,000
7		16TG07	Promote engagement of IP women representatives with the Green Climate Fund	25,000
8		16TG08	Raise awareness of and strengthen advocacy for women's tenure rights within community-based tenure systems to national and global women's networks	10,000
Program Coordination and Technical Assistance				
T		16GT	RRG Gender Justice Program Coordination and Technical Assistance	71,292
Total Gender Justice:				356,292

Priority outcomes Activities to achieve priority outcomes Implementers Proposed Budget

Tenure Tracking				
1	Greater recognition of the centrality of tenure rights in climate initiatives	16TX01	Collection of RRI forest tenure data for 10 additional countries participating in REDD+, NYDF, and other climate change-related initiatives	40,000
2	Enhanced awareness of progress in recognizing community-based rights accelerates tenure reform	16TX02	Targeted analytical reports and briefs based on tenure rights database, focusing on gender and climate issues	10,000
3	Increased awareness of and motivation for need to accelerate tenure rights	16TX03	Expanded RRI Forest Tenure core database	25,000
4	recognition	16TX04	Assessment of world's success in reaching RRI 2015 area targets for recognizing forest tenure rights	-
Program Coordination and Technical Assistance				
T		16TX1	RRG Tenure Tracking Program Coordination and Technical Assistance	131,823
Total Tenure Tracking:				206,823

Global Call to Action				
1	GCA is launched and managed as a bold and ambitious initiative that is compelling to strategic donors and companies and receives strong media attention	16TB01	Provide policy and campaign guidance to GCA members and RRI Partners for successful media launch that gathers attention from major media outlets in US, Europe and other key countries, and gets support from 1-3 key influencers in donor and private sector community	25,000
2			Co-organize and participate in weekly or bi-weekly meetings and consultations with co-conveners, GCA Steering Group, and other stakeholders on the main policy and campaign documents in preparation of the launch in March 2016	
3			Liaise with RRI Partners for continued feedback and support on GCA	
4			Support the Working Groups and their contribution to advancing the recognition of community land rights, building inclusive communities of practice and enabling their participation in the GCA	
5	Greater global awareness of the importance of formal recognition of collective tenure rights, including women's tenure rights for sustainable development, climate change adaptation and mitigation, in land and forest laws	16TB02	Co-organize 1-3 meetings with strategic donors and companies to endorse the goal of securing all collective land rights	45,000
6			Participate in and contribute to women's rights sub-group of the GCA, in an effort to strengthen gender mainstreaming within the GCA	
7			Production and dissemination of GCA reports and related events, to build and maintain attention on momentum for recognition of collective tenure rights of IPs and LCs	
Program Coordination and Technical Assistance				
T		16TB1	RRG Global Call to Action Coordination and Technical Assistance	69,737
Total Global Call to Action Activities:				139,737

Total Strategic Analysis and Global Engagement: 2,185,119

Coalition & Communications

2016 Budget by Activity - Detail

Priority outcomes	Activities to achieve priority outcomes	Implementers	Proposed Budget
Coalition and Communications Program			
Networking Support			
<i>Strategic partnerships and networks created to support increased action on forest and tenure rights</i>			
1	RRI Coalition is strengthened with renewed representation of key constituencies and regions	16NA	Operationalize the new Affiliated Networks category, in accordance with the MoU and IBA
2		16NP	Lead the process of scoping and onboarding of new Partner Organizations, in accordance with the MoU and IBA
3	Greater understanding of forest governance issues is fostered through peer-to-peer learning and exchange	16NM	Organize the Annual meeting of MegaForestals in collaboration with the State Forestry Administration of China in April 2016
4		16NMP	Hold a meeting to define and approve the five-year strategic plan for MegaForestals
5		16NS	Carry out a feasibility study for the establishment of international centers of community excellence on sustainable forest management and community forestry
<i>Program Coordination and Technical Assistance</i>			
T		16NT	RRG Networks Program Coordination and Technical Assistance
Total Networking Support:			282,173
Strategic Communications			
<i>Strategic communications to support increased action on forest and tenure rights</i>			
1	RRI's analyses, data and messages are leveraged to support RRI's mission at the national in RRI priority countries and global dialogue on climate change and IP rights	16X01	Develop an RRI messaging repository in the form of a shared document that will provide quick access to RRI talking points, data, messages and position statements to all coalition members
2		16X02	Break down RRI tenure data and analysis to facilitate its use by coalition members and other key stakeholders
3		16X03	Increased communications support to RRI staff and relevant coalition members on messaging, public speaking/presenting, and engaging with the media, especially in advance of international and RRI priority country events
4	RRI brand is recognized and consistent in all outreach materials and activities	16X04	Streamline the RRI brand across all communications platforms, including websites, print and digital materials
5	Increased awareness of both RRI's and the International Land and Forest Tenure Facility's role in promoting forest and community tenure rights (beyond existing niche audience)	16X05	Facilitate proactive engagement professional media in order to promote messages and analyses
6		16X06	Provide information to a wide range of audiences through all digital media channels
7		16X07	Engage with Communications Focal Points from Partner Organizations and other organizations working on land to share information, cross-promote, and implement joint activities, such as The Tenure Facility, LandMark, and the Global Call to Action
<i>Program Coordination and Technical Assistance</i>			
T		16XT	RRG Communications Program Coordination and Technical Assistance
Total Strategic Communications:			585,887

Activities to achieve priority outcomes

Priority outcomes

Implementers

Coalition Coordination				
<i>Coalition governance</i>				
1	Planning, monitoring and reporting systems that enable to track progress made on RRI outcomes and impact	16QGV	Organize and implement the governance meeting	65,000
2		16QGW	Lead the production of the RRI work plan for 2017, ensuring consistency in and coordination across programs	5,000
3		16QMS	Update the planning, monitoring and reporting systems to better capture and communicate results and impacts	80,000
4	Governance body that is effective in guiding the coalition	16QDS	Lead the training of staff on results chain and terminology	20,000
5		16QDB	Implement Board meetings and follow-up on recommendations in a timely and effective manner	45,000
<i>Program Coordination and Technical Assistance</i>				
T		16Q_T	RRG Coalition Coordination and Technical Assistance	93,659
			Total Coalition Coordination:	308,659

Total Coalition and Communications Program: 1,176,719

Strategic Response Mechanism

1		(16Z)	SRM Agreements	TBD	1,254,000
<i>Program Coordination and Technical Assistance</i>					
T		16ZT	SRM Program Coordination and Technical Assistance	RRG	17,379
			Total SRM:		1,271,379

Finance and Administration

1	See Finance and Administration 2016 Workplan for Priority Outcomes	160A	Accounting, Auditing, & Financial Compliance*	RRG, Vendors, Administrative Consultants, other Service Providers	213,296
2		160C	Collaborative Agreement & Contract Management*		22,272
3		160E	Donor Engagement & Compliance*		61,432
4		160F	Fundraising*		44,989
5		1600	Facilities* †		274,389
6		160D	Existing Fixed Asset Depreciation		55,998
7		160G	General Operations & Miscellaneous Expenses*		97,577
8		160H	Human Resources Management & Compliance*		112,258
9		160T	IT, Systems, & Telecommunications* †		100,215
10		160TS	New Systems Development and Implementation †		322,815
11		160I	Institutional Management		41,285
12		160S	Staff Development & Capacity Building*		87,266
			* Shared functional category with ILTFF (Facility). ILTFF will be charged amounts additional to these here to cover the functions provided to the ILTFF. See ILTFF budget - Administrative expenses.		
			† Includes new fixed-asset purchases, but only estimated recognizable depreciation for these items during 2016. This depreciation is not included in line "Existing Fixed Asset Depreciation".		
Total Finance and Administration:					1,433,798

Contingency

100,000

Coalition & Communications

SRM

Finance & Administration

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Tenure Facility

Table 5
International Land and Forest Tenure Facility
2016 Budget by Activity - Detail

Priority outcomes		Activities to achieve priority outcomes		Implementers	Proposed Budget
International Land and Forest Tenure Facility					
1	Effective Governance Structure and Management in place for operations of the ILTF	FN05	Recruit ILTF Management and Staff	RRG, ILTF, Consultants	288,650
2		FN07	Define Roles and Service of the ILTF		
3		FN07b	Development Standards of Accountability, including Environmental and Social Impact Standards, Conflict Sensitivity Policies and M&E mechanisms		
4		FN08	Setup Board and Secretariat		
5	Lessons are learned from the pilot phase to refine the design and procedures of the ILTF	FN10	Complete Pilot Projects	RRG, Project partners, Consultants	2,233,016
6		FM011	Initiate Full Sized Projects	RRG/ILTF Advisory Group, Project partners, Consultants	5,300,000
7	ILTF operations are managed by RRG in preparation for handover to ILTF Secretariat	FM012b	Management, Administration and Technical Advisory Support are supplied by RRG to support the operations of the ILTF until the new legal entity is established	RRG, ILTF Board, ILTF Secretariat	2,175,971
8		FM012c	Advisory Group Meetings are conducted		
9		FM012d	RRG provides office space and other administration services in support of ILTF operations		
10	ILTF applies M&E Framework to learn from the Full Sized Projects	FM013	Apply M&E Framework to full project cycle	RRG/ILTF, Consultants	75,000
Total Tenure Facility:					10,072,637

Tenure Facility

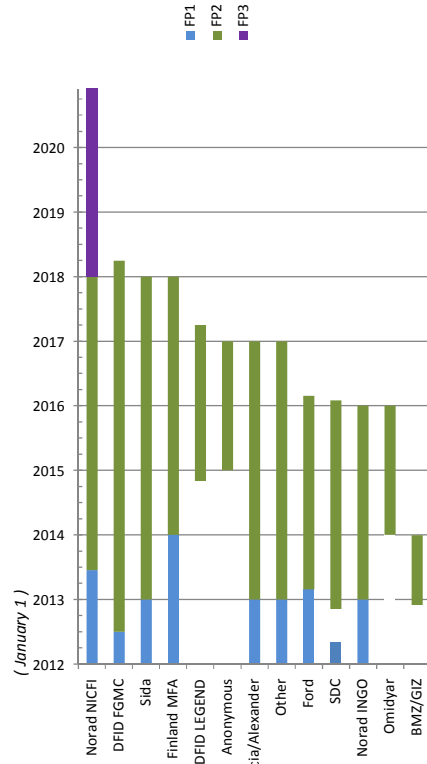
Framework 2 Funding Agreements

2013 – 2017

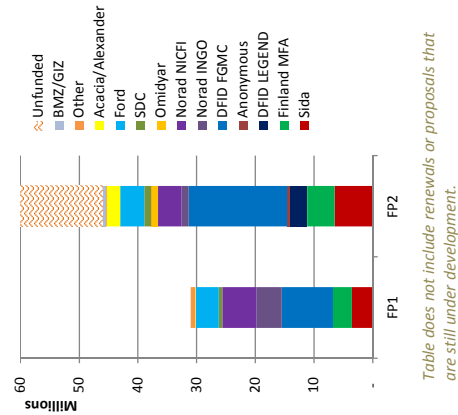
Donor	Start	End	Approx. US\$
Committed			
Acacia / Alexander	1/1/2013	12/31/2016	2,250,000
Acacia Conservation Fund			
Alexander Foundation			
BMZ / GIZ	12/1/2012	12/31/2013	514,580
German Society for International Cooperation			
DFID FGMC	7/1/2012	3/31/2018	16,772,681
UK Department for International Development			
Forest Governance, Markets and Climate			
DFID LEGEND	11/1/2014	3/31/2017	3,002,710
UK Department for International Development			
Land - Enhancing Governance for Economic Development			
Finland MFA	1/1/2014	12/31/2017	4,622,600
Ministry for Foreign Affairs of Finland			
Ford Foundation	6/1/2012	2/28/2016	4,113,000
Core Support, plus Climate/CLUA, Women & REDD in Africa grants			
Norad INGO	1/1/2013	12/31/2015	1,276,865
Norwegian Agency for Development Cooperation			
support window for International NGOs			
Norad NICFI	6/16/2013	12/31/2017 *	3,968,947
Norwegian Agency for Development Cooperation			
Climate & Forests Initiative			
Omidyar Network	1/1/2014	12/31/2015	1,175,000
Core operations support and private sector support			
SDC	12/1/2012	11/30/2015	1,182,569
Swiss Agency for Development Cooperation			
Sida	1/1/2013	12/31/2017	6,526,270
Swedish International Development and Cooperation Agency			
Anonymous	11/1/2014	12/31/2016	400,000
Gender justice-related activities			
other	various	various	180,789
WWF, Forest Trends, Oxfam, IIE, FPAC, Nestlé, IFC, Crane			
Philanthropic, individual contributions, others			
Total Support, Committed			45,986,012
Total Budget, FP2			60,000,000
Unfunded Need			14,013,988

* NICFI funding continues to 12/31/2020, and will contribute to FP3. Amount after 2017 not included in the total above.

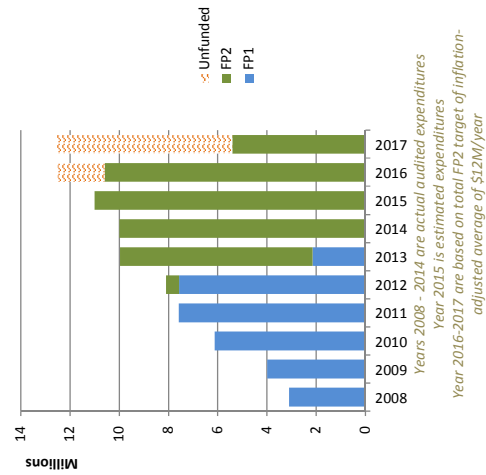
Timeline of Committed Support to RRI



Committed Support to RRI



Committed Support: Expected and Unfunded





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