

2018



RIGHTS & RESOURCES INITIATIVE

strategic objectives,
work plans,
and budget

ANNUAL GOVERNANCE MEETING

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Table of Contents

Report on 2017 Overarching Priority Objectives	3
Report on 2017 Outcomes by Program and Theme.....	8
Report on 2017 Strategic Response Mechanism (SRM)	38
2018 Overarching Priority Objectives.....	49
2018 Strategic Objectives and Work Plans by Program	50
Africa.....	51
Asia.....	58
Latin America	69
Strategic Analysis and Global Engagement (SAGE)	75
Tenure Tracking.....	79
Strategic Communications and Donor Engagement	84
Coalition and Strategic Networks.....	89
2018 Strategic Objectives and Work Plans by Theme	93
Alternative Tenure and Enterprise Models (ATEMs)	94
Rights and Climate	101
Gender Justice.....	111
Finance and Administration Work Plan.....	117
The International Land and Forest Tenure Facility Work Plan	119
Annex 1: Budgets	i
Annex 2: SPIII (2018-2022) Strategic Objectives and Logframe.....	xxxiii
Annex 3: Criteria for RRI Activities and Engagement.....	xl



Report on 2017 Overarching Priority Objectives

RRI identified **three Overarching Priorities** for 2017. Below are the initial findings of the Independent Monitor for 2017 on these Overarching Priorities. Evidence of progress against the Overarching Priorities can be found on the table that follows.

RRI's Partners, Collaborators, and Affiliated Networks:

1. **Ensure passage of community land rights legislation in Indonesia, Nepal, and Liberia, and the development of new regulatory frameworks governing community lands and forest in Kenya and Colombia;**



**Partially
Achieved**

Planned activities and outputs associated with this objective were largely achieved; the goal to ensure passage of legislation is in process although not yet reached in Indonesia, Nepal, and Liberia.

2. **Consolidate the Tenure Facility and Interlaken Group to catalyze transformative change in the recognition of land rights and rights-based business practice in Peru, Cameroon, Indonesia, India, and Liberia;**



Achieved

The objective to catalyze transformative change was achieved in the six countries where the Tenure Facility conducted and completed pilot projects. For the Interlaken Group, country-level work was conducted in Cameroon and Kenya, with scoping work conducted in Indonesia. In both Cameroon and Kenya, the convening of global Interlaken Group participants, local and regional companies and investors, key members of civil society, and government achieved catalytic effects leading toward changes in business practices at the national level.



3. **Establish recognition in the international development community that women are increasingly managers of community forests, local change agents, and political leaders across the developing world.**



Achieved

The recognition of the importance of women's rights and gender justice within the context of land and tenure rights was firmly established by RRI in 2017 through increased focus on and prominence of the gender justice theme. The publication and launch of the flagship publication *Power and Potential: A Comparative Analysis of National Laws and Regulations Concerning Women's Rights to Community Forests* was followed by region-specific workshops in Africa, Asia, and Latin America; press conferences; and media events. In addition, the Third International Conference on Community Land and Resource Rights in Stockholm further emphasized and supported this recognition through gender-focused panel discussions and gender strategy sessions.


RRI's Partners, Collaborators, and Affiliated Networks:**1. Ensure passage of community land rights legislation in Indonesia, Nepal, and Liberia, and the development of new regulatory frameworks governing community lands and forest in Kenya and Colombia.**

Country	Evidence of Progress
Indonesia  Partially Achieved	<p>The draft Indigenous Peoples Bill has been finalized and submitted to the Legislative Body of the House of Representatives. AMAN is supporting the process and will be lobbying the president and presidential staff office to establish who is responsible for representing the president's office to speak to Parliament. At the local level, RRI-supported efforts led to the Lebong Parliament approving the Local Regulation on the Recognition and Protection of Rejang Indigenous Peoples in Lebong District. All political factions supported this regulation setting-up the process for recognition of different adat groups by the Regent, meaning that 11 adat communities can now be given legal status through Regent decrees, opening the way for tenure rights recognition over 8,000 ha of adat territory (part of it is included in a National Park).</p>
Nepal  Partially Achieved	<p>The Community Forestry Federation (FECOFUN) and the Indigenous People's Federation (NEFIN), along with Dalit organizations, women's organizations, and CSOs came together to push for a Forest Rights Law as a follow up to the adoption of the new Constitution. A number of crucial steps, including widespread consultation amongst various stakeholders, negotiations between the key stakeholders (community forestry groups, Indigenous Peoples' federations, Dalit organizations, Madhesi organizations, and women's organizations) have taken place, and based on a consensus between these stakeholders, a Forest Rights law was drafted in early 2017. Parliamentarians from all three main political parties have been a part of this discussion. Mobilization to pass the law has been postponed repeatedly due to the highly controversial local elections organized for the first time under the new Constitutional Provisions. A planned visit of Member of Parliament to Mexico to expose them to the potential of community forestry for development has been postponed for the same reason. RRI Partners and Collaborators will start with the mobilization for enacting the Forest Rights Law in the coming months. Efforts from all three actors in Nepal who have worked collaboratively together throughout the year and are important allies have already resulted in a total of 753 FECOFUN community members being elected representatives in various local governmental positions.</p>
Liberia  Partially Achieved	<p>Although the Lower House passed a draft of the Land Rights Act (LRA) in mid-August, this draft was not aligned with the letter and spirit of the Land Rights Policy and did not include key protections for community rights. The CSO Working Group mobilized to prevent the Upper House from passing this denatured version of the LRA, and issued a public statement to that effect in mid-September. The Upper House did not approve the draft LRA, and it remains in committee. Progress then stalled because lawmakers were campaigning in the elections. However, Collaborators have successfully rallied the public to participate in advocacy around a pro-community land reform process, especially by advocating for the passage of a pro-community LRA. The Working Group produced several memos, position statements, press statements, and press conferences targeting various stakeholders, especially lawmakers, international partners, policymakers, and the Liberian people. CSOs shared their pro-community position with lawmakers, religious leaders, students, traditional chiefs, and over 75 CSOs. This has made the LRA a national legislative issue. The Working Group also distributed over 400 pro-community LRA t-shirts, produced and distributed 25,000 flyers, conducted educational forums/workshops with CSOs and youth groups, inspired newspaper stories on the LRA, held radio programs, and commissioned a pro-community LRA song. The Working Group also held awareness workshops/forums with traditional chiefs leading to a pro-community position statement. The Working Group set up a Facebook page pushing for the passage of the LRA. Collectively, these outputs made the LRA a constant national issue.</p>


Kenya  On Track to Achieve	<p>The approach to the development of new regulatory frameworks governing community lands and forests is multi-pronged. First, the Katiba Institute and the Forest Peoples Program (FPP) are supporting communities to conduct mapping of their customary lands, register their land claims, and apply for community land titles. To date, they have trained numerous communities including the Elgon Ogiek and the Sengwer communities in community mapping. Second, each community is in the process of creating a community assembly and a Community Land Association and Boundary Committee which will allow them to proceed to the third step, to apply for community land titles. All activities are stalled or delayed due to uncertainty in Kenyan election outcomes.</p>
Colombia  On Track to Achieve	<p>RRI's Collaborators, Universidad Javeriana (PUJ), National Afro Colombian Council of Peace (CONPA), Process of Black Communities (PCN), and the Caribbean Community Councils have made significant progress in producing new data with geographical reference and the analysis of the vulnerability of Afro-descendant territories lacking legal recognition and titling. RRI Collaborator PUJ's research team has created four databases analyzing the legal situation of the current land titling requests of Afro-descendant community councils. The Coalition consolidated information on the current status of the requests of 271 community councils that have been awaiting resolution of their land claims for approximately 5-10 years. By collecting this data and analysis, RRI is contributing to the advocacy efforts of the Afro-descendant organizations currently monitoring the implementation of the Agrarian Reform, Chapter 1 of the Peace Agreement. Collecting this data and analysis will help the Coalition in Colombia ensure that Afro-community customary lands are excluded from the inventory of the 10 million hectares of "available rural state lands" to be considered for distribution among rural populations. RRI's support to produce the technical, legal, and political tools needed to monitor implementation of the Peace Agreement has strengthened and positioned the role of CONPA in the Inter-Ethnic Commission for Peace. This support enabled CONPA to: i) consolidate a proposal of Afro-descendant communities on the guidelines to define the plans for implementation of the Territorial Development Programs (PDETs); ii) establish a roadmap to exercise free and informed prior consultation rights in the implementation of the Ethnic Chapter; and iii) consolidate a proposal of indicators to guarantee communities territorial rights and legal security over their collective territories and resources in the implementation of the peace accord.</p>

RRI's Partners, Collaborators, and Affiliated Networks:

2. Consolidate the Tenure Facility and Interlaken Group to catalyze transformative change in the recognition of land rights and rights-based business practice in Peru, Cameroon, Indonesia, India, and Liberia.


Institution	Evidence of Progress
Tenure Facility  Achieved	<p>Peru, Cameroon, Indonesia, Liberia, Mali, and Panama:</p> <p>The Tenure Facility supported efforts to achieve implementation of country specific laws and policies through pilot projects in Peru, Panama, Indonesia, Mali, Cameroon, and Liberia. All pilots were completed in 2017, and produced significant outputs in each of these six countries. In Indonesia, an "engendered mapping" tool was applied in over 30 communities across Indonesia. Trainings included 50 capacity building events for communities and indigenous leaders in six countries, including new university courses on Indigenous Peoples' rights in two countries. In Cameroon, four trainings were held to share new mapping methodology. In Liberia, 35 trainings were held to share the self-identification process for community territories. In Indonesia, 13 trainings were conducted on mapping procedures and regulation development in 10 sub-provinces. Two International Pilot Leaders Learning Exchanges were held, in Dakar</p>

and Stockholm, and lessons applied to refining procedures and design of the Tenure Facility. In addition, two regional learning exchange meetings were held between Mali and Burkina Faso.

<p>Interlaken Group</p>  <p>Achieved</p>	<p>Cameroon, Kenya:</p> <p>The Interlaken Group piloted pathbreaking country-level engagement in Kenya and Cameroon, where it convened global Interlaken Group participants, local and regional companies and investors, key members of civil society, and government. The Group demonstrated that demand for pre-competitive convening and solutions for land tenure problems extends to upstream producers of commodities and recipients of international finance. This demand by local private sector is itself demonstrative of the transition underway among companies and investors to address land tenure problems. Country-level engagement by the Group represents a new entry point to engage upstream commodity and financial supply chains, which have historically been resistant to advocacy pressure.</p>
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RRI's Partners, Collaborators, and Affiliated Networks:




3. Establish recognition in the international development community that women are increasingly managers of community forests, local change agents, and political leaders across the developing world.

Status	Evidence of Progress
 <p>Achieved</p>	<p>Following the launch of <i>Power and Potential: A Comparative Analysis of National Laws and Regulations Concerning Women's Rights to Community Forests</i> in May 2017, RRI conducted a number of events and communications efforts to establish recognition of women's rights and considerations in forest and land tenure issues. RRI convened three regional workshops on "Gender Justice, Indigenous and Rural Women's Collective Land and Resource Rights" in Africa, Asia, and Latin America. These workshops aimed to map and develop strategic alliances between existing regional initiatives, expand regional networks, and identify regionally pertinent themes that can contribute to the development of complementary regional strategies on gender. These workshops also facilitated the development of comprehensive regional perspectives on the issues facing gender and tenure rights in the region, and in doing so, identified where the RRI Coalition could add value moving forward.</p> <ul style="list-style-type: none"> • In Africa, the RRI Technical Expert Workshop on Gender Justice, Indigenous and Rural Women's Collective Land and Resource Rights was held in Accra, Ghana, and co-hosted with RRI Partner Civic Response. The workshop focused on strategic networking and alliance building, connecting existing regional initiatives, and improving their coordination in order to effectively implement existing regional and global commitments. Further, the major issues raised were that sociocultural norms and practices, customary inheritance regimes, legal barriers, and state-enforcement vacuums significantly hinder the advancement of women's tenure rights in Africa. To address these challenges, women's economic empowerment, engagement with government and the private sector, and the production of evidence-based research were all identified as critical opportunities for RRI's engagement with gender in the region moving forward. • In Asia, the Asia Regional Gender and Tenure Workshop was held in Bangkok, Thailand and co-hosted by RRI Partner RECOFTC. The workshop focused on brainstorming and strategic mapping, as well as identifying both regional and global trends related to gender and forest tenure. Accordingly, the key thematic issues that emerged were LSLAs and land-grabbing, private sector engagement, anti-criminalization and conflict resolution, and economic empowerment. The diversity of issues across the region reinforced the need to address gaps in action and research by creating spaces for collective engagement, and to connect realities on the ground with regional themes to form a broader narrative on gender in Asia.

- **In Latin America, the workshop on Gender Justice: A Vision for the Future in Latin America was held in Bogotá, Colombia,** and convened RRI Partners, Collaborators, Fellows, and Affiliated Networks from nine countries across the region, representing a variety of sectors including civil society, indigenous and Afro-descendant communities, women's organizations, academia, the government, and international organizations. The workshop made clear that integral recognition of collective rights with a gender perspective, territorial governance, protection and defense of land and human rights defenders, and women's political participation are the key issues facing the region. To address these issues, steps must be taken to collaborate with the government, the media, the private sector, and religious institutions; develop mechanisms for communication and coordination; and define key moments for collective action. These are areas where RRI can add value moving forward.
- **At RRI's Stockholm Conference, findings from the regional workshops informed a gender strategy session on Rural and Indigenous Women's Rights and Leadership in Collective Lands, which was co-organized by RRI Partners and Affiliated Networks including CADPI, CIFOR, Landesa, REFACOF, ONAMIAP, and FECOFUN.** The session worked toward the articulation of a new global partnership on indigenous and rural women and community land rights to showcase and document the increasing role and leadership of women in community land and forest management, discussed the critical gaps in securing indigenous and rural women's land rights, and identified actions to advance this partnership. Toward this end, the session focused on the stock-taking of strategies and tools being used to secure indigenous and rural women's rights and promote their leadership in communities, as well as on the discussion of current issues, challenges, commitments, and "gaps" in securing women's land rights. ■

Report on 2017 Outcomes by Program and Theme

Africa

Outcomes	Results	IM Score
Regional		
Outcome 1: Government actors leading land reforms in Africa agree to formal recognition of customary tenure rights	<ul style="list-style-type: none"> RRI and the African Union's Land Policy Initiative (LPI) convened representatives from land commissions throughout Africa for a three-day workshop in Accra, Ghana in July. RRI has worked with numerous governments and officials in the region—but never with so many at once. The event was attended by 36 representatives from 14 countries across Sub-Saharan Africa, as well as Dr. Janet Edeme, Head of the Rural Division of the African Union Commission, and Joan Kagwanja of LPI. The Deputy Minister of the Ministry of Lands and Natural Resources in Ghana, Hon. Benito Owusu Bio, delivered the keynote address. The event began with an opportunity to take stock and to allow participants to share experiences and perspectives from their respective countries, and included site visits to community lands in Accra. Conference participants' concluding recommendations were unanimous. More had to be done, they said, to identify, recognize, and protect the rights of Indigenous Peoples and local communities, and more resources devoted to building land management capacity. There was also agreement from all participants that the resolution of conflicts and the decentralization of land management institutions away from urban capitals and toward rural communities represent crucial steps in addressing the disparity between communities' rights and what governments formally recognize. To carry forward the recommendations, participants developed action plans defining how they could advance community rights upon return to work in their respective countries. 	 Achieved
Outcome 2: Key actors engaged in national land and forest reforms in East Africa agree on key, rights- based principles for reforming regulations	Initial planning for this activity took place, including development of a concept note; soliciting feedback from Partners, Affiliated Networks, Fellows, and key resource persons; and meeting with delegates from the Uganda Ministry of Water and Environment, and Ministry of Housing, Land and Urban Development, to host a regional workshop in Kampala, Uganda. Given the new context in East Africa unfamiliar to RRG, and wide-ranging feedback that failed to identify a clear focus for the workshop, RRG decided to postpone this workshop until early 2018 in order to conduct scoping to define the countries and priority topics. Through the course of the 2018 planning meeting, RRI Partners and Fellows agreed that it will be necessary to hold a sub-regional workshop with a focus on protected areas in the future.	 No Attempt
Outcome 3: Governments in selected REDD+ countries accelerate the legal recognition and enforcement of forest land rights for Indigenous Peoples, local communities, and	<ul style="list-style-type: none"> A consultant delivered a comprehensive desk study, including maps, assessing the cumulative impacts of all ongoing REDD+ initiatives in the Mai Ndombe province of DRC on the rights and livelihoods of forest communities, with key recommendations to address risks related to governance, conflicts, community land and forest tenure, and benefit-sharing. The report's concluding recommendations are now being refined, and the report will be submitted to the RRI publication process for release in early 2018. 	 On Track

women, as enabling conditions for REDD+, sustainable livelihoods, and green growth

- In Liberia, the Foundation for Community Initiatives mobilized stakeholders and participants for a national dialogue on REDD+ and climate change in November 2017. As a result of RRI support around strengthening women's leadership and participation in REDD+ implementation, FCI will now work with the REDD+ technical unit to conduct regional consultations around REDD+ implementation and the Liberia Forest sector project (LFSP). The FCI signed a Memorandum of Understanding (MoU) with the Forestry Development Authority (FDA) to organize and lead the four consultations.

Liberia

Outcome 1: Civil society organizations influence consultations on the review of the Land Rights Act and safeguard the core principles on customary land rights

The Civil Society Working Group on Land (CSO WG on Land), under the leadership of RRI Collaborators SDI and RRF, maintained national attention of the public and media on the significance of safeguarding customary lands in the draft Land Rights Act (LRA) in accordance with Liberia's Land Rights Policy. Despite the CSO WG on Land's sustained engagement with the Liberia Land Authority and key lawmakers, at the eleventh hour the lawmakers worked behind closed doors with a corporate law firm to significantly alter the draft LRA. As a result, the Lower House passed a draft in mid-August that was not aligned with the letter and spirit of the Land Rights Policy and did not include key protections for community rights. The CSO Working Group mobilized to prevent the Upper House from passing this denatured version of the LRA, and issued a public statement in mid-September making it clear that passing the revised LRA would be tantamount to a land grab. The Upper House did not approve the Lower House's version of the LRA, and the bill remains in committee. Progress and advocacy were then stalled, because lawmakers were campaigning in the elections.







**Partially
Achieved**

Outcome 2: Local communities in areas earmarked for expansion of concessions have knowledge of their rights and are better equipped to negotiate with investors

- In the Wologizi area, earmarked for large-scale concessions, six local communities with support from Green Advocates used participatory methods to develop and finalize a first set of GIS maps documenting use of their lands and resources. In developing these maps, they harmonized boundaries to reduce and prevent conflict. In their self-identification process, communities validated and adopted community by-laws in town hall meetings. They are now selecting leadership, preparing to apply for land titles, and developing a land-use management plan. To strengthen their joint position vis-à-vis investors, the six communities have drafted and agreed to sign a Memorandum of Understanding including provisions to designate the land and natural resources associated with and around the Wologizi mountain range and its surrounding communities and land areas as a community customary land and natural resource area. This activity will be a nation-wide model for joint community organizing in areas earmarked for large-scale concessions.
- In the Sasstown area, where oil palm and small-scale mining are increasing, SESDev supported 11 communities to establish an interim land governance structure; they are in the final stages of developing and adopting a land use management plan and by-laws. As a result of intensive outreach activities by SESDev, the 11 communities are actively monitoring GVL (an RSPO member) and a small-scale mining company to ensure their activities do not proceed without the communities' free, prior, and informed consent. This community-based monitoring can be a model for monitoring impacts of other RSPO members in Liberia.



On Track

Outcome 3: Civil society organizations leverage participation in climate change initiatives to advocate for community tenure rights	<ul style="list-style-type: none"> The Foundation for Community Initiatives (FCI) conducted four community meetings and two consultations in Sinoe County to increase local knowledge engagement with REDD+ programs. Importantly, this work gained recognition at the national-level, and the FCI signed a Memorandum of Understanding (MoU) with the Forestry Development Authority (FDA) to hold four more regional consultations on REDD+ and gender. The FCI is mobilizing stakeholders to participate in the national dialogue on REDD+ and Climate Change in late 2017. FCI's activity will ensure that the national-level discussions on REDD+ and climate change include informed, local input from women and youth whose voices are often omitted. The Rights and Rice Foundation (RRF) convened ten different organizations that are members of the CSO Oil Palm Working Group and the RRI Coalition for three strategic engagement planning meetings. Through these meetings, the CSOs determined their unique and collective responsibilities to prepare for the implementation of the Roundtable on Sustainable Palm Oil (RSPO) and Tropical Forest Alliance 2020 (TFA 2020). Following this, RRF held a national stakeholders review of the TFA 2020 and RSPO, gathering 35 participants from the government, private institutions, CSOs, and palm oil production companies. The meeting resulted in universal, national-level consensus to consider including community customary tenure rights in the implementation of the TFA 2020 and the RSPO in Liberia. 	 On Track
Outcome 4: Influential companies and investors begin to transform business practices and supply chains by adopting and supporting alternative models that prioritize community rights	See ATEMs report.	 No Attempt
Outcome 5: Governments in selected REDD+ countries accelerate the legal recognition and enforcement of forest land rights for Indigenous Peoples, local communities, and women, as enabling conditions for REDD+, sustainable livelihoods, and green growth	See Rights and Climate report.	 No Attempt
Kenya		
Outcome 1: Local communities utilize the legal framework of	<ul style="list-style-type: none"> The Elgon Ogiek community produced a community map, including maps of forest destruction, sacred sites, and other crucial cultural sites; and conducted community consultations and workshops involving FPP, FIPN, and Katiba Institute. The Sengwer also produced zoning plans and 	 On Track

the 2016 Community Land Act (CLA) to strengthen their customary land rights

community maps. This was made possible by three key mapping trainings facilitated by FPP and FIPN in Kenya for all forest dwelling communities: one on mapping territorial boundaries and two on using the TIMBY system to map human rights abuses as well as key cultural sites. This community-based work will be a model for indigenous communities nationwide. Each community is at a different stage in the process of creating a community assembly and a Community Land Association and Boundary Committee, which will allow them to apply for community land titles. Application for community land titles will proceed once the regulations for the Community Land Act (CLA) are in place.

- While this community-based work proceeds, Katiba Institute is conducting a legal audit of Kenya's national land laws and policies, which is underway with crucial guidance from Liz Alden Wily.

Outcome 2: Legal action to address provisions in the FCMA prompts a constructive dialogue on the law's compliance with Kenya's 2010 Constitution

- Katiba Institute and FIPN are prepared to file a key legal case challenging the gazettelement of forest community land as public land, to ensure the national Forest Conservation and Management Act (FCMA) is aligned with the 2010 Kenya Constitution and conservation science. The process of preparing communities for the case is ongoing, but filing the case has been delayed because the courts have been caught up in election matters prior to the August and October elections, and barely dealing with other matters.
- At the same time, an ongoing constitutional petition against the Kenya Forest Service by the forest peoples at Bungoma related to the Mount Elgon situation has the potential to settle this same issue of how communities coexist with the forest at a national level. A hearing for that case has been scheduled for May 2018, and Katiba Institute is considering amending its petition to address the specific question that is asked in the as-yet-unfiled case (i.e., addressing the rights that accrue to the forest dwellers at Mt. Elgon from section 63(2)(d)(2) of the CLA).



On Track

Outcome 3: Civil society and community-based organizations influence the development of pro-community regulations for the Forest Conservation and Management Act (FCMA)

This activity was not carried out, due to significant delays in agreeing on a revised objective of guidelines for community forestry, and a changing political context (elections).



No Attempt





Outcome 4: Influential companies and investors begin to transform business practices and supply chains by adopting and supporting alternative models that prioritize community rights


See ATEMs report.






On Track

Asia

Outcomes	Results	IM Score
Regional		
Outcome 1: Increased regional learning, cooperation, and action on agribusiness corporate practice and investment as it relates to human and community resource rights	See ATEMs report.	 No Attempt
Outcome 2: Experience sharing, learning, and building a common platform on Gender and Land Rights in Asia	The Gender Justice portfolio for 2017 included a brief on the impacts of large-scale palm oil land acquisitions on women's land and forest tenure rights (<i>See Tenure Tracking report below</i>). RRG and Indonesian Collaborators promoted the launch of this research, in collaboration with AMAN and the University of Indonesia, as well as a regional launch of the Gender Flagship. The Asia Program organized an Asia Regional Gender and Tenure Workshop on August 23-24 at our partner RECOFTC's headquarters. The Asia team will be further collaborating with the Gender Justice team as well as the Africa and Latin America regional teams to ensure that the "Gender and Tenure Roadmap," a foreseen output of the workshop, contributes to the Gender Expert meeting as well as RRI's Gender Strategy for 2018.	 Achieved
India		
Outcome 1: Countering legal challenges to FRA and ensure that the law is upheld through legal interventions	<ul style="list-style-type: none"> Ongoing national research on protected areas and the Forest Rights Act (FRA) found that the FRA continues to be ignored in protected areas, leading to evictions and displacements, and the violation of forest rights and human rights. The results of the study have begun to be circulated in the media, and a preliminary brief based on the findings was released on November 15th during a national conference in New Delhi which will be organised by Indian Civil Society coalitions. The objective of the study, national conference, media engagement, and political advocacy is to push India's repressive and exclusionary protected area policies and practices toward a rights-based, inclusionary approach that respects the legal provisions of the Forest Rights Act. These received high national-level media attention. RRI also supported the training of legal activists to use laws, including the powerful Prevention of Atrocities (to Scheduled Tribes and Scheduled Castes) and the FRA, to protect land and forest rights of tribals and Dalits. Two such national trainings have been organized in Odisha and Mumbai, where lawyers, activists, CSO members, and key academics brainstormed strategies for legal interventions to protect rights and ward off challenges to the FRA in the High Courts and Supreme Court. 	 On Track
Outcome 2: Local forest communities across India secure forest and land rights recognition, and attain titles for their customary lands and	<ul style="list-style-type: none"> A two-day national seminar on "Implementation issues on Community Forest Rights, Habitat Rights and gap between Policy and Practices" was organized by the government of Odisha in collaboration with RRI Collaborators, with support from RRI. RRI supported a national-level meeting on CFR governance and management in Bangalore by Vasundhara, ATREE, Kalpavriksha, and CFRLA. RRI also supported the CFR- 	 On Track

<p>forests under India's Forest Rights Act of 2006</p>	<p>LA coalition to publish reports on the promise and performance of the FRA in Maharashtra and West Bengal, complementing the national, Odisha AP, Telangana, and Gujarat reports already published in 2016. These reports are being widely cited and used and are leading to increased support for Outcome 2.</p> <ul style="list-style-type: none"> • In Odisha, RRI is supporting pilot projects for community rights recognition under the FRA by collaborating with 23 local CSOs, activists, and other institutions, led by Vasundhara. A total of 840 Community Forest Resource (CFR) rights claims have been initiated by Gram Sabhas, out of which 256 have submitted their claims to the government. • RRI Collaborator AIPP conducted 30 village level meetings on self-governance, the FRA, and UNDRIP in 58 villages throughout Odisha and Chhattisgarh to raise awareness and build capacity around the claim-making process for the Community Forest Resource (CFR) rights under the FRA. AIPP documented ten new cases of human rights violations under the FRA to monitor further rights infringements and promote transparency within the FRA processes. AIPP also organized 16 meetings of Indigenous Peoples' networks via the Indigenous Peoples Forum Odisha to discuss the strengthening of newly formed Gram Sabhas and to create awareness around land related issues in full and partial 5th Scheduled Areas. • RRI has been supporting JVAM (Jharkhand Vana Adhikar Manch), a coalition of organizations in Jharkhand advocating for CFR rights recognition, to file 676 CFR claims in 2017. A Standard Operating Procedures (SOP) for FRA recognition has been developed in collaboration with UNDP and submitted to the central government for approval. More than 5,000 forest dwellers came together to demand implementation and recognition of rights under the FRA on October 13 to the state government of Jharkhand. • Along with the grassroots activities, RRI has also been supporting media advocacy on the FRA; and its efforts have led to coverage in both local and national newspapers (36 media hits). The media coverage has generated pressure on provincial governments, as well as the national government, to scale up implementation of the Forest Rights Act. This is a major step forward under outcome indicator 2.2. 	
<p>Outcome 3: Relevant district and state level government actors and civil society organizations actively promote and thereby rapidly scale up FRA implementation</p>	<ul style="list-style-type: none"> • RRI supported Collaborators (Vasundhara, JVAM) to undertake trainings and orientation for CFR recognition. In the first three quarters of 2017, RRI supported 41 trainings for 1,806 trainees, including government officials (690), CSOs, and grassroots workers on FRA implementation. One district level consultation and three cluster level meetings were organized with Women-led Forest Protection Group in Nayagarh District demanding the recognition of community rights under the FRA, as well as two regional level FRA training programs. These trainings were instrumental in building the capacity to scale up FRA implementation, as evidenced by the 1,500 CFR claims initiated by collaborators in 2017. RRI collaborator TISS supported two regional level FRA training programs. • TISS conducted studies on the ground and has written 11 case studies on the FRA—specifically on management and livelihood impacts, protected areas, pastoralism, and environmental crimes. TISS is currently still working on these case studies, which will be used at the national level as evidence for advocacy with the government and to develop training 	 <p>On Track</p>

	programs. CSD is carrying out a study on customary rights and FRA under this outcome, and the results of the study will be used for advocacy with the national government.	
Outcome 4: Government, corporate, and civil society support for community land and forests rights is generated through evidence-based research, analyses, and data	<ul style="list-style-type: none"> RRI continued to engage with investment and land conflict issues at the national level with Indian School of Business (ISB) through the development of a spatial data portal on land and forest rights that will enable spatial analysis of rights recognition, plantations, land and natural resource conflicts, etc. RRI continues to support the researchers managing the Land Conflict Watch website. Currently, the website documents 538 reported conflicts affecting 9.8 million people and 2.4 million hectares, affecting USD\$280 billion worth of investments. Land Conflict Watch has become the site to go to for land conflict issues, and articles related to land conflicts cite it frequently. At least 10 articles, including some in Reuters, have cited the website data. Several interesting collaborations have also been generated by the site. These include one with Video Volunteers to collect data about cases where people have been forcefully evicted from their land. The Land Conflict Watch website will feature the conflict videos made by the team of Video Volunteers. The Housing and Land Rights Network will work with Land Conflict Watch to document cases of forced evictions of people from their homes. 	 Achieved
Outcome 5: RRI Strategy is led by informed and credible actors	<ul style="list-style-type: none"> RRI conducted three Expert Advisory Group Meetings, where leading social movement actors from India deliberated on strategies for collective rights recognition, and provided critical inputs to strategies followed by RRI in India. 	 On Track
Indonesia		
Outcome 1: The implementation gap in the tenure agenda is documented and addressed through productive engagement by government, private sector, and civil society joint endorsement of an updated road map	<ul style="list-style-type: none"> RRI supported diverse strategies to address the implementation gap in the tenure agenda and to ensure that the government, private sector, and civil society endorsed an updated roadmap for tenure reforms. These strategies included piloting and learning from ground level activities; inputs for the updated tenure road map; carrying out review and revision of the existing tenure road map; and advocacy and engagement with government and corporate actors on tenure issues. The Jakarta Tenure Conference was a culmination of these efforts, and its recommendations are being incorporated into a Joint Action Plan for tenure reforms endorsed by the government and civil society. RRI supported Sajogyo Institute to organize several workshops and meetings on the results and updating of the Indonesia Tenure Road Map. The key messages were presented at the Jakarta Tenure Conference and will be incorporated in the recommendations of the Conference. Recognition of customary forests and their handover to adat communities remains slow, with only 3,441 ha of adat forests handed over in 2017. To address this, RRI Collaborators have been supporting adat communities to obtain recognition of customary forests (hutan adat) from local governments, creating legal protection for these forests. RRI Collaborators AKAR Foundation, HuMa, and Epistema have been able to bridge the knowledge gap within local and indigenous communities. AKAR Foundation built legislative literacy in indigenous communities in Bengkulu through educational workshops and training on the various criteria that need to be submitted as a first step toward hutan adat 	 Partially Achieved

recognition, and has supported the Rejang adat community in efforts to obtain a regional decree of recognition. HuMa supported social mapping of two customary communities to document their traditional tenure and natural resource practices, to be used as the primary evidence for filing for recognition as hutan adat. Epistema further “bridged the gap” by conducting field research on customary management and tenure practices in four customary forests in Kerinci District, Jambi Province in Sumatra. The draft Local Regulation on Customary Communities Recognition is under discussion in Kerinci District. These processes serve not only to recognize rights of these adat communities, but also act as pilots for upscaling and cross-learning.

- RRI promoted economic empowerment in community forestry as a valuable alternative to concession models by supporting community forest and farm user groups in Bengkulu District to form a cooperative “Cahava Panca Sejahtera” to develop a coffee-based forest producer group. The outcomes of this activity demonstrate the economic productivity of community led forest enterprise and community based forest management in social forestry areas, adding to the mounting evidence for recognizing increased forest areas as owned by local communities.
- A major accomplishment this year in Indonesia was the creation of a land tenure-related conflict database and map. Tanahkita.id is an online land portal, created in collaboration with JKPP, that contains mapped land-related conflict distribution, plantation/mining sites, and other private sector area data as well as indigenous claimed and managed area data. So far, 258 conflicts from across Indonesia have been included; with over 75,000 individuals, 2.8 million hectares of land, and a total investment of around 3.39 trillion IDR/US\$253.65 million affected. Out of the 10.2 million hectares of community land mapped through participatory process and uploaded on Tanahkita.id, 77 percent are located in conservation areas and 46 percent in concession areas. The portal is open access and serves as a monitoring tool to measure progress and as a reference for advocacy work. This database, much like the “sister” database created last year with RRI support—landconflictwatch.org—is a powerful tool to show areas of land-based conflict, discrepancies in designated or state-owned forests areas, etc.
- RRI supported Collaborator KPA to push for progress in agrarian reform through a bottom-up process by defining land to be redistributed and act against criminalization. KPA successfully convened a series of meetings with the Agrarian Minister and land agency heads from various districts wherein maps of priority locations for agrarian reforms were shared. Meetings will be held between KPA and the Agrarian Ministry every two weeks to follow up.
- The HAK Foundation implemented a series of consultation and advocacy meetings on the need to issue a provision for the “Guidance for the Police to Handle the Cases Caused by Conflicts of Plantation, Forestry and Mineral and Coal Mines” to promote human rights among private sector and security sector operators in the context of forest and land conflicts. This meeting furthered awareness about the criminalization of indigenous and other forest communities amongst police and security forces.

	<p>Inclusion of the above provision into local regulations is under consideration.</p> <ul style="list-style-type: none"> • In terms of engagement with corporate and tenure rights, RRI Collaborator AsM translated the Interlaken Group guides into Bahasa Indonesia and facilitated communication and discussion between RRI, RSPO, and selected palm oil and pulp and paper companies. The outcome of this activity was critical for the panel on private sector and tenure rights in the Tenure Conference, and has led to “action points” agreed on by local communities, companies, and various Ministries, including a potential mechanism to end concession expansion and the necessity of free, prior, and informed decision making with the local communities. These action points demonstrated potential entry points for the Interlaken Group’s engagement in Indonesia. • The Jakarta Tenure Conference, held October 25-27, 2017, centered on ensuring the rights to land and forest tenure for Indigenous Peoples and local communities. The Conference, co-hosted by the Ministry of Environment & Forestry (KLHK), the Office of the Presidential Staff (KSP), and the Civil Society Coalition for Tenurial Justice, brought together over 600 participants, and was inaugurated at the Presidential Palace by President Joko Widodo on the morning of the 25th. During the opening session, President Jokowi announced the establishment of nine new Village Forests (Hutan Desa) covering a cumulative area of 80,228 hectares—a step toward achieving the government’s target of recognizing 12.7 million hectares by 2019. Additionally, he awarded nine Customary Forests (Hutan Adat), covering 3,341 hectares to nine adat communities. The first plenary session was attended by four Ministers—the Minister of Environment and Forests, the Agrarian Minister, the Coordinating Minister for Economy, and the Minister of Villages—the Head of the Executive Office of the President, Sandra Moniaga from Komnas HAM, and the judge who issued the landmark Constitutional Court Decision MK35. The Conference produced recommendations and conclusions addressing issues such as gaps in implementation of the MK 35 decrees, the Social Forest targets, and the Agrarian Reform targets. This Conference was a “first of its kind” collaboration of the Office of the President, Ministry of Forests and Environment, and the Indonesia Civil Society Coalition for the Jakarta Tenure Conference, and illustrates the highest-level commitment to tenure reforms by the government of Indonesia. The Conference received unprecedented attention in Indonesia, with more than 90 media hits. The activity ensured that the emerging CSO Tenure Coalition in Indonesia is in a strategic position to take advantage of the momentum created by the Jakarta Tenure Conference to push forward the tenure reforms agenda in 2018. 	
<p>Outcome 2: Learnings on linking forest rights-based CFEs with economic and political empowerment of women's groups</p>	N/A	<p>○</p> <p>No Attempt</p>

Nepal		
<p>Outcome 1: The Forest Rights Law is passed and supports secure land, forest resource, and carbon rights, and includes provisions for management responsibilities to be vested in IPs, local communities, Dalits, women, and Madhesi</p>	<ul style="list-style-type: none"> The Green Foundation carried out five multi-stakeholder meetings which were attended by Constitutional Assembly members, various political party representatives, and CSOs to discuss the Forest Rights Law. The frequent meetings with various members of the CA and other important stakeholders created a strong alliance that is supportive of passing the Forest Rights Law under the new government that is currently being set up. The diversity and complexity of the Forest Rights Law was discussed with members of Dalit, indigenous communities, women, and Madhesi representatives, and have incorporated provisions for ownership and management responsibilities for all of the above communities. The CA members who attended the various meeting have demonstrated their support for the law, and are currently awaiting the full shift to a federal system of government. A national level multi-stakeholder event in Kathmandu focused on the local government's role in community based forest management, and included a significant number of members of parliament, mayors, deputy mayors, and ward/district chairpersons from different municipalities; high level government officials from the Forest Ministry and Department of Forests; and Partner, Collaborators, stakeholders, civil society, and media representatives. A joint position paper on the processes of the Forest Rights Law is being used by ex-members of Parliament and newly elected local government officials in preparation for 2018, when the government will have completed its restructuring and will set a date to vote on the draft law. Various meetings at the provincial level resulted in CA members informally pledging to endorse the Forest Rights Law. FECOFUN conducted an advocacy campaign targeted to the local elections in Nepal conducted throughout 2017, specifically in Dang, Doti, and Chitwan districts. The campaign was focused on awareness on the Forest Rights Law, and collaborated with Asmita Nepal—who focused on women's rights within the Forest Rights Law—and with the Rastriya Dalit Network (RDN), who were focused on creating solidarity among election representatives on the Forest Rights Law and on including Dalit issues on natural resources in the election. 	 Partially Achieved
<p>Outcome 2: Evidence-based analysis linking forest rights with climate change and development (through community-based forest enterprise) to generate support amongst political leadership and officials for the Forest Rights Law</p>	<p>The Green Foundation (GFN) has carried out three case studies in diverse regions in Nepal to create a baseline analysis of ongoing community forest-based enterprises. It identified eight CBFs in furniture, wooden handicraft, handmade paper, bio-briquette, trifala, babiyo rope production, bel-squash production, and eco-tourism through the interaction of CFUGs. In depth case studies on eco-tourism, wooden handicraft production, and bio-briquette production were completed. Based on these cases studies, GFN wrote and will soon publish a policy brief on policy provisions, gaps, and challenges of CBFs, in order to support both the recent Cooperative Law and the current draft of the Forest Rights Law.</p>	 On Track

Latin America

Outcomes	Results	IM Score
Regional		
Outcome 1: Increased regional learning, cooperation, and action plan on indigenous women's land rights in Latin America	This activity was not funded.	 No Attempt
Colombia		
Outcome 1: Recommendations to secure territorial rights of indigenous and Afro-descendant communities are included in the agrarian reform and peace agreement legislations	RRI's Collaborators Universidad Javeriana (PUJ), National Afro Colombian Council of Peace (CONPA), Process of Black Communities (PCN), and the Caribbean Community Councils, produced new data with geographical reference, showing forest ecosystems, overlaps with private concession requests, and rural development plans under the peace accord. The data supported an analysis of the vulnerability of Afro-descendant territories lacking legal recognition and titling. The analysis consolidated information of the current status of 271 community councils' land recognition requests that have been pending resolution for 5-20 years. Collecting this data and analysis will help the RRI Coalition in Colombia ensure that Afro-community customary lands are excluded from the inventory of the 10 million hectares of "available rural state lands" to be considered for distribution among the rural population and potential development projects. It will also contribute to the ongoing advocacy efforts of the Afro-descendant organizations to secure the recognition of their lands, and to monitor the implementation of the Ethnic Chapter of the national Peace Agreement to safeguard their collective territories.	 Achieved
Outcome 2: The Inter-Ethnic Commission for Peace (ONIC-CONPA) is better positioned to monitor the implementation of peace agreement laws and ensure territorial development is taken into account	RRI's support to produce the technical, legal, and political tools to monitor the implementation of the Peace Agreement has strengthened and positioned the role of CONPA in the Inter-Ethnic Commission for Peace, particularly around the agreements contained in the Ethnic Chapter. This support enabled CONPA to: i) consolidate a proposal of Afro-descendant communities on the guidelines to define the plans for implementation of the Territorial Development Programs (PDETs); ii) establish a roadmap to exercise free and informed prior consultation rights in the implementation of the Ethnic Chapter; and iii) consolidate a proposal of indicators to guarantee territorial rights and legal security over the collective territories and their resources in the implementation of the peace accord. These actions will ensure protection of the collective lands of Indigenous Peoples and Afro-descendant communities while preventing the potential rollbacks of rights during implementation of the Peace Agreement. By monitoring implementation of the Ethnic Chapter, this strategy also contributes to preventing future social conflict over lands that have been traditionally held by ethnic communities.	 Achieved
Outcome 3: Climate change funding programs include recommendations from Indigenous Peoples and Afro-descendant	<ul style="list-style-type: none"> RRI's Collaborators Environment and Society Association (AAS), in collaboration with Process of Black Communities (PCN), developed a study of climate change funds, including an analysis of the role that ethnic communities play in the mitigation of and adaptation to climate change. The funds analyzed were 1) Green Climate Fund (GCF); 2) Fund 	 On Track

communities on securing collective tenure and access to funds

GEF/FMAM; and 3) Colombia in Peace Fund (funds from the Inter-American Development Bank, United Nations, and the World Bank). The study concluded that there is no clear path for ethnic communities to directly access these funds, and that the programs for distribution of these funds lack safeguards on gender justice and prior and informed consultation.

- RRI Collaborators submitted a set of recommendations to the Green Climate Fund to ensure collective tenure, safeguards to their territorial rights, and direct access of the communities to the funds. These recommendations pertain to 1) inclusion of Indigenous Peoples, local communities, and Afro-descendant peoples of Latin America and the Caribbean as direct fund recipients; and 2) integration of principles such as: recognition and self-determination of the system of self-government, historical reparation, and strengthening the rights of Indigenous Peoples to their lands, territories, and resources. Providing recommendations on the inclusion of the ethnic and cultural perspective lays the foundation for modifying the Green Climate Fund's procedures so that indigenous and local communities can access funds.

Outcome 4: Indigenous and Afro-descendant community-based management plans are positioned as key contributors to the fulfillment of national climate change commitments

Members of the RRI Coalition developed two proposals for community monitoring systems to track deforestation and forest degradation within Indigenous Peoples' territories (Confederación Indígena Tayrona in Sierra Santa Marta) and Afro-community lands (Consejo Comunitario de Yurumanguí) and to demonstrate community contributions to national climate change commitments. During the development of these projects, the Coalition found that the Forest and Carbon Monitoring System, part of the National REDD+ Strategy (ENREDD+), favors technical variables and lacks the ethnic-cultural perspective. The proposals were presented to UNREDD, the Ministry of Environment, donors, FAO, and national and regional governments, and the Ministry of Environment and FAO committed to considering the proposals in the construction of the community monitoring system of the Institutional Panel of Community Monitoring (Mesa Institucional de Monitoreo Comunitario). This strategy not only enabled RRI Collaborators to participate in the Institutional Panel of Community Monitoring, but also influenced the National REDD+ Strategy (ENREDD+) by providing critical inputs to ensure that the national community monitoring system includes the cultural and ethnic perspectives of indigenous and Afro-descendant communities.



On Track



Outcome 5: The national government takes into account the guidelines for rural women's access to land for the creation of the future National Public Policy on Rural Women



Building on previous joint efforts in 2015-16 by the RRI Coalition, Collaborators National Indigenous Organizations of Colombia (ONIC) along with the National Women's Advisory Committee lead the review and adjustment of guidelines for the inclusion of women's tenure rights in the upcoming proposal for the National Public Policy on Rural Women. The RRI Coalition has also actively used the guidelines as a technical and political tool to gain access to national-level decision-making on issues related to gender equity under the implementation of the Peace Agreement. As a result, last July, women representing RRI's Collaborators from indigenous and peasant organizations were appointed by the government to join the Colombian Committee for Monitoring, Promoting, and Verifying the Implementation of the Final Agreement (CSIVI, Comisión de Impulso y Verificación a la Implementación del Acuerdo Final), whose mission is to ensure that the gender perspective is included in the implementation of laws resulting from



On Track


the Peace Accords. Additionally, RRI Coalition members participated in the Ethnic and Peasant women commission as members of the committee to produce the proposal for public policy, alongside representatives of the Directorate of Rural Women, Ministry of Agriculture, Presidential Advisor on Women's Equity, National Land Agency, UN Women, and Unit of Land Restitution. The RRI Coalition is now better positioned to continue its contributions to one of the major current national policy reforms supporting the rights of rural women, including their tenure rights, as a critical aspect of the country's development.


Peru		
<p>Outcome 1: National level indigenous organizations have coordinated goals and strategies to increase the number of community land titling in the current 11 projects for collective land titling</p>	<ul style="list-style-type: none"> RRI's Collaborators, representing Amazon and Andean national indigenous organizations, joined efforts to create and launch a common proposal to secure collective tenure rights that includes recommendations for: 1) increasing the target number for community titles under the current national and regional titling programs; and 2) resolving technical titling procedures that affect implementation and realization of collective tenure rights. The proposal was presented at the Public Forum "Indigenous Peoples: legal security and proposal for collective titling in Peru" before government agencies, cooperating entities leading the titling projects, and Indigenous Peoples' representatives. Additionally, the RRI Coalition has also launched the Campaign <i>Titulación Colectiva Ahora</i> (Collective Land Titling Now) aimed at raising awareness of the risk to communities' ancestral territories posed by inadequate implementation of the current land titling projects. Indigenous organizations' collective effort has been strengthened by the "Common Agenda of Indigenous Organizations," which was created and consolidated with the support of RRI. The integration of the Common Agenda into the Pact of Unity Platform's political work plans enabled national indigenous organizations to respond effectively to repeal harmful norms that the national government was promoting to stimulate the economy at the expense of indigenous collective territories. For instance, executive decree (1333) and similar norms that directly affect community tenure security by facilitating access to their land for investment projects were repealed thanks to the Coalition's joint efforts. This advocacy and communications campaign represents the first instance of a joint proposal created by several different indigenous organizations to advance negotiations with the government with regard to their collective tenure rights. 	 On Track
<p>Outcome 2: IP organizations hold the government accountable for fulfilling its Nationally Determined Contribution (NDC) commitments while including key recommendations from IPs</p>	<p>RRI's Collaborator AIDSEP and Affiliated Network COICA completed the first phase of the Indigenous Peoples' proposal to reach NDC goals. The proposal identified the common climate change threats for both the Amazonian and Andean regions such as mining, hydrocarbons, oil pipelines, gas pipelines, oil palm concessions, etc., and the impacts of deglaciation, desertification, forest fires, droughts, frosts, floods, alluvium, reduction of groundwater, new diseases, new pests, and alteration of the agrarian cycle. Concrete advocacy strategy actions for the implementation of the NDC of Peru in articulation with the common agenda of the indigenous organizations were included in the proposal. During a two-day workshop last October, both Andean and indigenous organizations agreed on 1) promoting initiatives to adapt to</p>	 On Track

	<p>climate change, especially through case studies; and 2) strengthening the knowledge, technologies, practices, and efforts of local communities and Indigenous Peoples in relation to climate change initiatives by establishing a platform to exchange experiences and best practices on mitigation and adaptation. At the national level, Collaborators have conducted advocacy and communications campaigns to call attention to the national government's fulfillment of the second implementation phase of Peru's NDC, while seeking further engagement with decision makers, ministries, and donors. As Indigenous Peoples and local communities are primarily affected by the consequences of the climate crisis, this strategy elevates their plight and sets the stage for them to present their proposals for the fulfillment of Peru's NDC and efforts to combat climate change under the Paris Agreement. With RRI support, Indigenous Peoples and local communities also used global platforms like COP23 to promote their valuable contributions to the conservation of the world's forests.</p>	
<p>Outcome 3: Indigenous Peoples' common proposal for public policy on food security and "good living" (buen vivir), including women's role, is introduced into the national political debate</p>	<ul style="list-style-type: none"> • RRI's Collaborator AIDESEP, in coordination with Andean indigenous organizations, drafted a proposal on the indigenous economy to be included in a proposal on public policy, aiming to promote community-oriented development initiatives. The proposal articulates Amazonian indigenous sustainable life plans where market-oriented activities are complemented with activities for self-consumption, and includes a series of principles on sustainable development, governance, transparency, and the right to self-determination. The indigenous organizations were planning a national presentation of this proposal to be attended by key stakeholders such as ministerial representatives, members of Congress, and specialized journalists. However, this was delayed due to advocacy efforts to repeal Bills that would drastically affect their territorial rights. • To complement the creation of the proposal on the indigenous economy, RRI's Coalition is conducting advocacy and communications strategies to look for financing sources from the national government to advance the self-sustainability of the activities within the communities, including advocating for a percentage of the benefits from the exploitation of natural resources to go directly to communities, which will allow them to have greater decision-making power and autonomy in the use of their territories and resources. 	 <p>On Track</p>
<p>Outcome 4: Indigenous women's perspectives on access to land are disseminated and considered in ongoing land titling projects</p>	<p>To influence the national government to include indigenous women in decision-making on the implementation of current land titling projects, RRI's Collaborator National Organizations of Andean and Amazonian Women on Peru (ONAMIAP) and Partner Center for International Forestry Research (CIFOR), in alliance with the German Cooperation Agency (GIZ) and International Land Coalition (ILC), held a national-level advocacy event, "¿Cuánto pierde el país si las mujeres Indígenas no tiene acceso al territorio?" (How much does the country lose if indigenous women lack access to land?). The event convened indigenous women and engaged them with representatives of the Ministry of Agriculture, DISGESPACR, representatives of the IDB-founded PTERT-3 program, UNDP-DCI, Climate and Forest Initiative Support Scheme (NICFI), Peruvian Congresswomen, and NGOs working on the implementation of these land titling projects. Following this event, representatives of at least four titling projects began coordinating with ONAMIAP to provide specific follow-up actions to the demands of women for greater participation/decision-making in the implementation of the titling</p>	 <p>Achieved</p>

	<p>projects. Moreover, nine indigenous women became members of regional monitoring committees under the PTRT-3 project, where they will influence the implementation phase to ensure respect for women's land rights. To guarantee IDB's gender safeguards are properly addressed in the implementation of the PTRT-3T, ONAMIAP is also working to increase community women's legal and technical capacity. This work was complemented with capacity-building for regional government officials around the inclusion of the gender perspective on land titling projects. This strategy positioned women to make decisions on land tenure at the national level and encouraged government respect for their rights in order to ensure the fulfillment of expected benefits of the current titling projects. It also prompted communication and coordination among the Ministry of Agriculture, regional governments, titling project implementers, and indigenous organizations to develop mechanisms for the integration of the gender approach in the procedures for collective titling.</p>	
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Alternative Tenure and Enterprise Models (ATEMs)

Outcomes	Results	IM Score
<p>Outcome 1: Influential companies and investors begin to transform business practices and supply chains by adopting and supporting alternative models that prioritize community rights</p>	<ul style="list-style-type: none"> RRI observed important shifts in 2017 among key stakeholders in the private sector that indicate a transformation underway among companies and investors to adjust practices and supply chains to support alternative models that prioritize community rights. Some of this transition is attributable to RRI efforts at the global and national levels to convene and coordinate among companies, investors, CSOs, and governments. Most demonstrative of this shift is the emerging global suite of pilot activities underway in countries where companies or investors are beginning to test new approaches to engage with communities to support local rights. Interlaken Group participants like Illovo Sugar (Malawi) and Nestlé (Indonesia), though not financially supported by RRI, communicated results to peers via Interlaken Group convenings. Elsewhere, RRI supported Collaborator organizations like AsM Law Offices (Indonesia) to engage with national-level forestry and palm oil companies to integrate best practices on land rights into their operations. RRI, through the Interlaken Group, initiated new analysis to document these and other pilots around the world to highlight and share themes of emerging good practice. RRI has helped to facilitate this transition by consolidating and expanding participation in the Interlaken Group by key stakeholders at the global and national levels. At the global level, the Group added participation from IKEA, Illovo Sugar, and Sime Darby. These organizations are important because they represent, from the corporate side, both buyers of commodities with important developing world footprints, but also the regionally-important producers of commodities. The Group also organized roundtables with other multi-stakeholder platforms like the Swedish Leadership on Sustainable Development (SLSD) and Dutch LAND Forum. Additionally, RRI staff fielded requests from the staff of development finance institutions (DFIs) and companies to be connected 	 Achieved

	<p>to peers and cases where the private sector has supported community mapping and titling around concessions.</p> <ul style="list-style-type: none"> • The Group piloted pathbreaking country-level engagement in Kenya and Cameroon, where it convened global Interlaken Group participants, local and regional companies and investors, key members of civil society, and government. The workshops demonstrated proof of concept that the convening power of the Interlaken Group extends to the national level, and that there is demand for precompetitive dialogue to address land tenure problems. The Kenya workshop was hosted by the Nairobi office of the IFC, and was attended by representatives from the European Investment Bank (EIB), CDC Group, Frontier Investment Management, the EU Delegation to Kenya, the World Bank, key local CSOs, and Kenya's Minister of Land. In Cameroon, the workshop was hosted by the national industry association GICAM, and attracted participants from Nestle, Cargill, Olam, Sosucam, HEVEACAM, Telcar Cocoa, CDC, the Office of the Prime Minister, traditional chiefs, and leading local CSOs. In Kenya and Cameroon alone, the private sector participants in the workshops account for at least 200,000 hectares in land holdings, and well over US\$1 billion in investments which directly impact the tenure rights of local peoples. Country-level engagement by the Group represents a new entry point to engage upstream commodity and financial supply chains, which have historically been resistant to advocacy pressure. • RRI supported the ongoing transformation among the private sector to respect local rights by providing guidance, strategic analysis, and new data. The Interlaken Group launched in 2017 its Corporate Responsibility on Land Legacy Issues; a new guidance product intended to help companies and investors address one of the most difficult and persistent land tenure problems they face. This guidance document was developed in response to field testing by Nestlé in Indonesia with its palm oil suppliers. RRI produced new analysis assessing and quantifying the incidence of tenure-related conflict in Southeast Asia. This analysis has important implications for shaping due diligence approaches for engaging with local peoples. RRI provided support for local organization JKPP to develop a new dataset and platform to map customary land rights and agrarian conflict around concessions in Indonesia. The portal will overlay spatial datasets on areas mapped as adat (customary) and other community claims, potential forest areas which are eligible for community tenure recognition, areas where community tenure of different forms exist, concessions maps, and conflict locations. The platform will provide a strong, evidence-based narrative, and tools for advocates to articulate the cost of tenure-related conflicts in Indonesia to government, companies, and financial institutions. Finally, RRI supported development of a baseline of the extent and impact of industrial concessions in forestry, mining, oil and gas, and agriculture across 10 developing world countries, to be published in 2018. It will provide an important new advocacy tool for CSOs and risk assessment measure for the private sector in the countries concerned. 	
<p>Outcome 2: Policymakers recognize community forest enterprises as an attractive alternative to</p>	<ul style="list-style-type: none"> • RRI made progress toward ensuring recognition on the part of policymakers that community forest enterprises are attractive alternatives to top-down development models and a preferred vehicle for community-driven local economic development. 	<p> Partially Achieved</p>



top-down development models and vehicle for community-driven local economic development

- Policymakers and forest agency leaders from developing country governments considered the status, contributions, and emerging strategies of community forest enterprises at 2017's Megaflorestais meeting. Agency leaders came together with international experts on community forest enterprises to generate guidance and recommendations to inform RRI's strategy and approach. In support of this event, RRI worked with University of British Columbia to generate and deliver an update of the global status and emerging opportunities associated with community forest enterprises globally. Throughout 2017, RRI focused on developing partnerships with key organizations and initiatives in the community forestry space in anticipation of broader engagement on and support for community forest enterprises. This included the Rainforest Alliance-led Community Forestry Frontiers Initiative (CFFI), which would serve as a dedicated source of funding to support the specific needs of community forest enterprises.


Tenure Tracking

Outcomes	Results	IM Score
Outcome 1: Enhanced awareness of the recognition of community-based forest rights accelerates inclusion of tenure rights in climate initiatives	In 2017, RRI updated and expanded its Forest Area Database, which tracks the area of forest that is government-administered, designated for or owned by Indigenous Peoples and local communities, and privately owned by individuals and firms since 2002. In 2017, RRI selected seven new countries to add to the database, including: Chile, Ecuador, Mali, Mongolia, Panama, Senegal, and Uganda. Of these seven countries, Panama, Chile, and Uganda are FCPF Participant Countries, and Chile, Ecuador, Uganda, and Mongolia are UN-REDD Partners. Panama, Senegal, and Mali were added to RRI's Bundle of Rights database in 2016, and so these countries were also added to the Forest Area Database to ensure consistency across RRI's Tenure Tracking data sets. With the addition of these seven countries, the Forest Area Database now includes 59 countries, of which 40 are REDD+ Partners and 22 are NYDF signatories. Data will be published in a report and online in early 2018.	 On Track
Outcome 2: Greater recognition of the importance of communities' rights to use and govern freshwater associated with their lands	In 2017, RRI, in collaboration with the Environmental Law Institute (ELI), continued efforts toward the development of a globally comparative framework for monitoring the national recognition of community-based freshwater rights. In January 2017, an expert consultation meeting was convened at RRI's office to solicit feedback on the conceptual framework and preliminary methodology that had been developed in 2016. Based on feedback received during this expert group meeting, as well as consultations with additional stakeholders, RRI and ELI further refined and piloted the methodology at the national level in three countries (Colombia, India, and Kenya), and at the sub-national level in Rajasthan, India. The methodology and preliminary findings from the pilot analyses were presented in the working paper <i>Community-Based Water Tenure: A Methodology for Establishing a Global Baseline on the Legal Recognition of Communities' Rights to Freshwater</i> , and shared during a Showcase Event at Stockholm International Water Institute (SIWI) World Water Week in Stockholm, Sweden in August 2017. The event was attended and well-	 Achieved

received by more than 45 water-oriented stakeholders including lawyers, practitioners, donors, NGO representatives, and others. In the remainder of 2017, RRI and ELI applied the methodology in additional countries and made preparations to carry out research on 12-15 countries for the final report scheduled to be produced in 2018.

Outcome 3: Improved understanding of the gap between community-based and statutory forest tenure rights	This activity was not pursued in 2017 due to the demands of other aspects of the Tenure Tracking work stream.	 No Attempt
Outcome 4: Enhanced awareness of the recognition of women's rights within collective tenure systems strengthens the position and tenure of indigenous and rural women	<ul style="list-style-type: none"> • <i>Power and Potential: A Comparative Analysis of National Laws and Regulations Concerning Women's Rights to Community Forests</i>, was released in May 2017. This report analyzed indigenous and rural women's tenure rights within 80 community-based tenure regimes identified in 30 low and middle-income countries across Africa, Asia, and Latin America, and concludes that national laws and regulations on the rights of indigenous and rural women to inheritance, community membership, community-level governance, and community-level dispute resolution are consistently unjust, falling far below the requirements of international law and related standards. • Findings from <i>Power and Potential</i> were disseminated at a number of global forums throughout 2017, including the 2017 UN Commission on the Status of Women (CSW) meeting, COP 23, the 2017 World Bank Land Conference, RRI's 3rd International Conference on Community Land and Resource Rights, and the 2017 International Association for the Study of the Commons Conference, in addition to events organized at Conservation International and the World Resources Institute (WRI). • During the spring and summer of 2017, findings from <i>Power and Potential</i> were presented during regional meetings in Africa, Asia, and Latin America that were organized by the RRI Coalition to promote gender justice strategies regarding indigenous and rural women's tenure rights. For example, the event "How Much Does the Country Lose if Indigenous Women Lack Access to Land?" was held in Lima, Peru in May by co-organizers RRI, ONAMIAP, CIFOR, and ILC. 	 Achieved

Rights and Climate


Outcomes	Results	IM Score
Outcome 1: Governments in selected REDD+ countries accelerate the legal recognition and enforcement of forest land rights for Indigenous Peoples, local communities, and women, as enabling	RRI strengthened alliances and the momentum for collaboration between civil society actors and indigenous/local community networks on the need for a more robust analysis of forest peoples' contributions to carbon sequestration to feed into UNFCCC discussions and key climate convenings. In collaboration with the Woods Hole Research Center, analysis of community contributions to carbon sequestration has begun and, subsequent to the finalization of RRI's Forest Area Tenure Update in 2018, the study will be completed in the first quarter of 2018, with the production of a peer-reviewed article to better engage key constituencies on the importance of secure community forest tenure for the achievement of climate-related goals.	 On Track


conditions for REDD+, sustainable livelihoods, and green growth		
<p>Outcome 2: International climate initiatives and financing mechanisms, and developing country governments, adopt institutional safeguards and standards to scale up the recognition of forest and land tenure rights, as a conditional requirement to REDD+ and other joint mitigation and adaption approaches</p>	<p>A critical analysis of the impacts of GCF submissions and investments on the rights and livelihoods of forest communities was developed and launched at the Royal Society of London, in the context of the Guardians of the Forest initiative, and presented in draft form during the 46 SBSTA meeting of the UNFCCC in Bonn, Germany (May). Leveraged by RRI Partners and Collaborators engaged in GCF processes, related recommendations helped inform the development of draft policies on Indigenous Peoples, Social and Environmental Safeguards, and gender equality. In advance of the COP, RRI contributed to the Ford Foundation's outreach highlighting Indigenous Peoples as the best guardians of the forest with a new report on the Green Climate Fund. The event received coverage in AFP, Agencia EFE, the Guardian, and Reuters.</p>	 <p>Partially Achieved</p>

Realizing Rights


Outcomes	Results	IM Score
<p>Outcome 1: Effective advocacy for national tenure reform and implementation and resistance to rollback of rights</p>	<ul style="list-style-type: none"> LandMark has been consolidated from beta version to a fully functional site with additional layers. An independent evaluation is underway and should be completed by end of 2017. Research for the UN Special Rapporteur on the Rights of Indigenous Peoples on protected areas and Indigenous Peoples produced country case studies from Peru, Indonesia, India, Panama, and Central Africa; and an update of relevant international jurisprudence. A financial analysis of global investments in protected areas is underway. 	 <p>On Track</p>


Gender Justice

Outcomes	Results	IM Score
<p>Outcome 1: Global analyses/tools enhanced awareness of the recognition of women's rights within collective tenure systems strengthens the position and tenure of indigenous and rural women</p>	<ul style="list-style-type: none"> RRI's new analysis <i>Power and Potential: A Comparative Analysis of National Laws and Regulations Concerning Women's Rights to Community Forests</i>, launched on May 25, 2017, provides an unprecedented assessment of 80 legal frameworks regulating indigenous and rural women's community forest rights in 30 developing countries comprising 78 percent of the developing world's forests. The report reveals that governments are failing to meet their international commitments to provide equal rights and protections to indigenous and rural women. The findings also show that secure community land rights and the legal advancement of women often go hand in hand. The launch of this report was accompanied by the release of case studies delving into women's rights around the world, including Indonesia, Bolivia, Peru, Zambia, Liberia, and Ethiopia. Additional research contributing to the launch and case studies include <i>Women's Leadership, Agency, and Voice: Promoting Gender Justice within Community-Based Tenure Systems</i> by Clark University researchers; and <i>Gender-Differentiated Impacts of Large-Scale</i> 	 <p>On Track</p>

	<p><i>Land Acquisitions (LSLAs) on Women's Land and Forest Tenure Rights</i> by RRI Partners IFRI and CIFOR. The findings of these studies were shared with Coalition Partners, Collaborators, and Affiliated Networks regionally and globally, and disseminated through an extensive media outreach campaign.</p> <ul style="list-style-type: none"> • The findings of <i>Power and Potential</i> and its complementing studies were also presented at two panel events targeting international development professions and stakeholders; these included a parallel event to the 61st session of the Commission of the Status of Women (CSW) on March 17 entitled <i>Secure Land Rights for Women: Essential Building Block for Women's Economic Empowerment</i>, and a panel on <i>How to Ensure Gender Equality in Access to Communal Lands</i> at the 18th Annual World Bank Conference on Land and Poverty on March 22. RRI also presented the conservation-oriented findings of the report to Conservation International at their headquarters on June 15. • These analyses will also contribute to the development of policy briefs to be used in advocacy for country-level policy reform processes, addressing legislative best practices as well as inheritance rights for rural and indigenous women, to be published in 2018. 	
<p>Outcome 2: Create new opportunities for dialogue and advocacy to advance Gender Justice within reforms involving collective tenure and customary governance systems, and findings from the Tenure Tracking Gender Flagship Report are used by RRI Collaborators to inform national-level advocacy efforts for policy reforms</p>	<ul style="list-style-type: none"> • RRI's communications team focused on sharing research from <i>Power and Potential</i> as well as case studies on gendered issues on LSLAs and oil palm in Indonesia, women's agency and leadership in Bolivia and Zambia, and gendered impacts of LSLAs in Indonesia and Ethiopia, in an easily digestible form; the communications program also gathered stories from the coalition, gained significant press coverage, and shared this message with women's rights advocates such as Women Deliver. The launch of <i>Power and Potential</i> included a global media launch; an advocacy event co- led by RRI, ONAMIAP, CIFOR, and ILC in Lima, Peru on May 26 featuring new research on the importance of women's rights and participation in land titling projects in Peru; and a press event on the importance of secure tenure rights for women in Indonesia's forest communities in Jakarta on the same day, featuring women leaders from across the country and attended by journalists from major national and international media. (See Communications report.) • Regional findings were shared at RRI's regional workshops on gender in Africa (20-21 July), Asia (23-24 August), and Latin America (31 August), and used as a baseline for the identification of the most salient thematic issues facing each region. In Africa, the major concerns voiced by participants were consistent with <i>Power and Potential's</i> regional findings—that discriminatory inheritance laws and the lack of community-level participation are the most salient obstacles to securing women's tenure rights. Therefore, strategies to overcome these barriers must not only address legal obstacles, but also social and cultural ones, as enduring patriarchal institutions foster environments that constrain women's opportunities and voice, thereby contributing to their lack of economic empowerment—particularly with respect to access to land and resources. The Asia workshop, in turn, recommended that RRI's gender work in the region should focus on developing a regional narrative, based on research, networking, and piloting; defining a long-term goal on how women's issues and knowledge are framed; and producing data to inform the narrative. Finally, the major outcomes of the Latin America workshop 	 Achieved

was that territorial governance and women's political participation must be priorities moving forward—and that the integration of a gendered perspective into the recognition of collective rights as well as into strategies for access to land and resources are essential to making progress on women's tenure rights in the region.

<p>Outcome 3: Networking support/advocacy strengthens women's networks and civil society's capacity to leverage and convene multi-level actors</p>	<ul style="list-style-type: none"> • In 2017, RRI convened three regional workshops on “Gender Justice, Indigenous and Rural Women's Collective Land and Resource Rights” in Africa, Asia, and Latin America that brought together a diverse group of actors, including RRI Partners, Collaborators, experts, and outspoken advocates on gender. The workshops focused on mapping and developing strategic alliances between existing regional initiatives, expanding regional networks, and identifying the most salient thematic issues surrounding gender and tenure in order to develop short and long-term regional strategies to guide RRI's future gender justice work in each region. • In Africa, the <i>RRI Technical Expert Workshop on Gender Justice, Indigenous and Rural Women's Collective Land and Resource Rights</i> was held from 20-21 July in Accra, Ghana, and co-hosted with RRI Partner Civic Response. Participants representing over 10 countries in the region attended, including a diverse group of experts, RRI Partners (FPP, Landesa, and CIFOR), Collaborators (TENFOREST), and Affiliated Networks (REFACOF, NRW). The workshop focused on strategic networking and alliance building, connecting existing regional initiatives, and improving their coordination in order to effectively implement existing regional and global commitments. Further, the major issues raised were that sociocultural norms and practices, customary inheritance regimes, legal barriers, and state-enforcement vacuums significantly hinder the advancement of women's tenure rights in Africa. In addressing these, women's economic empowerment, engagement with government and private sector, and the production of evidence-based research were all identified as critical opportunities for RRI's engagement with gender in the region moving forward. • In Asia, the <i>Asia Regional Gender and Tenure Workshop</i> was held from 23-24 August at the headquarters of RRI Partner and co-host RECOFTC in Bangkok, Thailand. Participants representing 12 different countries across Asia as well as 20 different regional organizations and coalitions attended, and hailed from various RRI Partners (CIFOR, FECOFUN, FPP, Landesa, Samdhana, Tebtebba), Affiliated Networks (AIPP, AMAN), academia, and other grassroots organizations. The workshop focused on brainstorming and strategic mapping, as well as identifying both regional and global trends related to gender and forest tenure. Accordingly, the key thematic issues that emerged were LSLAs and land-grabbing, private sector engagement, anti-criminalization and conflict resolution, and economic empowerment. The diversity of issues across the region reinforced the need to address gaps in action and research by creating spaces for collective engagement, and to connect ground realities with regional themes to form a broader narrative on gender in Asia. • In Latin America, the workshop on <i>Gender Justice: A Vision for the Future in Latin America</i> was held on 31 August in Bogotá, Colombia, and convened RRI Partners, Collaborators, Fellows, and Affiliated Networks from over eight countries across the region, representing a variety of sectors including civil society, indigenous and Afro-descendent women's 	 Achieved
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	<p>organizations, academia, the government, and international organizations. The workshop made clear that integral recognition of collective rights with a gender perspective, territorial governance, protection and defense of land and human rights defenders, and women's political participation are the key issues facing the region. Further, in addressing these issues, steps must be taken to collaborate with the government, the media, the private sector, and religious institutions; develop mechanisms for communication and coordination; and define key moments for collective action; these are areas where RRI can add value moving forward.</p> <ul style="list-style-type: none"> Findings from the regional workshops as well as from <i>Power and Potential</i> were used to inform a gender strategy session at RRI's Stockholm Conference on <i>Rural and Indigenous Women's Rights and Leadership in Collective Lands</i>. The session was co-organized by RRI Partners and Affiliated Networks including CADPI, CIFOR, Landesa, REFACOF, ONAMIAP, and FECOFUN, and aimed to highlight the role and leadership of women in community lands and forest management, identify gaps in securing indigenous and rural women's land rights, and discuss existing commitments and tools to address current issues faced in securing these rights. The strategy session also initiated discussions of a global partnership on indigenous and rural women's community land rights, identifying areas for potential action and the ways in which an international collaboration could add value moving forward. The regional perspectives on gender and tenure issues developed at RRI's regional workshops as well as the discussions that emerged from the Stockholm Conference gender strategy session will be used as inputs to inform RRI's upcoming Global Advisory Group meeting to take place in early 2018. The meeting will convene gender experts from across the world to develop an overarching gender strategy that will inform RRI's Gender Justice work for the next 3-5 years and speak to the projected SPIII outcomes. 	
<p>Outcome 4: Support country gender justice activities in Colombia, Indonesia, and Liberia</p>	<ul style="list-style-type: none"> In Colombia, rural, indigenous, and ethnic women's groups collaborated to advance the creation and implementation of the National Public Policy on Rural Women. Building on this advocacy, these groups were subsequently jointly appointed to be part of the National Commission, enabling them to become members of a high-level body monitoring the inclusion of a gender perspective in the implementation of laws resulting from the Peace Accords. In Indonesia, RRI collaborated with Coalition Partner CIFOR on the study <i>Gender Issues in Large Scale Land Acquisitions: Insights from Oil Palm in Indonesia</i>, which was released in coordination with the launch of <i>Power and Potential</i> in May. The study laid the foundation for a series of publications on <i>Transforming the Roundtable on Sustainable Palm Oil (RSPO) for Greater Gender Equality and Women's Empowerment</i>, and on <i>The Social Impacts of Oil Palm in Indonesia: A Gendered Perspective</i>. These were followed by events, press releases, and blog articles aimed at initiating multi-stakeholder policy dialogues on palm oil governance and gender equality, and identifying gender gaps in Indonesia's palm oil industry. RRI also participated in a CGIAR-hosted webinar discussing the issues surrounding gender and agribusiness expansion, in which it shared the findings of the CIFOR-commissioned study on large-scale land acquisitions 	<p> Achieved</p>

in Indonesia and discussed the role these findings have played in RRI's broader gender justice advocacy strategy.



- In Liberia, RRI Collaborator FCI worked to increase community dwellers' (especially women and youth) knowledge of REDD+ programs so as to strengthen their participation in the program and their development and implementation in four districts in Sinoe County. To date, FCI has conducted two local consultations and held four community meetings in Greenville, Butaw, Kpayan, and Kabada districts with roughly 300 participants attending, including 195 women and 105 men. These activities created the opportunity for women, men, and youth in Sinoe County to receive information on REDD+ and climate change to engage in the process.
- FCI also engaged and mobilized stakeholders and participants for the national dialogue on REDD+ and Climate Change that was held in November 2017. FCI concluded discussions with the FDA and signed a Memorandum of Understanding for the holding of four regional consultations on REDD+ and Gender.

Strategic Communications

Outcomes	Results	IM Score
Outcome 1: Targeted communications and advocacy support advances the national agenda in priority countries, i.e. Indonesia, Liberia	<ul style="list-style-type: none"> • RRI launched its Annual Review on the global state of rights and resources in Dakar, Senegal, in February—the first time this event had been held outside London. The event, which also featured research from RRI and TMP Systems on investment and conflict in Africa, generated substantial press coverage, resulting in over 100 press pieces in 24 countries. RRI's messages on the connection between insecure land rights and conflict and the potential cost to investors reached global audiences and took advantage of a key moment in Senegal to help advance the country's land reform process. • Key findings from the <i>Power and Potential</i> report were packaged and launched at advocacy events in Peru and Indonesia, and used in regional workshops in Asia, Africa, and Latin America during the third quarter of 2017. In Lima, Peru, the event was covered in national and international media outlets (e.g. International Business Times) and promoted via the RRI blog. In Indonesia, the findings were launched at a press conference co-hosted by AMAN and extensively covered in the media. • RRI supported the UN Special Rapporteur on the Rights of Indigenous Peoples' visit to the United States through targeted press outreach geared toward drawing attention to indigenous rights in pipeline projects, particularly the Dakota Access Pipeline, which had become a global flashpoint on indigenous rights. The outreach resulted in significant media coverage, including in the Associated Press, BuzzFeed, and the Washington Post. An opinion piece on the issue was developed in consultation with key RRI Affiliated Network representatives. RRI further supported the Special Rapporteur at the UN Permanent Forum on Indigenous Issues, generated media coverage of her visit to Australia, and supported an opinion piece on the 10-year anniversary of UNDRIP. 	 Partially Achieved





	<ul style="list-style-type: none"> As part of RRI's redesigned digital strategy, nationally-targeted promotions surrounding high-profile launches helped increase social media followers in priority countries in 2017. Examples include sponsoring Facebook content targeting Indonesia to promote the <i>Power and Potential</i> launch in May (as a result, Indonesia is now home to RRI's largest follower base on Facebook); and boosting Spanish-language tweets targeting Colombia, Peru, and Mexico to promote the Stockholm Conference (as a result, all three of RRI's most-retweeted tweets during Stockholm were Spanish-language tweets). 	
<p>Outcome 2: RRI's communications initiatives mobilize key actors, generate greater global awareness of RRI's priority issues and possible solutions, and facilitate progress on these issues</p>	<ul style="list-style-type: none"> Outreach around the Stockholm conference, the launch of <i>Power and Potential</i> in May, and the Annual Review launch in Dakar in February validated the communications team's strategy of focusing more time, energy, and resources on fewer launches in order to maximize global "reach" of new analytical products in 2017. In total, RRI outputs, events, or research have led to 629 press pieces in 11 languages in 2017. This was largely successful in terms of target outreach by national- and issue-specific audiences, especially at the country level (see above for national outreach, and below on the Interlaken Group), but continued action ensuring data and messaging are continually used by RRI Coalition members and beyond will be a primary focus in 2018. RRI broadened its sphere of influence by creating packages of pre-prepared, targeted social media content for international actors from different sectors (e.g., women's rights, environment, private sector), and pitching them on how secure land rights are connected to their missions. This strategy took advantage of existing relationships RRI has built, created new ones for future launches, and resulted in sharing and engagement with our content from influencers such as FAO, UNDP, IFC, EIB, USAID, the World Bank, etc. Paid campaigns targeted individuals who follow large international development agencies and successfully made the case for why land rights are deeply connected with sustainable development. The launch of the Tenure Facility contributed significantly to the outreach package in Stockholm, enabling RRI to promote local and national stories, such as in Mali, where a press briefing the week before Stockholm shared results from the Mali pilot project with West African and French-speaking media. Coverage of the Tenure Facility, Stockholm Conference, and Dakar press briefing included at least 88 articles in 20 countries and 7 languages. RRI also collaborated with media partner Devex to produce six pieces of content related to the conference. These included a video on the Tenure Facility, an op-ed from RRI coordinator Andy White, articles on <i>Power and Potential</i> and the Interlaken Group, and a Q and A video with Ford Foundation President Darren Walker and Sida Director General Carin Jämtin. <i>Power and Potential: A Comparative Analysis of National Laws and Regulations Concerning Women's Rights to Community Forests</i> was launched on May 25. As part of this effort, RRI's communications team ensured that national-level stories and spokespeople were available to drive rich global coverage on the issue of women's land tenure rights within indigenous and local communities, which previously received very little international attention. The launch received significant international press coverage, and was supported with content from Devex; case studies from Peru, Indonesia, and Liberia; joint blog posts with Tebtebba, WRI, Civic Response, RRI 	 <p>On Track</p>

	<p>Fellow Madhu Sarin, and CIFOR/ONAMIAP; and videos from the Ford Foundation and If Not Us Then Who.</p> <ul style="list-style-type: none"> • RRI developed an independent communications strategy for the Interlaken Group, including a redesign and relaunch of the Interlaken Group website in early September to accommodate the Group's increasingly public-facing role. RRI also launched an Interlaken Group-specific newsletter to enhance the Group's independent brand, grow the Group's audience, and ensure private sector audiences receive targeted information about the Group's engagements. RRI is further raising the profile of the Interlaken Group by facilitating pieces in external publications, including a bulletin in the forthcoming DFID newsletter and a feature by Devex in September. • Existing research on the role of Indigenous Peoples and local communities in carbon sequestration and deforestation prevention were instrumental in the Earth Day mobilization for the Global Call to Action. The mobilization featured 42 events in 30 countries calling on decision-makers to recognize secure community land rights as a key solution to climate change. More than 300,000 people protested in Washington and Amsterdam, bringing the Land Rights Now message to the People's Climate Marches. The Earth Day video had more than 800,000 views; more than 11,000 new people joined the Land Rights Now movement. • RRI successfully completed the development and implementation of a comprehensive new digital and visual branding strategy to expand and refine the digital and design elements used in ongoing communications activities and major launches and events. It lays the groundwork for efforts to increase strategic dissemination in 2018. 	
<p>Outcome 3: Communications processes, vehicles, and tools are updated and streamlined to ensure coordinated messaging, facilitate engagement across the coalition, and better equip key stakeholders to advocate for community land rights at both the global and national levels</p>	<ul style="list-style-type: none"> • RRI's messaging repository continues to be an important tool both within RRG and throughout the RRI Coalition for sharing increasingly-targeted messaging and data, and has been updated to include key initiatives such as the Interlaken Group. To make the most of RRI's research and publications, RRI focused on ensuring their utility for our Partners, Affiliated Networks, and Collaborators at the regional and national level. For example, with the launch of the gender flagship, RRI produced regional level factsheets and broke out country-level data for use in regional and national advocacy. Infographics, quote graphics, and social media. This model for launching RRI's analytical work proved extremely successful, as there was unprecedented engagement from the Coalition. • RRI's new website, launched in February 2017, is now more streamlined, user-friendly, and designed to reflect the RRI brand identity; it currently receives approximately 11,000 to 15,000 page visits every quarter. • In February 2017, RRI dedicated significant time and resources to expanding its Communications Focal Point (CFP) group and listserv beyond Coalition Partners to Partners, Fellows, Affiliated Networks, and other loosely affiliated organizations (e.g. Global Witness, If Not Us Then Who, Purpose, Ford Foundation). Regional meetings and this expanded network have provided a platform for increased information-sharing and collaboration. 	 On Track
<p>Outcome 4: RRI is equipped with a resource mobilization strategy that will enable it to pursue</p>	<p>The need to diversify funding sources is regarded as an institutional priority and RRI is continually examining potential new sources of funding. The Board has approved a new Resource Mobilization Strategy, which identifies more than 20 prospective funding sources for further investigation, and RRI has</p>	 Achieved

diversified funding sources in a steady manner and meet the financial needs of the organization	hired a consultant to develop concept notes specifically targeted toward the top 10 Foundation prospects. This work, and further refinement of the Resource Mobilization Strategy, will continue in 2018 to ensure RRI is able to successfully implement Strategic Plan III.	
Outcome 5: Planning, monitoring, and reporting frameworks enable focus on results, track progress and learning by the Coalition, and facilitate donor reporting	The planning process was overhauled in 2017, alongside the donor reporting/relations strategy. The new processes, focal points, and templates are designed to allow greater integration of annual work plans and Strategic Program III; allow RRI to more easily track progress towards Strategic Program III objectives and existing donor commitments; provide greater opportunity to capture lessons learned and missed opportunities; and limit and leverage the amount of reporting being done for a variety of internal and external communications purposes, including the Independent Monitor's annual report. In sum, for the first time in RRI history, all elements of annual planning, monitoring, donor reporting, budgeting, and contracting have been designed to "speak" to one another—which should allow for significant reduction in the staff time dedicated to these processes in Strategic Program III.	 On Track
Outcome 6: FP III is completed with strong endorsement by RRI Partners, Affiliated Networks, and Fellows, and attracts new commitments	Strategic Program III has been finalized with the endorsement of RRI Partners, Affiliated Networks, and Fellows. This 5-year plan seeks to catalyze the legal recognition of an additional 150 million hectares of lands and forests, benefitting over 370 million people. This Strategic Program exhibits RRI's repositioning (moving beyond the coordination and leveraging of its own Coalition toward connecting and leveraging the ecosystem of initiatives and institutions that have emerged in the past decade), creation of a new global initiative on indigenous and rural women's tenure rights, a new body of work on community freshwater rights, and expanded support to "front-line defenders" to name a few. RRI has begun reaching out to prospective new donors and is awaiting notification on new funding commitments as of December 2017.	 Achieved
Communications-related Tenure Facility Outcomes	<ul style="list-style-type: none"> In 2017, the foundations of the Tenure Facility's communication function and program were formally established; the Tenure Facility was formally launched and positioned as the world's first international funding instrument dedicated to securing land and forest rights of Indigenous Peoples and local communities; and initial lessons, innovations, and achievements from the pilots were shared with the international community. Building on the communication and learning strategies developed and tested in the Tenure Facility's incubation phase, the TF developed an integrated approach to communication, information and knowledge management, and learning. To support implementation of the strategy, 2017 saw the refinement of the Tenure Facility's visual identity, development of a visual identity manual, a retooled website, and development of a Tenure Facility "playbook" to support consistent and coherent messaging by all communicators. The launch in Stockholm publicized this new identity and results of the pilot projects, and included media relations, development of online project portfolios for the six pilots, and timelines for Indonesia, Mali, and Peru. This resulted in at least 81 articles published in 20 countries and 7 languages. Pilot leaders were central to the outreach, and Mali pilot project leaders also participated in a press briefing and "desk sides" in Dakar prior to the Stockholm launch to publicize the Mali pilot project's 	


	<p>unique success in the French and West African media. Top coverage included The Guardian, several AFP and Reuters articles, Agencia EFE, El Pais, and Fast Company. Digital and social media during the launch focused on driving traffic to the new Tenure Facility website. During the conference, RRI implemented a paid campaign on Twitter, which involved boosting four tweets about the Tenure Facility to appear in the timelines of general international development audiences (in English and Spanish). Between September 1 and October 20, the Tenure Facility website received 8,638 unique visits, with peak visitation occurring on October 3, 4, and 5; the site received 744 unique visits on October 3 alone.</p>	
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Coalition and Strategic Networks

Outcomes	Results	IM Score
Outcome 1: The expanded RRI coalition is further strengthened and coalition members are effectively leveraging each other to achieve major changes on forest and tenure rights	The Coalition broadened to include a 7th Affiliated Network (COICA) and was strengthened through increased communications and engagement. Coalition members collaborated more effectively around key projects, events, and advocacy efforts.	 On Track
Outcome 2: The transition to a new leadership in the Board of Directors is successfully completed and its members are equipped with the proper tools and information to effectively support the governance of the Coalition	A new leadership took the reins of the Board of Directors and met three times during the year (January, May, and October). New Board members were trained to use the Directors Desk online Board management software. An additional training session will be scheduled for January 2018, due to limited funding in 2017.	 On Track
Outcome 3: The impact of RRI activities is amplified by mobilizing coalition members and leveraging RRI's networking expertise	Members of the CSN team were involved in different matrix teams and provided support to mobilize Coalition members and maximize the impact of activities led by other RRG programs. Joint collaboration particularly took place around the ATEMs and Latin America portfolios, as well as around the engagement of government officials.	 On Track
Outcome 4: Indigenous leaders and other key stakeholders from Indonesia built their capacity on self-determined development models through community-to-community exchange	In April, a community-to-community exchange between Indonesia and Guatemala enabled indigenous leaders and managers of community enterprises to learn about community forest management and the development of community forest enterprises (CFEs). By the end of the exchange, delegates developed road maps for action to implement upon their return, with the support of the other project collaborators Rainforest Alliance and the Samdhana Institute, who will continue their support in Indonesia. This exchange led to a new partnership with Rainforest Alliance on their CFE Frontier initiative (5-year project to promote CFEs in six countries).	 Achieved



Outcome 5: Public agencies' commitment to support the rights of Indigenous Peoples and new development models is strengthened through peer-to-peer learning and exchange	With the implementation of its new strategic plan (2017-2021), increased co-ownership and financial contributions from participating countries, MegaFlorestais turned a corner in 2017. In October, its twelfth meeting, the network successfully brought together forest agency leaders of eight of the most forested countries in the world. At the meeting co-organized with the Canadian Forest Service and the Province of British Columbia, MegaFlorestais leaders reached agreement on a number of key findings, including the need to strengthen community tenure in order to prevent or resolve land-related conflict; the importance of encouraging and promoting community forest enterprises (CFEs); the need to holistically address gender justice in forestry, including by increasing the number of women represented in forest agencies; the challenge of creating a sustainable bioeconomy; and the opportunity to collaborate and embrace new technological and institutional innovations in forestry. The network is now on solid footing for its 2018 meeting already planned for Sweden on June 26-29, and a joint workshop between MegaFlorestais and the Tenure Facility on implementation of land reforms is being discussed.	 Achieved
Outcome 6: The global development community identified new opportunities to scale up recognition of indigenous and community land rights, and mobilized new actors and sectors	<ul style="list-style-type: none"> • The 3rd International Conference brought together 300 representatives of governments, NGOs, private sector, and indigenous and community leaders from around 60 countries. Three strategy sessions—on rural and indigenous women's rights and leadership in collective lands, strategies and mechanisms to scale up implementation from local to national level, and connecting and leveraging the existing international support structures to advance indigenous and community land rights—developed action plans to increase rights recognition. In addition, the conference featured an "Innovation Zone," an open space designed to promote new technologies and other innovative strategies to scale up recognition of community, indigenous, and rural women's land rights. During the two days, conference participants jointly identified ways to connect and leverage global and grassroots efforts to drive progress on the recognition of indigenous and community land rights. • Taking advantage of the momentum created by the lead up to the conference, a high-level event on land rights hosted by Sida was held on October 3, in collaboration with RRI and the Ford Foundation, to raise awareness on the importance of land rights to achieve global development goals. 	 Achieved

Finance and Administration

Outcomes	Results	IM Score
Outcome 1: Operational efficiency of organization is strengthened through improved use of technology that meets coalition and organizational needs	Implemented an electronic disbursement request process. Developed a contract management system which is ready for implementation. Selected new accounting system and implementation is in process. HR information system has been selected and implementation is in process.	 On Track

Outcome 2: Organizational control environment is improved to strengthen accountability and efficiency of controls	Improved controls over credit card and time sheet processing, as well as improved collection of sub-grantee audit reports. Achieved a clean and timely audit and 990 filing. Quarterly financials were done, but not timely.	 On Track
Outcome 3: Financial services are strengthened to bolster organizational cost effectiveness and value for money	Met with PNC executives to help them better understand our banking needs; opened an account denominated in pounds sterling to help mitigate our foreign exchange losses. Moving wire transactions to PNC's foreign exchange desk is in process.	 Partially Achieved
Outcome 4: Organizational funding sources are diversified to ensure funding sustainability to support mission	A fundraising strategy was developed and we have budgeted for a fundraiser position. (See Strategic Communications report.)	 Partially Achieved
Outcome 5: Management and staff skills are strengthened to better deliver organizational and coalition mandate	Deferred to 2018.	 No Attempt

The International Land and Forest Tenure Facility

Outcomes	Results	IM Score
Outcome 1: TF is effectively governed and managed	Registration of the Tenure Facility as an independent entity in Sweden was achieved in January 2017. The Tenure Facility Board is fully functioning and the first Executive Director was recruited, selected, and began work in November 2017. The RRI Transition Team has proven effective, and will continue to operate until management is transferred in 2018 according to the Transition Plan, as per Progress Evaluation by Universalis. The first stage of the Operational Readiness Assessment found the Tenure Facility transition plan satisfactory, and the second stage will be completed three months after the COO is recruited and establishes sound Swedish systems for office and financial administration.	 Achieved
Outcome 2: Practical approaches for implementing land and forest tenure reforms are shared and leveraged by practitioners and stakeholders to enable greater support and investment in securing IP/LC land rights	<ul style="list-style-type: none"> The Tenure Facility is a new institution that leverages public capital from government agencies who contribute resources and staff time toward the law and policy implementation goals achieved by TF projects. In Peru, for example, national and regional government human resources were leveraged to prepare, review, and award titles. In Liberia, the national government contributed office space for the project team, and worked with the project team to test a guide to community self-identification in remote communities. In Indonesia, local governments contributed resources and staff time for implementation of new local regulations recognizing indigenous community land and forest rights. 	 Achieved

- Two International Pilot Leaders Learning Exchanges were held, in Dakar and Stockholm, and lessons applied to refining procedures and design of the Tenure Facility.
- RRI raised an additional \$8M in funds for the Tenure Facility in 2018, and additional long-term funding of \$35M for the Tenure Facility is expected to be secured by the end of 2017.

Outcome 3: The land and forest rights of Indigenous Peoples and local communities are made more secure by governments in targeted developing countries

The Tenure Facility supported efforts to achieve implementation of country-specific laws and policies through pilot projects in Peru, Panama, Indonesia, Mali, Cameroon, and Liberia. All pilots were completed in 2017, and produced significant outputs in each of these six countries (see Tenure Facility website for details). Due to uncertainties around availability of long-term funding, only one full size, two-year project was initiated in Peru in late 2017. ■


Achieved



Report on 2017 Strategic Response Mechanism (SRM)

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 US\$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: 1) exploits a political window of opportunity; 2) supports a critical moment in a social mobilization process; 3) exploits higher-risk opportunities and could expand RRI relationships; 4) is a new or newly expanded activity; and 5) is dependent on incremental funding/connectivity at the right strategic moment to produce outcomes.

In 2017, the RRI Board authorized a budget of US\$793,337 for SRM activities. The actual amount committed for SRM activities that were approved and contracted during 2017 (as of December 13, 2017) was US\$393,004. RRG is currently in the process of reviewing additional SRM requests recently received, and, as appropriate, will provide an update during the January 2018 governance meetings.

As of December 13, 2017, RRI has supported 18 SRM activities throughout 2017, including six that were contracted in 2016 and one originally contracted in 2015 but extended into 2017.

The following table provides a summary of each 2017 SRM activity and the results that have been reported to date.

SRMs Issued in 2017

Proponents	Country/ies impacted	SRM Project and Objectives	Status	Evidence of Achievement	Amount (\$)
Instituto Socioambiental (ISA)	Brazil	Project Proposal: Brazilian Indigenous Peoples' Mobilization in Defense of Their Constitutional Rights Objective: Consolidate spaces of negotiation between Brazilian	Concluded Contract End Date: 30 May 2017	Considering the proposed Constitutional amendment and legislative reforms that could affect historical gains on collective tenure rights, 3,200 indigenous leaders assembled in the Brazilian capital as part of the Free Land Camp mobilization to advocate for the respect of their territorial rights. Some highlights include: <ul style="list-style-type: none">Participants conducted a well-publicized march to Congress to present their demands;Indigenous leaders were able to meet with the president of the House of Representatives who promised to take their needs into	38,213

		Indigenous Peoples' representatives and the national government to prevent rollbacks of IP's territorial rights		<p>account in Congressional debates on Constitutional and policy reforms; and</p> <ul style="list-style-type: none"> Indigenous peoples organized committees to follow up on negotiation with the government in the weeks following the mobilization. <p>In addition to successfully elevating Indigenous Peoples' concerns with respect to their rights, the event strengthened the relationships between RRI's Affiliated Networks AMPB, COICA, AMAN and the Brazilian indigenous organization AIPB, all of whom have agreed to:</p> <ul style="list-style-type: none"> Integrating their advocacy efforts into the international movement for collective rights; Developing a common messaging strategy and holding a panel on "Indigenous Peoples' Access to Climate Change Funds" at COP 23 to demonstrate that international grants are not reaching indigenous communities. <p>Finally, the event opened avenues for further collaboration with indigenous and women's organizations in Brazil and for opportunities to work with new Partner ISA to conduct legal analyses and map indigenous territories.</p>	
HELVETAS Swiss Intercooperation Mali (HELVETAS)	Mali	<p>Project Proposal: Support for the Socialization of Mali's National Land Policy</p> <p>Objective: Influence both the process of the National Land Policy's development through social mobilization, as well as its substance by advocating for inclusion of rural expertise and ensuring coherence with the recent agricultural land reforms</p>	<p>In Progress</p> <p>Contract End Date: 31 October 2017</p> <p>Extended to 15 November</p> <p>Awaiting Final Report</p>	<p>This SRM was approved in mid-April 2017. HELVETAS Mali, in collaboration with RP-SéFA (the Advocacy Network for Securing Land Tenure in Mali), has made significant progress to address the concerns of local communities during the ratification process of the National Land Policy in Mali. The government had been poised to adopt a National Land Policy on which no consultations had been held. HELVETAS and RP-SéFA intervened to change the trajectory of adopting the policy by working with the Permanent Secretariat to conduct regional consultations to seek input from local communities, and by conducting legal analysis on gaps to respect community tenure. The results of the legal analysis and consultations have been captured in a memorandum articulating the vision of local stakeholders. By the end of 2017, with RRI's support, this memorandum will be shared with the ministry charged with the National Land Policy's adoption in order to advocate for the inclusion and protection of local communities' concerns and rights in the adopted policy.</p>	49,338

Coordinadora de las Organizaciones Indígenas de la Cuenca Amazónica (COICA)	Peru	<p>Project Proposal: Safeguarding Indigenous Peoples' Rights in the Proposed National Protected Area (NPA) Yaguas, Peru</p> <p>Objective: Provide communities with legal, technical, and political support to elaborate a counter proposal to the National Park Area classification proposed by the Government of Peru, and advocate for the Yaguas Zone to be classified as Communal Reserve</p>	<p>In Progress</p> <p>Contract End Date: 31 December 2017</p>	<p>As the Peruvian government accelerated the consultation process that this SRM was designed to influence, COICA and its allies decided to restructure the planned activities. As a result of a fast-tracked consultation process by the Peruvian government, conflicts evolved among different stakeholders (government, NGOs, and community leaders), mainly due to the different positions related to the conservation category that should be granted to the Yaguas Area. On the one hand, one sector—composed of official governmental entities, NGOs leading the studies for creating a National Park, and some indigenous leaders—favors the National Park categorization. The other sector, composed of other indigenous communities and leaders, favors the Communal Reserve categorization as the best option to maintain their traditional ways of life. To better respond to this emerging conflict, COICA initiated a monitoring process aimed at generating the conditions to resume a discussion with the government on granting a double categorization of the Yaguas Area (National Park and Communal Reserve). In order to facilitate a new and better scenario, COICA has recently finalized a sociocultural study showcasing the benefits of the Communal Reserve categorization, which will complement its proposal for the government to reconsider the dual categorization. To date, the government has expressed its willingness to discuss the Communal Reserve categorization.</p>	86,064
Asia Indigenous Peoples Pact (AIPP)	Cambodia	<p>Project Proposal: Supporting Collective Movements of Kui Communities to Claim their Land Rights Against Sugarcane Concessions</p> <p>Objective: Protect the land and forest rights of Cambodia's Kui indigenous communities affected by 36,000 hectares of Economic Land Concessions (ELCs) granted to sugarcane</p>	<p>In Progress</p> <p>Contract End Date 31 December 2017</p>	<p>This SRM was issued at the end of June 2017. The final report on activities is expected by 31 December 2017.</p>	9,800

		plantation companies in Preah Vihear			
Global Initiative for Economic, Social and Cultural Rights (GI-ESCR)	Regional	<p>Project Proposal: Convening to Finalize the General Comment to the Maputo Protocol on Women's Land and Property Rights</p> <p>Objective: Facilitate the final adoption by the African Commission on Human and Peoples' Rights (ACHPR) of a General Comment (GC) to the Maputo Protocol on Women's Land and Property Rights in 2017 by supporting a convening of key partners and Commissioners/staff to finalize and agree upon the text</p>	<p>In Progress</p> <p>Contract End Date extended to 30 November 2017</p> <p>Awaiting Final Report</p>	<p>A meeting requested by ACHPR Commissioner Lucy Asuagbor to revise the draft protocol to ensure its adoption at the ACHPR ordinary session in October/November took place on September 2, 2017 in Accra, Ghana. The draft protocol intends to clarify various legal issues pertaining to women's land and property rights in marriage as well as the notion of 'equitable sharing' cited in Article 7(d), which focuses on the question of women's rights to land in general and access to property in cases of divorce. The meeting was attended by Comm. Asuagbor as well as the main organizations in Africa leading the effort. Changes to the General Comment agreed upon by participants include the utilization of additional legal research to bolster the GC's normative framework, verification of definitions for legal concepts used, and clarification of the issues included in the recently adopted GC as well as in the description of state obligations. Once adopted, it will be the first General Comment by the ACHPR to address women's land and property rights, establishing a continent-wide standard based on human rights principles.</p>	9,900
Yayasan Lembaga Bantuan Hukum Indonesia (LBH). LBH is a member of AMAN	Indonesia	<p>Project Proposal: Strategic Support to Kendeng Communities in Their Struggle to Defend Their Lands Against Construction of a Cement Factory</p>	<p>In Progress</p> <p>Contract End Date: 31 March 2018</p>	<p>This SRM was approved in August 2017. Activities are progressing.</p>	59,718

		<p>Objective: Conduct a test case to illustrate whether rule of law and respect for indigenous rights would prevail over those who protect industry and allow a culture of impunity and make the company and governor of Java accountable to laws protecting indigenous rights</p>			
Green Advocates	Liberia	<p>Project Proposal: Awareness-Raising Among Lawmakers on Pro-Community Aspects of the Land Rights Act (LRA)</p> <p>Objective: Engage with lawmakers to advocate for a pro-community LRA that aligns with the spirit and letter of the Land Rights Policy</p>	<p>In Progress</p> <p>Contract End Date: 15 October 2017</p> <p>Awaiting Final Report</p>	<p>Green Advocates conducted key information-gathering for stakeholder analysis among lawmakers, identified allies in the legislature. The group also facilitated the strategic engagement of community constituents with leaders of the Lower House and Senate, as well as the drafting of amendments to align the draft LRA with the letter and spirit of the Land Rights Policy. Green Advocates together with the CSO Working Group on Land publicly called on lawmakers not to pass the version of the LRA adopted by the Lower House. A final report on activities from Green Advocates is pending.</p>	9,577
Innovation et Formation pour le Développement et la Paix (IFDP)	DRC	<p>Project Proposal: Support for a Provincial Legal Framework to Recognize and Secure Local Communities' and Indigenous Peoples' Land Rights in South Kivu Province</p> <p>Objective: Create a provincial legal</p>	<p>In Progress</p> <p>Contract End Date: 28 February 2018</p>	<p>Innovation et Formation pour le Développement et la Paix (IFDP), in collaboration with Cadre de Concertation des organisations de la société civile pour la réforme foncière en RDC (CACO), seeks to exploit a brief window of opportunity before the 2017 legislative elections in the DRC to build on local momentum for land reform. The groups' objective is to create and ratify a local legal land framework to recognize the land rights of women, Indigenous Peoples, and rural communities at the local and provincial level. Among the goals of the local legal land framework are the reduction of land-related conflict and poverty in South Kivu. This activity remains underway and an update will be provided in 2018.</p>	45,022

		framework to secure community land rights, especially the rights of women and Indigenous Peoples, which will reduce land-related conflict in South Kivu			
Inclusive Development International (IDI)	Guinea	<p>Project Proposal: Seizing Opportunities for Advancing the Rights of Guinean Communities Affected by AngloGold Ashanti</p> <p>Objective: Support mediation between AngloGold Ashanti (AGA) and rural community members forcibly displaced by the extension of the company's mining operations in the remote area of Kintinian, Guinea, near the border with Mali</p>	<p>In Progress</p> <p>Contract End Date: 30 September 2018</p>	<p>This SRM was approved in August 2017. IDI, together with Collaborators, will provide technical and negotiation support to local communities who filed a complaint seeking remedy for AGA's highly coercive resettlement process. The complaint will be filed with the IFC's independent accountability mechanism— the Compliance Advisor Ombudsman—on the basis of the IFC's exposure to the mining project through its financial intermediary, Nedbank, a financier of AGA. This SRM has just recently been approved. In parallel with the negotiation support, IDI will engage key AGA investors and financiers to update them on the CAO-facilitated mediation, and to call upon them to use their leverage with AGA at key moments in the mediation process.</p>	49,975
Vasundhara	India	<p>Project: Campaign to Safeguard Tribal and Forest Dwellers Rights in the Compensatory Afforestation Fund Rules</p> <p>Objective: Support the CSOs in India in their struggle to ensure that the Compensatory Afforestation Fund (CAF)</p>	<p>In Progress</p> <p>Contract End Date: 31 December 2017</p>	<p>This SRM was approved in October 2017, and activities are progressing. To date, two meetings on CAF (one in Odisha and one in Delhi) have been organized, and an interim report on CAF has been prepared. The report has received good media coverage, and had led to a delay in the formulation of the CAF rules by the Ministry of Environment, Forest and Climate Change. The final report on activities is expected by 31 December 2017.</p>	25,498

REPORT ON THE 2017 STRATEGIC RESPONSE MECHANISM (*continued*)

		rules incorporate safeguards including FPIC, and to protect the rights and powers of local governance bodies (Gram Sabhas) and right holders vested under FRA and control of Gram Sabhas over the CAMPA funds			
Yayasan Hutanriau	Indonesia	<p>Project: Safeguarding Protected Forests through Mapping and NTFP Harvesting and Community Forest Enterprises</p> <p>Objective: Strategically respond to an immediate and sustained threat to <i>adat</i> and local communities' traditional lands, forests, and rich biodiversity posed by the expansion of palm oil in Riau Province in Sumatra within the Bukit Batabuh Forest Reserve</p>	<p>In Progress</p> <p>Contract End Date: 31 March 2018</p>	This SRM was approved in October 2017. Forestry Farmer Group (KTH) Bukik Ijau has planted the crop Jernang (Dragon's Blood) in the management area in Betabuh Bukit Betabuh Forest (HLBB) covering an area of approximately 30 hectares and is routinely patrolling the area, helping to reduce illegal logging and encroachment in HLBB. Additional activities are in progress and will be reported on in 2018.	9,900
2017 Total					393,004

SRMs Issued in 2016 and 2015 Active in 2017*

*Not included in 2017 Totals or Budget

Proponents	Country/ies impacted	SRM Project and Objectives	Status	Evidence of Achievement	Amount (\$)
Sahjeevan	India	<p>Project Proposal: Enabling Pastoral Communities of Banni to Secure Land Rights and Conserve and Manage their Grazing Lands</p> <p>Objective: Secure community forest rights and titles over 2,500 sq. kilometers of grazing lands for local pastoral communities</p>	<p>Completed</p> <p>Contract End Date: 30 March 2017</p>	<p>This SRM, approved in May 2016, responded to an opportunity where the local community organization of pastoralists, supported by NGO Sahjeevan, sought to secure community titles under India's landmark Forest Rights Act (FRA) for 47 villages over 2,500 square kilometers of pasturelands in one of Asia's largest and most unique tracts of grasslands (owned by state and categorized as forest land) in the Banni region of Gujarat.</p> <p>Unfortunately, with the change in leadership of the State Government, the issuance of Community Forest Rights (CFR) Titles over these claimed pastoral lands has been on hold and this SRM originally scheduled to be completed in December 2016 was extended until 30 March 2017. Sahjeevan has been supporting pastoral communities to form land and resource management committees, draft management plans, and conduct detailed action research on regenerating grasslands. As part of a larger process of self-assertion of CFR rights under the FRA, all communities who filed for a CFR have constituted management committees. These management committees completed management plans detailing how they will systematically regenerate grasslands, protect wildlife and biodiversity, remove invasive species, and protect and promote viable livelihoods for community members.</p>	49,900 (2016)
IDI	Cambodia	<p>Project Proposal: Seizing Political Opportunities for Advancing Tenure Rights of Cambodian Communities affected by Hoang Anh Gia Lai (HAGL)</p> <p>Objective: Secure redress for communities affected by the Hoang Anh Gia Lai (HAGL) rubber concessions, including return and rehabilitation of their customary</p>	<p>Completed</p> <p>Contract End Date: 28 February 2017</p>	<p>Inclusive Development International (IDI) and partner Equitable Cambodia (EC) completed all but one of the main activities undertaken under the SRM, issued in August 2016, to prepare communities to negotiate with HAGL and secure redress for land and resources taken to produce rubber. With SRM funding, IDI and EC successfully:</p> <ul style="list-style-type: none"> Completed participatory mapping of all 14 villages impacted by HAGL's rubber concessions; Raised awareness on land tenure options and legal processes in the 12 villages seeking redress; 	27,560 (2016)

		land, forests and water resources and/or provision of adequate compensation for affected communities		<ul style="list-style-type: none"> • Conducted a workshop on options and negotiation skills for 32 representatives from 12 villages whose customary land remains affected by HAGL's concessions; • Developed, tested, and verified loss calculations, and quantified losses suffered by 12 communities impacted by concessions; and • Conducted research and wrote letters to engage the primary institutional investors in HAGL's equity shares. <p>Final negotiations with the company did not happen during the timeframe of the SRM. HAGL pulled out of two meetings scheduled for October 2016 and December 2016 at the last minute. IDI and EC will 1) continue to pressure the company to the negotiation table and engage HAGL's investors, and 2) develop and strengthen relationships and options with government counterparts participating in the mediation.</p> <p>Based on conversations with government officials, the CAO has recommended an arrangement that might yield broad agreement on the major pieces of community land that have been converted to mature rubber plantations.</p> <p>This arrangement, and other elements of this unique SRM, represent important lessons and precedents for application to land conflicts and negotiations between companies, investors, communities, and governments around the world.</p>	
Sajogyo Institute (SAINS)	Indonesia	<p>Project Proposal: Protecting Adat and Local Communities' Tenure Rights in Indonesia's Tourism Development Plan</p> <p>Objective: Ensure the rights and territories of Indigenous Peoples and local communities are respected and sustained in the proposed Priority Eco-Tourism Development Policy and that clear safeguards are explicitly provided in policy and implementation</p>	<p>Completed</p> <p>Extended Contract</p> <p>End Date: 30 April 2017</p>	<p>The SRM, initiated in November 2016, is supporting participatory research and advocacy efforts to ensure Indigenous Peoples and local community rights are included in the Presidential priority program of eco-tourism development ("Ten New Balis"). A final report has not yet been submitted, but interim research findings were presented at a conference attended by members of the government where it was recognized that tourism development should involve all parties—including <i>adat</i> and local communities and CSOs—in the design of plans, and that ecological restoration should be part of such plans. The final report will be shared with concerned ministries to ensure buy-in and support.</p>	49,987 (2016)

REPORT ON THE 2017 STRATEGIC RESPONSE MECHANISM (*continued*)

HUMA	Indonesia	<p>Project Proposal: Urgent Action for Effective Recognition of Adat Forests</p> <p>Objective: Ensure that the first adat Forest Rights areas are legally recognized on the basis of Constitutional Court Decision MK 35, thereby providing the precedent for similar recognition of adat rights across Indonesia</p>	<p>Completed</p> <p>Extended Contract End Date: 31 May 2017</p>	<p>Support by this successful SRM activity approved in October 2016 contributed to the historic recognition of the first ever customary forests in Indonesia on December 30, 2016, with nine <i>adat</i> communities receiving titles to over 13,000 hectares of forestland. This is a tipping point for Indigenous Peoples' rights and forest governance in Indonesia, as these are the very first <i>adat</i> titles to be recognized in accordance with the ground-breaking 2013 Constitutional Court decision on <i>adat</i> forests (MK 35). Reaffirming the critical role of Indigenous Peoples in the protection and management of Indonesia's forests, the titles were granted by President Jokowi himself. All nine cases of <i>adat</i> forest rights recognition were facilitated by RRI Collaborators HuMA and Epistema through targeted advocacy efforts and technical support to the Ministry of Environment and Forestry.</p> <p>An important activity identified during implementation of this SRM and under implementation (under an extended contract amendment) is the drafting a brief to the MoEF on the Agrarian Reform implementation in Forest areas. This activity is key to advocate the release of forest area on Java island for the benefit of local communities.</p>	49,579 (2016)
FECOFUN	Nepal	<p>Project Proposal: Strategic Analysis and Advocacy for Continued Support from Government and Donors for Community Forestry Development in Nepal</p> <p>Objective: Secure continued support from the Government of Nepal and leading donors for community forestry in Nepal through evidence-based data and advocacy</p>	<p>Completed</p> <p>Contract End Date: 31 July 2017</p>	<p>Through this SRM, which was approved in April 2016, FECOFUN has completed an analysis of 871 Community Forest User Groups (CFUGs) from 27 districts throughout Nepal. The study included data collection and analysis to quantify community forestry contributions to climate mitigation/adaptation, development, and poverty alleviation. Its integration with findings in existing literature to develop a powerful narrative for the centrality of community forestry in both climate change linked strategies and sustainable development goals for Nepal. The qualitative and quantitative outputs funded by this SRM will be shared with government, donors, and media outlets through strategic workshops, regular meetings, and a media campaign.</p> <p>The analysis was also used by FECOFUN to provide inputs on community forestry to the 14th National Plan of Nepal (an overarching three-year plan for the country completed by July 2016), the draft Forest Rights Law, and multiple donors' country strategies under preparation in 2016.</p>	66,600 (2016)

Green Foundation	Nepal	<p>Project Proposal: Exposure Visit of Nepali Parliament Members, Policymakers, and Civil Society Leaders to Mexico</p> <p>Objective: Nepali Parliament members and senior bureaucrats learn, review, and reflect on the processes and mechanisms of the current forest management systems and policies in Mexico, to assist in the creation of the drafted Forest Rights Law in Nepal and the incorporation of forest-based enterprises within the Law</p>	<p>In Progress</p> <p>New Tentative Contract End Date: 30 April 2018</p>	<p>This SRM was issued in October 2016. Discussions have been held with the MPs from the three main parties in Nepal and their consent obtained. Delays have occurred because of a mismatch between suitable dates when MPs can travel, local and regional Nepali elections, and the availability of the hosts in Mexico. The visit has been postponed until February–March 2018.</p> <p>Discussions are underway with various Collaborators and Partners in Nepal and Mexico to arrange a visit with the appropriate government officials.</p>	<p>49,950 (2016)</p>
Tebtebba	Philippines	<p>Project Proposal: Securing the Rights to Lands and Resources and to Self-Determination of Non-Moro IPs (LUMAD) Within the Bangsamoro Autonomous Region</p> <p>Objective: Secure the land and resource rights of the Lumad through policy advocacy and finalization of community maps to receive community titles for their ancestral lands</p>	<p>Completed</p> <p>New Contract End Date: 31 March 2017</p> <p>Issued 22 July 2015</p>	<p>This SRM issued in July 2015 was finally concluded. Overall, advocacy efforts contributed to the inclusion in Senate Bill No. 2894 of almost all the proposed provisions including indigenous identity, ancestral domain, and the requirement of Indigenous Peoples’ free, prior, and informed consent (FPIC) before activities affecting their lands can take place. In the House of Representatives (HoR), advocacy teams briefed and secured the support of at least 10 Congressmen. Unfortunately, neither the Senate nor the HoR managed to pass the Bill due to lack of time to resolve controversial issues. The mapping process for over 300,000 ha. claimed by the Lumads is almost completed (although Tebtebba encountered procedural and equipment issues that delayed the process). The validation and planned event of the launching of the maps was not able to be completed due to internal issues within the National Commission on Indigenous Peoples (NCIP), as they are responsible for legal recognition. However, some of the unused funds for these activities were used to hold a meeting in Mindanao on Federalism and Regional Autonomy and its Impact on the Lumad Communities. ■</p>	<p>Approved Expenditure: 94,700 (2015)</p> <p>Actual Expenditure: 59,547</p>



2018 Overarching Priority Objectives

The 2018 Priority Objectives align with the Strategic Objectives outlined in SPIII. The SPIII Strategic Objectives can be viewed in Annex 2.

Priority Objective 1: RRI data, tools, and networks are leveraged to advance gender equitable policy reforms in focus countries undergoing land and forest reforms (India, Indonesia, Nepal, DRC, Colombia, Liberia, and Peru); women's leadership and rights to collective lands are included in the agendas of major global convenings related to sustainable development, climate change, and land reform (e.g. Oslo Redd Exchange, Global Landscape Forum, SDG Expert Group Meeting, Commission on the Status of Women); and the Gender Justice Advisory Group is re-established and recommendations are developed for a potential global partnership to scale up gender justice in collective tenure regimes.

Priority Objective 2: Key RRI analyses on forest tenure, gender justice, carbon, and water rights are completed and/or leveraged. Strategies are developed and tested for 1) A more segmented dissemination and outreach system for RRI messaging and data that specifically identifies and targets priority change makers; and 2) Enhanced mapping and connecting of "front line defenders" and networks to identify opportunities for greater collaboration and impact.

Priority Objective 3: The transformation of finance, business, and conservation practices in support of rights-based models and initiatives is scaled-up in key focus countries (Malawi, Liberia, Cameroon, Kenya, Indonesia, Laos, Peru, and Colombia); and a robust strategy is developed to accelerate the adoption of rights-based approaches by a critical mass of land-based investors, companies, governments, and conservation organizations.

Priority Objective 4: The Tenure Facility is more firmly established in financial, programmatic, and governance terms, with significant support from RRG to build its administrative capacity, identify projects, engage with local stakeholders, and manage learning and communications. Furthermore, the Tenure Facility, the Interlaken Group, and MegaFlorestais are directly connected to each other through joint activities, and a high-level meeting of key donors and corporates to accelerate implementation is piloted. Together, these connected instruments and platforms demonstrate feasible opportunities to leverage promising change and best practice by companies and governments both at the international level and on the ground.

Priority Objective 5: RRG's capacity in donor relations is enhanced, leading to better reporting, grants management, and cultivation of new and existing revenue sources. Staffing, tools, and strategies to increase administrative efficiency and human resources capacities are deployed and a staff development plan is established and implemented to further expand and diversify skillsets. A satellite office in Montreal is set up to position RRI as an international organization with continued access to international staff. ■



2018

*Strategic
Objectives and
Work Plans
by Program*



Africa

1. Rationale for Engagement and Strategic Objectives

Indigenous Peoples and local communities in Africa hold customary rights to an estimated 80 percent of the land in sub-Saharan Africa.ⁱ Yet they enjoy legal recognition to just 16 percent of the total land.ⁱⁱ Reform processes continue across the continent, and opportunities to improve forest and land governance in 2018 have been identified in Ghana, Liberia, the Democratic Republic of the Congo (DRC), and regionally.

In **Ghana**, the government expects to finalize the guidelines for implementing tree tenure in 2018, and RRI Partner Civic Response has a key opportunity to advance these, which in turn supports national objectives for REDD+ and FLEGT/VPA.

In **Liberia**, given the set-back of a watered-down Land Rights Act passed by the Lower House in 2017, the RRI Liberia coalition will seek to make land rights a priority of the new administration when it sets its national agenda in 2018. As Liberia is finalizing its REDD+ strategy, the RRI Coalition in Liberia will develop an understanding of the risks and benefits, and an engagement strategy for a pro-poor, pro-community REDD+. RRI Collaborators in Liberia will continue to engage in FLEGT processes, monitoring the new government to identify priority opportunities. In addition, CSOs have increased their collaboration to respond to private sector expansion by organizing into a CSO Working Group on Oil Palm, presenting an opportunity to not only ensure the continued application of safeguards and multi-stakeholder initiatives such as RSPO and TFA 2020, but also to test alternative strategies, such as investment chain mapping to identify investor pressure points and independent accountability mechanisms, or engaging relevant UN special procedures.

In **DRC**, RRI aims to respond to an invitation received in late 2017 from the Ministry of Land Affairs to develop a comprehensive strategy on gender in the recently re-launched land reform process. And with the world's second largest forest and fourth largest carbon reservoir, DRC has become a focal point for REDD+ investments culminating with the ERPA due to be signed by 2018. Yet, as currently designed, these investments pose significant risks of aggravating already rampant land conflicts and undermining tenuous tenure rights, without adequately sharing the benefits.ⁱⁱⁱ 2018 is a critical year for demonstrating the necessity and possibility of clarifying and strengthening community land and forest rights.

In **East Africa**, a number of countries including Kenya, Mozambique, Tanzania, and Uganda are in the process of developing or revising regulatory frameworks for recently passed forest legislation, and interest remains high from CIFOR, FPP, CED, and WWF in leveraging RRI's MegaFlorestais network to facilitate a workshop on Rethinking Land and Forest Regulations, with a key focus on protected areas and Indigenous Peoples, as inputs to these processes.

Regionally, RRI will support increased information sharing among Partners and Collaborators on key developments, analyses, and opportunities. RRI will also continue to engage with the International Land Coalition (ILC), the African Union Land Policy Initiative, UN-Habitat, and others to better understand how regional initiatives with African land commissions can contribute to RRI's agenda.

And building on the **Tenure Facility's** achievements in Mali, Liberia, and Cameroon, RRI's Africa program will support and facilitate investment by the Tenure Facility to demonstrate that laws can be implemented in up to four countries in the region, including potential opportunities in Burkina Faso and DRC.

Reforms of key mining, oil, and gas laws are underway in **Burkina Faso, Mali, and Senegal**, but these are not based on a robust analysis of tenure and benefit-sharing. RRI will support Partner HELVETAS to develop this analysis based on national and regional (ECOWAS, UEMOA) frameworks, which will in turn facilitate connecting active national-level CSO platforms on land and on extractives, complementing the work of other actors. Meanwhile in Cameroon, Ghana, and DRC, small- and medium-scale Chinese gold mining operators pose an important emerging threat to forests, local communities, and Indigenous Peoples. Experiences with a 2017 ban on such mining in Ghana present an opportunity in 2018 to raise awareness, share learning, and assess whether this may be a model for other countries.

RRI will pursue strategic analytical products, tools, and guidance to support expanded engagement between communities, companies, and investors in **Malawi, East Africa, Liberia, and Kenya**.

ⁱ Wily, Liz Alden, LandMark. 2015. Estimating National Percentages of Indigenous and Community Lands: Methods and Findings for Africa.

ⁱⁱ Rights and Resources Initiative. 2015. Who Owns the Land in Africa? Formal recognition of community-based land rights in Sub-Saharan Africa. Washington DC: Rights and Resources Initiative.

ⁱⁱⁱ Rights and Resources Initiative. Forthcoming. Mai Ndombe: Will this laboratory of REDD+ benefit local communities? An analysis of the cumulative risks and impacts of REDD+ initiatives in Mai Ndombe.

2. Work Plan

Outcome	Outputs	Planned Activities	Implementing Organizations	Region/Country	Theme	Budget Request 1	Budget Request 2	Unfunded
Forest and Land Governance								
Outcome 1: Key actors engaged in national land and forest reforms in East Africa agree on principles for reforming regulations to address rights of Indigenous Peoples, local communities, and women in the context of protected areas	Recommendations on reforms and network for information-sharing on issues of protected areas and community rights in regulatory reforms	Scoping exercise; organize a four-day workshop	Lead: RRG CED, FPP, WWF, WB, IUCN, USFS, USAID	Africa	Realizing Rights		\$60,000	
Outcome 2: In Liberia, a pro-community LRA is a legislative priority in 2018 and remains in the national discourse	Stakeholder analysis; local community and youth awareness-raising; law-maker support	Draft pro-community revisions to the LRA; hold peoples' forum and national awareness forum; hold national youth congress on land rights	Lead: SDI SESDev, GA, FPP, RRF, FCI, ARD, NRWP, Parley	Liberia	Realizing Rights	\$35,000	\$35,000	
Outcome 3: Harmonized and active civil society advocacy to protect tenure in the context of REDD+ and Protected Areas	Recommendations on REDD+ and Protected Areas	Establish and train CSO REDD+ technical team; develop priority recommendations; monitoring implementation	Lead: FCI/RRF SESDev, GA, ARD, NRWP	Liberia	Rights and Climate		\$30,000	
Outcome 4: REDD+ activities in Mai Ndombe are re-evaluated by REDD+ donors in light of the findings and recommendations of the RRI 2017 Mai Ndombe study	Policy briefs and global advocacy strategy	Press conference; advocacy	Lead: RRG	DRC	Rights and Climate		\$20,000	\$10,000

2018 STRATEGIC OBJECTIVES AND WORK PLANS: AFRICA (*continued*)

Outcome 5: Community rights are recognized and communities regain control of degraded forest reserves in the draft(s) and final guidelines for the implementation of tree tenure, and so support FLEGT/VPA and REDD+ objectives	Revised guidelines for the implementation of tree tenure and awareness-raising to support implementation	Community education outreach and consultations; community organizing; dialogues with key stakeholders in FLEGT/VPA and REDD+	Civic Response	Ghana	Realizing Rights, Rights and Climate	\$30,000	\$50,000	\$100,000
Gender Justice								
Outcome 1: Women effectively participate in the 2018 land reform process in DRC, and rural indigenous and local women's tenure rights are documented and taken into account in the draft(s) and final version of the DRC Land Policy	Memorandum to inform advocacy strategy, stating key recommendations from national-level conference, provincial studies and legal review findings	National-level conference on land reform policy and women's tenure rights; legal review of draft DRC land policy; provincial studies on land access in four provinces; advocacy strategy and communications	Lead: CFLEDD RRG, CONAREF, CACO, Landesa, ILC, FAO, UN-Women, CIFOR, World Bank, Oxfam	DRC	Gender Justice	\$30,000	\$55,000	\$45,000
Private Sector/ATEMs								
Outcome 1: Harmonized civil society advocacy in national-level platforms on extractive industry in the Sahel on issues of community tenure and benefit sharing	Memorandum defining platforms, actors, and legal gap analysis on tenure and benefit-sharing in mining, oil, and gas laws of three Sahel countries	Scoping study to identify platforms, existing studies; legal gap analysis on tenure and benefit-sharing in mining, oil, and gas laws of Mali, Senegal, and Burkina Faso relative to AMV, ECOWAS, and UEMOA; advocacy in platform meetings and communications	Lead: HELVETAS Mali IPAR, LSD, CNCR, TENFOREST, Green Cross, NRGI, Oxfam	Mali, Senegal, Burkina Faso	ATEMs	\$30,000	\$80,000	

2018 STRATEGIC OBJECTIVES AND WORK PLANS: AFRICA (continued)

Outcome 2: Accountability mechanisms and multi-stakeholder initiatives that protect the rights of customary tenure in the context of private sector expansion have been applied, tested, and strengthened	Increased access to accountability mechanisms; greater inclusion of tenure rights in existing and emerging multi-stakeholder initiatives	Analysis of investment chains to identify alternative accountability mechanisms; participation by CSOs in existing and emerging multi-stakeholder initiatives for greater inclusion of tenure rights	Lead: SESDev GA, SDI, FPP, RRF, FCI, ARD, NRWP, Parley	Liberia	ATEMs	\$35,000	\$80,000	\$20,000
Outcome 3: Improved understanding of mode of operation and negative impacts of small- and medium-sized Chinese mining companies in Sub-Saharan Africa on community tenure and natural resources	Monitoring report; memorandum; recommendations and advocacy strategy	Case studies in Cameroon and DRC; monitoring field mission in Ghana; multi-actor dialogues; gap analysis and legal framework assessment; engage Chinese administration, ExIm Bank	Lead: CED Civic Response	Cameroon, Ghana, DRC	ATEMs			\$120,000
Outcome 4: Influential companies and investors at the multinational, national, and local levels continue to shift business practices, investment processes, and supply chains by adopting and supporting inclusive models prioritizing community rights on the ground	Pre-competitive dialogues in priority countries and regions to identify local constraints to respecting rights in supply chains, and build local company and investor demand for services/financing to implement alternatives and respect rights	Catalyze nascent efforts by Interlaken Group members in Malawi to strengthen government and private sector policies and practices around private sector land-based investments	RRG, Oxfam	Malawi	ATEMs		Funded by the ATEMs program	
		Follow up on an Interlaken Group pilot country-level engagement from 2017 through a Community Forum on Land-Based Development Projects in East Africa enabling communities to share their experience of large land-based development projects and	RRG, FPP	Africa	ATEMs		Funded by the ATEMs program	

2018 STRATEGIC OBJECTIVES AND WORK PLANS: AFRICA (*continued*)

		identify collective strategies to address these projects						
	Strategic analyses made available to companies, investors, communities, and government to address land tenure problems	Conduct a diagnostic assessment of different business models, including outgrower schemes of palm oil companies to identify gaps and propose recommendations to secure community land and forest rights	RRG, FPP	Liberia	ATEMs, Rights and Climate, Realizing Rights		Funded by the ATEMs program	
	Tools and technical assistance made available to companies, investors, communities, and government to address land tenure problems	Support the training of forest and agriculture company staff in participatory mapping and emerging corporate best practices on community land rights to follow up on Interlaken Group meeting in 2017	TBD	Cameroon	ATEMs		Funded by the ATEMs program	
Facilitation, Program Assistance, and Technical Assistance								
Facilitation						\$35,000	\$55,000	
Planning						\$15,000	\$20,000	
Travel						\$27,000	\$40,000	
Total						\$237,000	\$525,000	\$295,000

3. Risks and Mitigation Strategies

Risk 1: Political instability in DRC will likely impede progress of activities, and increase insecurity. A run-off for the 2017 Presidential election in Liberia remains unscheduled at the time of writing, and a tumultuous transition will impede planned activities. Similarly, 2018 is an electoral year in both Mali and Cameroon, which could lead to a deteriorating security situation, and slow progress on the extractive sector activities.

Mitigation Strategy: RRG and RRI Partners must ensure a timely launch of the activities early in the year, before the election risks arise, and closely track both the security situation and election planning. Early engagement with any new government will be conducted only in consultation with relevant stakeholders and will take into account any concerns in order to help mitigate risks. In addition, working with reliable technical partners, staying abreast of ongoing developments, and flexibly adapting to changing circumstances will be key.

Risk 2: The large size of DRC poses a challenge in executing objectives across provinces and gaining access to indigenous and rural women. Aside from the size of the country, its multi-faceted context and the contentious nature of women's rights require particularly nuanced messages tailored to the local context, for example when approaching traditional leaders.

Mitigation Strategy: Employing an intentional strategy to work with RRI Partners with gender expertise (such as Landesa and CIFOR) and in select provinces, and using existing knowledge of women leaders and the contacts of existing partner focal points (11 focal points currently exist across 26 provinces) can increase the reach and local contextualization of the study. Disseminating advocacy messages across national radio programs helps maximize communication. Further, by ensuring that local women leaders determine the agenda and project implementation, activities will be responsive to local realities, as well as socio-economic and/or political dynamics.

Risk 3: Safeguard mechanisms can sometimes be unproductive, and there are significant challenges to enforce them at the community level. Often there is limited input into external processes, such as the TFA2020 and RSPO national implementation.

Mitigation Strategy: Collaborators will stay closely informed and adapt to changing circumstances. Given the frustration with RSPO and traditional safeguard mechanisms, new strategies—such as investment chain mapping—will be tested to identify investor pressure points and independent accountability mechanisms. ■



Asia

1. Rationale for Engagement and Strategic Objectives

Asia has the largest number of Indigenous Peoples and local communities whose land and forest rights have not been recognized, as well as one of the highest rates of deforestation and alarmingly high poverty levels. Increasingly, political and corporate leadership in several countries are more open to land and forest tenure reform and its role in sustainable development, poverty alleviation, conservation, climate change mitigation, and resilience. Political changes, including electoral politics in democracies such as India, Indonesia, Nepal, Myanmar, etc., have opened greater spaces for land and forest rights reforms, creating opportunities for RRI interventions in 2018 and beyond.

RRI will intervene in three priority countries: Indonesia, India, and Nepal, while responding to emergent opportunities for intervention in other countries such as Myanmar, Cambodia, Laos, etc. In India and Indonesia, where laws or policies recognizing indigenous and community rights already exist, RRI will work with local Partners and Collaborators to facilitate proposal and grounding of Tenure Facility projects in 2018. RRI will also leverage the Interlaken Group's convening power to engage with private sector actors, including agribusinesses companies, on respecting community and Indigenous Peoples' land rights, responsible investments, and conflict mitigation. Within this larger context, the engagement with three priority countries is as follows:

Indonesia faces elections in 2019, and forest land and agrarian reforms are likely to be a central issue. The Jokowi government has set targets to recognize 12.7 million hectares of forestland as Social Forests, distribute 9 million hectares under the Agrarian Reform, and legalize 2.2 million hectares as *hutan adat* (customary/indigenous forests) by 2019. However, the capacity of the government to deliver these targets has been limited, mainly due to a lack of coordination between government ministries and confusing and contradictory regulations. The first-of-its-kind collaboration of the Office of the President, Ministry of Forests and Environment, and Indonesia Civil Society Tenure Coalition for the Jakarta Tenure Conference in 2017 illustrated the highest-level commitment to tenure reform by the government of Indonesia. The CSO Tenure Coalition in Indonesia is well placed to take advantage of the momentum created by the 2017 Conference to push the tenure reform agenda forward in 2018.

RRI engagement in Indonesia in 2018 will derive from the Joint Action Plan and recommendations of the Tenure Conference, with priority given to continued investment in accelerating recognition of customary forests, agrarian reforms, engagement with the corporate sector, and conflict mapping. The total budget for the 2018 plan is estimated at \$540,000—not all of which will be met by RRI. The CSO coalition will seek to meet the shortfall through local fundraising. RRI will also seek to build on the successful Tenure Facility pilot project in Indonesia, and facilitate a full-scale Tenure Facility project for rights recognition in Indonesia.

India's Forest Rights Act (FRA) is potentially the largest tenure reform (benefitting almost 200 million forest dwellers) in the country's history and the largest such effort currently ongoing in the world. Barely 3 percent of the potential of collective forest rights recognition under the FRA has been met, implying a vast potential for collective rights recognition for tribal and forest dwelling communities. For RRI, 2018 is a crucial year for land and forest tenure recognition in India and the efforts of RRI and its partners are likely to culminate in a concerted push for FRA upscaling in 2018 based on two reasons: in 2019 the country will have national and state level elections, opening spaces for stronger political support for the tenure reform agenda; and the new Tenure Facility project—upscaling community forest rights (CFR) projects initiated by RRI in the states of Odisha and Jharkhand—is likely to be launched in January 2018. It is expected to act as a major force-multiplier and as a model project for CFR rights recognition at scale.

The Asia Program's 2018 priorities in India will complement the Tenure Facility Project's initiative on ground level work by carrying out critical analyses, advocacy, and legal support to ensure success in scaling up rights recognition. The major strategic thrusts include i) fending off critical challenges to the FRA in the Courts; ii) supporting capacity building for legal action against forest rights violations; and iii) training and capacity building for community forest rights recognition and supporting research for evidence based analysis, convening, advocacy, and media engagement on critical issues impacting forest rights, including conservation, INDCs, land conflicts, afforestation, and gender justice. Due to the reduction in budget, almost 40 percent of the required funding for the India 2018 program remains unfunded.

In 2017, **Nepal** shifted to a three-tier federal structure and the first elections for the new local governments, the third tier, was conducted successfully. The election of many FECOFUN members into the local government and the transfer of community forestry to local government jurisdiction has created the possibility of major regulatory reforms in community forestry. Simultaneously, at the national level there is mounting motivation to enact the proposed Forest Rights Act, which will provide effective legal recognition to Indigenous Peoples and local community rights over Nepal's forestlands, including the protected areas. In 2018, RRI will support efforts to pass the Forest Rights Law at the national level; while supporting efforts to leverage the unprecedented access to the local governments for regulatory reforms and budgetary support to community forestry.

Regionally, other countries such as **Myanmar, Philippines, Laos, and Bangladesh** offer opportunities for engagement by RRI on tenure reform. In 2018, we will monitor policy changes and shifts on land reforms and will be ready to respond to strategic moments or demands for interventions through the Strategic Response Mechanism (SRM). RRI will also continue to engage and support sharing and collaboration amongst Partners and Collaborators in the region, particularly with Samdhana, CIFOR, AMAN, International Land Coalition (ILC), AIPP, and others to push RRI's mission.

Myanmar, with its recent transition to democracy and opening to global investments, remains a hotspot for land and forest tenure reforms. With multiple laws and policies under consideration there are serious risks to the rights of Indigenous Peoples and local communities. In 2018, based on requests from Partners, RRI will support a pilot activity seeking to develop sustainable business partnerships/models between private sector actors and communities in 2018. In **Laos**, private sector actors are seeking solutions to land rights conflicts and RRI will work together with the Interlaken Group to initiate a pilot project with the private sector, civil society organizations, and local communities to test the Voluntary Commitments for Responsible Agribusiness.

In 2017, a regional gender meeting organized by RRI with RECOFTC brought out the urgent need to foster a shared vision, cross-country cooperation, and learning on the crucial issues of gender and collective rights. Drawing from the SPIII strategic objectives, RRI will engage with regional effort toward **advocating for gender in collective land rights** in 2018 through various national level activities and regional coordination, including a regional convening. RRI Partners and Collaborators have articulated a similar need for shared vision and greater strategic coordination on tenure reforms at the regional level, and RRI will seek to create this synergy through regional meetings and sharing.

2. Work Plan

Outcome	Outputs	Planned Activities	Implementing Organizations	Region/ Country	Theme	Budget Request 1	Budget Request 2	Unfunded
Regional								
Outcome 1: RRI coalition develops shared vision, strategies, and actions for realizing community land and forest rights in Asia	Asia regional strategies for realizing community rights in 2018 and the long term	Regional meeting of Partners and Affiliated Networks and key Collaborators	RECOFTC, Samdhana	Asia				\$20,000
Outcome 2: Regional strategic plans to further women's collective land rights in Asia	Shared strategies and action plan for women and collective rights in 2018	Regional meeting of Partners. Collaborators, Affiliated Networks and other women's networks on gender and collective land rights	RECOFTC, Samdhana	Asia	Gender Justice			\$20,000
Outcome 3: IG's Voluntary Commitments for Responsible Agribusiness are implemented on the ground to create models of responsible investments which respect IP and community rights	Private sector grounds IG's Voluntary Commitments for Responsible Agribusiness in collaboration with CSOs and RRI	Test the Voluntary Commitments for Responsible Agribusiness in Lao PDR (VCRA) with private sector partner (agro-forestry company operating in Laos)	Village Focus International	Laos	ATEMs		Funded by the ATEMs program	
Outcome 4: Companies adopt rights-based approaches and partner with local communities to support sustainable land and resource use and community enterprises	Partnership of local communities and private sector on forest governance and CFEs is established	Develop sustainable business partnerships/models between private sector actors and communities	RECOFTC	Myanmar	ATEMs		Funded by the ATEMs program	
India								
Outcome 1: Legal challenges to FRA which pose risks to hard won	Effective updates and inputs on cases, judgements and ruling to pro-bono lawyers	Monitoring and action on high court and Supreme Court cases, rulings, and judgements	TBD, Consultants, Vasundhara	India	Realizing Rights	\$25,000	\$50,000	\$50,000

2018 STRATEGIC OBJECTIVES AND WORK PLANS: ASIA (continued)

rights of Tribals and Forest Dwellers are effectively countered; violations of forest rights are addressed through legal interventions	supporting FRA in higher courts; effective capacity building and legal support provided to local activists and lawyers to address violations of forest rights	posing a risk to forest rights under FRA; monitor ongoing high-level court cases related to land, forests, and natural resources and provide support for grassroots legal advocates						
Outcome 2: Relevant district and state level government actors and civil society organizations actively promote and rapidly scale up FRA implementation in 2018	Capacity of key actors built through orientation and trainings on FRA	Trainings and workshops on FRA; consultations and meetings with state actors, CSOs, and grassroots organizations to provide inputs and support on the FRA	TISS, Consultants	India	Realizing Rights		\$30,000	\$20,000
	Effective guidance and inputs to district and state level functionaries, CSOs, and grassroots organizations are provided for effective implementation of the FRA	Same as above	TISS, Consultants	India	Realizing Rights		Included above	Included above
Outcome 3: Land tenure conflict data and analysis is leveraged to create evidence to convince state and corporate actors to respect community land and forest rights	Updated land conflict database, map, and analysis	Support the national network collecting land conflict data and maintain landconflictwatch.org	Landconflictwatch	India	ATEMS, Realizing Rights		\$70,000	\$80,000
Outcome 4: Research, analysis, and advocacy is carried out to protect and promote forest rights in Conservation Areas	Based on research and analysis, alternative rights-based conservation strategy is prepared and used for advocacy	Support research and advocacy on protected areas and the Forest Rights Act	ATREE, Consultants	India	Realizing Rights	\$30,000		
Outcome 5: Research, analysis, and outreach is carried out to effectively advocate for rights based community forest	Analysis, evidence and advocacy generated for an alternate rights based INDC, negative emissions, and forest restoration discourse	Research and advocacy on INDC, afforestation and negative emissions strategies and land and forest rights	Consultants/ISB		Climate Change			

2018 STRATEGIC OBJECTIVES AND WORK PLANS: ASIA (*continued*)

restoration and negative emissions								
Outcome 6: Niti Aayog support and advocates for Forest Rights Act	Niti Aayog (India National Planning Commission) conducts research and creates reports supporting the FRA	Research support to Niti Aayog on the FRA	Council for Social Development	India	Realizing Rights			
Outcome 7: Effective advocacy and political and media outreach on the FRA through convenings and release of strategic reports and studies	Publications, events, media outreach, and political outreach on the FRA	Support the strategic release of studies and advocacy strategies	TBD	India	Realizing Rights			
Outcome 8: RRI strategy is led by most informed and credible land and forest movement actors in India	Proceedings and recommendations from India Advisory Group meetings	Meetings and consultations with the India Advisory Group	TBD	India	Gender Justice	\$5,000	\$10,000	
Outcome 9: Women's rights in the FRA are promoted	Prioritizing women's collective and individual rights under the Forest Rights Act	Support capacity building, training, and advocacy for women's rights under the FRA	RRI Tenure Coalition	India	Realizing Rights		\$10,000	\$10,000
Indonesia								
Outcome 1: Effective CSO support to the Joint Action Plan of government and CSOs on tenure reforms	Joint priorities on tenure reforms are identified, road maps and strategic plans for meeting priorities are designed, and funding for the action plan for 2018 raised; and the 2018 action plan for achieving joint priorities is effectively implemented	Meetings and convenings to Identify joint priorities of the CSO Tenure Coalition linked to the Joint Action Plan and prepare a CSO road map; support CSO coalition to raise additional funding for the collective priorities of the CSO coalition from local donors	Lead: Tenure Coalition	Indonesia	Rights and Climate, Realizing Rights, ATEMs	\$5,000	\$30,000	
Outcome 2: Customary (adat) communities gain clear jurisdiction and governance over	Systems of customary forest recognition and post-recognition governance piloted to create models for	Support recognition of customary forests (hutan adat) and facilitate development of community regulatory regimes	Lead: HuMa	Indonesia	Rights and Climate	\$5,000	\$20,000	\$30,000

2018 STRATEGIC OBJECTIVES AND WORK PLANS: ASIA (*continued*)

customary forests (hutan adats)	learning, dissemination, and replication	for sustainable governance of hutan adat						
Outcome 3: Substantive progress is achieved on agrarian reforms and land redistribution	CSOs and government ministries collaborate effectively on piloting and scaling up agrarian reforms and land distribution	Monitoring report and data analysis on government land redistribution program implementation and meetings and consultations with National Secretariat	Lead: KPA	Indonesia	Realizing Rights	\$5,000	\$10,000	\$40,000
Outcome 4: Rights based protection of indigenous territories in coastal areas with high carbon value are piloted to create models for learning, demonstration, and policymaking at national scale	Legal recognition of indigenous territories in coastal, small islands, and other marine areas is piloted and supports protection of HCV coastal ecosystem	Initiate pilot project for legal recognition of indigenous coastal, small islands, and other marine territories	Lead: KIARA	Indonesia	Rights and Climate	\$5,000	\$10,000	\$10,000
Outcome 5: Communities and human rights defenders are protected from criminalization for accessing and governing customary territories	Initial costs of Anti-criminalization fund are met to ensure protection and preventive measure against criminalization; CSO coalition is able to raise additional financial from local donors for anti-criminalization funds and for lawyers	Emergency Fund for victims or those at risk of violence and criminalization is supported along with supporting KNPA lawyers team; support for raising additional financial resources for anti-criminalization fund	Lead: KNPA	Indonesia	Realizing Rights	\$5,000	\$20,000	
Outcome 6: Effective implementation of tenure and human rights related commitments in corporate practice	Toolkit and training modules on business and human rights are prepared and used; Standard Operating Procedure (SOP) for operationalization of corporate commitments is tested; community capacity	Training, preparation of toolkits, and SOPs for business and human rights	Lead: AsM	Indonesia	ATEMs		Funded by the ATEMs program	

2018 STRATEGIC OBJECTIVES AND WORK PLANS: ASIA (*continued*)

	is built to independently monitor corporate sector							
Outcome 7: Mapping portal Tanahkita.id becomes a valuable tool for communities, corporates, and policymakers for land conflict resolution and tenure reforms	Tanahkita.id is scaled up with large number of land conflict data points and shared ownership by the CSO Tenure Coalition is achieved; Tanahkita becomes a reference for government RAPS (Social Forestry & Agrarian Reform) implementation; CSO coalition raises funds to sustain Tanahkita website and data collection process	Support www.tanahkita.id website and data collection on land conflicts; facilitate raising of funds from local donor for Tanahkita	Lead: KNPA BRWA, JKPP, KPA, AMAN	Indonesia		\$10,000	\$10,000	\$20,000
Outcome 8: Legal action taken against concessions to protect customary land and forest rights	More systematic approach is taken for legal action in tenure conflict involving communities	Create capacity in strategic locations for legal action against concessions suffering from illegality and initiate at least two strategic pilot legal actions against such concessions encroaching on customary lands	Lead: SAFIR, Epistema	Indonesia	Realizing Rights	\$5,000	\$10,000	\$20,000
Outcome 9: Communities with <i>hutan adat</i> rights and social forestry licenses access state development and other related state funding for forest governance, CFEs, and other development activities	Communities who have received customary titles or social forestry licenses should be able to access the BLU and REDD+ funds for forest governance, CFEs, and sustainable development	Supporting Community Social Forestry and <i>hutan adat</i> by facilitating their access to public funds including BLUs for reforestation; REDD+, etc.	Lead: SAFIR, AKAR	Indonesia	ATEMs	\$5,000	\$10,000	
Outcome 10: Customary (<i>adat</i>) communities gain clear jurisdiction and governance over	Advancement of community based forest enterprises in areas where customary	Advance local economic development in recognized Indigenous Forests	Lead: RMI	Indonesia	ATEMs			\$40,000

2018 STRATEGIC OBJECTIVES AND WORK PLANS: ASIA (*continued*)

customary forests (<i>hutan adats</i>) leading to replicable models of rights based protection of forests with high carbon value	forests are recognized (<i>hutan adat</i>)							
Outcome 11: Prevent tenure rights abuses in economic or climate related policies	Preventive measures taken to protect communities' land rights and governance to preserve their natural resources	New forms of land "Green Grabbing" are documented and will be applied to related policy advocacy	Lead: SAINS	Indonesia	Rights and Climate	\$5,000	\$10,000	\$40,000
Outcome 12: Synergize and engage with FLEGT /VPN processes to leverage increased tenurial security	Increased impact of FLEGT/VPN institutional process and improvements of timber licensing from forests under community management and ownership	Coordination (organizing workshops and meetings) with Tenure Coalition and FLEGT/VPN Institutional arrangement on the rights agenda	Lead: Tenure Coalition	Indonesia	Rights and Climate		\$10,000	\$20,000
Nepal								
Outcome 1: Increased knowledge and attention on the draft Forest Rights Law and the potential passage of the Law	Adoption or passage of the Forest Rights Law	Organize Expert Advisory Group, arrange meetings, and support advocacy and mobilization strategies for passage of the Forest Rights Law	Lead: Green Foundation Nepal	Nepal	Realizing Rights	\$10,000	\$20,000	
	Regular meetings with various government representatives to ensure their support for passing the Forest Rights Law	Conduct local, regional, and national meetings with elected local government and create mechanism to improve multilevel communication	FECOFUN	Nepal		\$5,000	\$20,000	\$30,000
Outcome 2: Identify promising models of locally-run community based forest management to support the passing of the Forest Rights Law	Research and analysis conducted on potential models of community based forest management by CFUGs	Identify strategic models of promising community based forest management and pilot legal devolution in selected sites	Green Foundation Nepal	Nepal		\$10,000	\$20,000	

2018 STRATEGIC OBJECTIVES AND WORK PLANS: ASIA (continued)

Outcome 3: The Nepal RRI Coalition “watchdog” committee effectively influences policymakers to protect local, regional, and national policies and legislations on land and forest rights	Support and advocate for media and community mobilization toward securing the rights of local and marginalized communities	Creation of “watchdog committee” and setting up regular meeting; support media and political advocacy based on the various issues identified by the watchdog committee	FECOFUN	Nepal		\$5,000	\$10,000	
Outcome 4: Nepal RRI Coalition effectively raises awareness on potential inclusion of women's land rights within new policies and legislations under the new government structure	Develop clear gender strategy to further the recognition of women's collective rights at the local government levels	Coordinate and build capacity with local government officials to support women's land rights under specific laws and provisions and to further support provisions within the draft Forest Rights Law that can provide women with collective land rights	FECOFUN	Nepal	Gender Justice	\$10,000	\$10,000	\$10,000
Facilitation, Program Assistance, and Technical Assistance								
Facilitation						\$70,000	\$140,000	
Planning						\$12,000	\$10,000	
Travel						\$40,000	\$40,000	
Total						\$272,000	\$600,000	\$460,000

3. Risks and Mitigation Strategies

Risk 1: In India, lack of political and policy interest in the FRA, specially CFR rights recognition, is a key risk, both at the national level and state levels. The risk is compounded by the active opposition of the forest bureaucracy to CFR recognition under the FRA.

Mitigation Strategy: RRI, by itself, cannot reach out to the national leadership, given the high suspicion of foreign non-profits in the current regime. Efforts to use other via-media agents have not borne major successes. The current regime remains highly insensitive to concerns of the peasantry, tribals, and poor in general, and is extremely close to the corporate sector. For this reason, RRI is collaborating with Indian School of Business to reach out to the corporate sector and get their support for the FRA based on the cost of land conflicts to investments and economic development. At the same time, media advocacy by RRI and its collaborators has led to a huge jump in media coverage of the Forest Rights Act, putting pressure on the government. The forthcoming elections in 2109 may also create a more favorable environment, and RRI and its Collaborators have been focusing on generating data, analysis, and advocacy for making the FRA a critical issue for the elections, which might result in greater political support for the FRA. At the state level, at least in Odisha, RRI and its Collaborators have managed to garner state government support for the FRA, particularly CFR rights recognition, and the Tenure Facility project has the support of the state government. Efforts will be made to reach out to other state governments, including Jharkhand (elections in 2020), Chhattisgarh, Andhra, and Telangana in 2018 and obtain their support for CFR rights recognition.

Risk 2: Since 2008, there has been a declining trend in funding for CSOs involved in FRA implementation in India. International funding to India has been drying up, especially on rights based projects, due to the current government's policies. Donors within the country, largely linked to Corporate Social Responsibility, have remained uninterested in all rights based processes until now.

Mitigation Strategy: At this point in time RRI remains the most significant donor for supporting CSOs catalyzing CFR/CR rights recognition and associated research, analysis, and engagement. The Tenure Facility project has been proposed by Collaborators in India with an effort to increase direct investments into CFR recognition.

Risk 3: In Indonesia, the Joint Action Plan resulting from the Tenure Conference and approved by the government of Indonesia may ignore the key recommendations made by the CSO Tenure Coalition. The process of finalization and approval of the Joint Action Plan is still ongoing and difficult to assess.

Risk 4: Resources, including funding for the Joint Action Plan in Indonesia, could be channeled exclusively to government, leaving CSOs without complementary funds to support the Joint Action Plan and monitor its effective implementation.

Mitigation Strategy for Risks 3 and 4: The CSO Tenure Coalition will have to speak with one voice and push for "non-negotiable" elements of rights recognition to be included in the Joint Action Plan, leveraging their collective political and knowledge based power and capacities. In order to ensure that enough funds and resources are available to support and complement/monitor the Joint Action Plans, the CSO Tenure Coalition will need to come up with a collective CSO action plan and seek support from donors. RRI is supporting this process and will work with the CSO Tenure Coalition to help develop this.

Risk 5: Local governments (Nagarpalikas and Gaonpalikas) in Nepal may curtail the powers and autonomy of Community Forestry Groups and treat community forests as a source of revenue generation.

Mitigation Strategy: It is precisely to forestall this possibility that the RRI Coalition seeks to carry out interactions with local government representatives to obtain their support for increasing autonomy and powers for Community Forest User Groups (CFUGs). The national draft Forest Rights Law also seeks to provide a clear legal standing to the CFUGs to ensure that they retain their authority.

Risk 6: The Forest Rights Law is not passed by the new Nepal Parliament.

Mitigation Strategy: The RRI Nepal coalition has a large amount of FECOFUN members who have recently been elected into local government positions—ranging from Mayor to Vice Mayor, etc.—and have various levels of influence throughout the newly formed government. The RRI Coalition seeks to obtain support for the drafted Forest Rights Law by all parties that were represented in the Constitutional Assembly under the previous government structure. ■



Latin America

1. Rationale for Engagement and Strategic Objectives

Latin America has more than 50 percent of the world's tropical forests with approximately 121 million rural people, including Indigenous Peoples, Afro-descendant communities, and local people living in and depending on forestlands. Although most Latin American countries have enacted forest and land tenure reforms and signed and ratified international agreements^{iv} for the rights of indigenous communities, the implementation of reforms and international obligations and commitments remains limited. Increasing global demand for precious natural resources threatens to roll back historical gains in land recognition, and other long-standing community land and resource rights claims remain unresolved in the region. Despite the significant threats to self-governance over their land and resources, Indigenous Peoples, local communities and rural women continue to be the environmental defenders on the front line, proposing climate change initiatives, sustainable development alternatives, and dialogue with private sector stakeholders.

Colombia is currently undergoing one of its most significant agrarian reforms as a result of land-related laws stemming from the Peace Agreements. In 2017, RRI's Collaborators representing Indigenous Peoples and Afro-descendant communities produced technical and legal tools to monitor and promote respect of their collective tenure rights in light of the implementation of these new laws. Additionally, rural women's organizations successfully took on an important role in the Colombian Commission for *Monitoring, Promoting, and Verifying the Implementation of the Final Agreement*, setting the stage to promote the integration of a gender perspective in the new laws and consolidate the creation of the Public Policy on Rural Women. The Coalition also identified essential data on 271 long-standing land claims in the Caribbean, which has been provided to the government to promptly resolve these claims—some of which have been pending for up to a decade. In 2018, the Collaborators will push forward to make progress in the recognition and titling of these communities, and build off of the recent consolidation of alliances (among Indigenous Peoples, Afro-descendant communities, rural women's organizations, and government entities dedicated to land titling) to advocate for the inclusion of a gender and ethnic perspective in upcoming laws resulting from the Peace Agreement.

In **Peru**, despite the number of international land titling projects addressing collective land tenure, the government has not delivered results—mainly due to a lack of coordination between ministries, regional governments, excessive regulations, and rollback laws. In 2017, Indigenous Peoples' organizations came to a consensus and presented a *Common Agenda* to the national government integrating proposals for resolution of the territorial claims of approximately 1,287 communities, as well as issues on climate change and gender justice that urgently need to be addressed within the ongoing titling projects. The *Common Agenda* will allow indigenous organizations to coordinate advocacy work with the Ministry of Agriculture, regional governments, donors, and implementers of the Peruvian titling projects to ensure prioritization of collective land recognition and integration of women's participation in decision-making in collective titling processes. For RRI's Coalition in Peru, 2018 is crucial as the national government will enter the implementation phase of one of the main projects (the PTRT-3 project funded by the IDB), which could potentially influence similar initiatives.

In 2017, regional and national Indigenous Peoples' networks such as COICA, AMPB, and APIB joined efforts with Indigenous Peoples' organizations from Asia and Africa to influence international climate change fora to secure greater participation and leadership roles at the UFGCC. The recognition of the critical role that Indigenous Peoples play in climate change mitigation and adaptation at the COP 23 and other global platforms opened new opportunities to learn from the significant environmental, social, and economic benefits associated with

community tenure recognition. Indigenous Peoples, local communities, and rural women have lessons of success to offer on the implementation of the statutory recognition of community-based tenure rights, forest management systems, and their models for economic development. In 2018, the Coalition will leverage these lessons by spearheading a regional analysis to demonstrate the need to control resources as one of the most important factors when consolidating full tenure rights recognition. The analysis will also address common threats and challenges to the realization of these tenure rights and full access to the resources within collective territories.

The Latin America program, in coordination with the Alternative Tenure and Enterprise Models program (ATEMs), will commission a regional analysis of the legal structure of foreign investments in comparison to the legal structure of collective territories.

In 2017, Tenure Facility pilot projects in **Peru and Panama** demonstrated that progress in land tenure is possible when working in close partnership with Indigenous Peoples, local governments, and CSOs. In 2018, the Latin America program will monitor and support the implementation of Tenure Facility projects in Colombia and Peru, and contribute to identifying other potential projects in the region.

^{iv} Latin America countries are signatories of the ILO 169 Convention, UNDRIP, CEDAW; have adhered to non-binding guidance mechanisms like the VGGT and SDGs; and have committed to reduce deforestation under the UNFCCC and the Paris Agreement.

2. Work Plan

Outcome	Outputs	Planned Activities	Implementing Organizations	Region/ Country	Theme	Budget Request 1	Budget Request 2	Unfunded
Colombia								
Outcome 1: IPs, Afro-descendant communities, and rural women's organizations strengthen international alliances to make land and development government entities accountable for the implementation of the Ethnic Chapter of the Peace Accord and FPIC rights	Comprehensive advocacy and communications strategy plan to promote the safeguards of Indigenous Peoples and Afro-descendant territories and the fulfillment of rural women's FPIC rights	Design and implement a comprehensive advocacy and communication strategy to scale up the effective applications of the safeguards of the Ethnic Chapter and FPIC rights for the collective land rights of IP, Afro-descendant communities, and rural women	PCN, CONPA, CNTI (ONIC, OPIAC, AICO, CIT, Autoridades indígenas del Gobierno mayor), MPC, Commission of Afro-descendant and peasant women	Colombia	Realizing Rights, Gender Justice	\$27,500	\$75,000	\$25,000
Peru								
Outcome 1: Andean/Amazonian Indigenous Peoples' and women organizations' <i>Common Agenda</i> on the legal security of collective territories is included in the agendas of national and regional governments and titling projects	An established agreement between IP organizations and national government to use the <i>Common Agenda</i> to advance land tenure policy and programs	Conduct advocacy strategy to ensure national and regional government compliance with the IPs' <i>Common Agenda</i> on territorial and governance security, climate change mitigation and adaptation initiatives, and the application of gender policies and safeguards in titling projects	CNA, AIDESEP, ONAMIAP, PACTO DE UNIDAD, CCP	Peru	Rights and Climate, Realizing Rights, Gender Justice	\$27,500	\$75,000	\$25,000

2018 STRATEGIC OBJECTIVES AND WORK PLANS: LATIN AMERICA *(continued)*

Outcome 2: Leading civil society, community, private sector, and developing country government representatives collaborate to develop a shared agenda and identify priorities to promote and scale up rights-based models and approaches to sustainable resource management and economic development	Lessons to inform and opportunities to instigate coordination; communities empowered with knowledge, funds, and capacity support to capitalize on new and existing rights to land	Support and promote sustainable community forest management and enterprise alternatives through learning exchange between Guatemala and Peru	SERFOR, RA, RRG, AIDESEP, CONAP	Peru	ATEMs		Funded by the ATEMs program	
Regional								
Outcome 1: Coalition informed with concrete data on the economic, social, environmental, and cultural value of the collective territories to strengthen advocacy strategies at the national level	Baseline analysis demonstrating the environmental, sociocultural, and conservational value of collective territories	Conduct a baseline analysis to demonstrate the environmental, sociocultural, economic, and conservational value of collective lands in order to increase government recognition of the contributions of indigenous, Afro-descendant, and local communities	Consultancy	Latin America	Rights and Climate, ATEMs, Realizing Rights	\$20,000	\$25,000	\$10,000
Outcome 2: Community alternatives for climate change and development initiatives are actively promoted and amplified at the national level	Reports on lessons learned and plan for next steps to leverage community contributions	Facilitate a space to leverage lessons learned on successful community strategies for land and resource management systems and their effectiveness as alternatives for climate change and development initiatives	PRISMA, CIFOR, AMPB, COICA, AAS, FPP, Forest Trends	Latin America	Rights and Climate, ATEMs		\$42,000	\$28,000

2018 STRATEGIC OBJECTIVES AND WORK PLANS: LATIN AMERICA (continued)

Outcome 3: Communities empowered by new evidence based analysis to foster dialogue with private sector and government to secure collective tenure	Evidence based analysis as a tool for community advocacy	Conduct a regional analysis and share lessons learned from the impact of the legal security of foreign investments in comparison to the legal security of collective lands and application of FPIC rights	Consultants	Latin America	ATEMs		\$15,000	\$5,000
Outcome 4: Afro-descendant and indigenous women increase their synergies to craft strategies to ensure gender perspectives in the application of FPIC	Guidelines with a gender perspective on the application of FPIC in the region	Regional Workshop to exchange lessons learned with regard to women's participation in the application of FPIC protocols	ONAMIAP, ONIC, PCN, AMPB, COICA, CIFOR	Latin America	Gender Justice			\$60,000
Tenure Facility								
Outcome 1: The Tenure Facility projects contribute to advancing the implementation of land tenure reforms and long-standing collective land claims in key countries	New Tenure Facility projects are identified in Latin America to advance land and forest reform	Provide advice and technical assistance to the Tenure Facility to assess strategic opportunities in critical countries	Tenure Facility	Latin America				
Facilitation, Program Assistance, and Technical Assistance								
Facilitation						\$50,000	\$98,000	
Planning						\$10,000	\$20,000	
Travel						\$15,000	\$25,000	
Total						\$150,000	\$375,000	\$153,000

3. Risks and Mitigation Strategies

Risk 1: A lack of effective coordination and communication among project leaders at the regional level could affect how the terms of reference, consultant contracts, and agreements of supervision of the project are drafted.

Mitigation Strategy: Establishing a mechanism for coordination and communication that defines clear roles, responsibilities, and timelines.

Risk 2: Barriers to preparation and timely convening of the regional Gender Workshop, such as lack of availability of prospective participants, geographic travel difficulties, and lack of coordination with the organizing committee.

Mitigation Strategy: Secure venue and schedule appropriate date in a timely manner to ensure participation of high level women leaders and allies and establish clear channels of communication to designate clear objectives in the agenda. Maintain clear framework and expected results of the outcomes of the event.

Risk 3: Presidential elections will be held in Colombia in 2018, which will change the current political actors engaged in the peace process. This transition might delay the current implementation of the Ethnic Chapter Law, directly affecting the security of Afro-descendant and indigenous territories as well as the continuation of the work for the Public Policy on Rural Women.

Mitigation Strategy: The first half of 2018 will be key for members of the Coalition to push for the prompt negotiation of their agenda on the regulation of the Ethnic Chapter and territorial security with the national government and key decision makers. National indigenous, Afro-descendant, and women's organizations will also need to take advantage of the national and international support gained during the implementation of the RRI strategy to continue moving forward with the recognition and safeguard of their territorial rights.

Risk 4: The Peruvian national government will likely continue its engagement with indigenous organizations separately, ignoring the *Common Agenda*, which has an impact on how these organizations receive information and react to it. Additionally, incentivized by economic growth, Congress will focus on passing laws that have a negative impact on the legal security of collective territories.

Mitigation Strategy: National indigenous organizations will continue their joint efforts guided by the principles agreed upon in the *Common Agenda*, while opening more channels of communication amongst themselves to coordinate actions and strategies to push for the recognition of their territories and prevent future rollbacks. RRI will also use its convening power to periodically bring representatives of these organizations together to assess and adjust their advocacy and communications strategies. The members of the Coalition will also work closely with their allies in Congress to gather timely information. ■



Strategic Analysis and Global Engagement (SAGE)

1. Rationale for Engagement and Strategic Objectives

Strategic Analysis and Global Engagement (SAGE) is a key component of RRI's identity, and the centerpiece of its programming architecture. It brings together RRI's four thematic areas of engagement (Gender Justice, Alternative Tenure and Enterprise Models or ATEMs, Rights and Climate, and Realizing Rights), and core Tenure Tracking program that collectively define RRI's agenda for change at the national, regional, and global levels.

Given that 2018 is the first year of RRI's new Strategic Program, SAGE will reassess its approaches to identifying analytical topics, target constituencies, and modes of delivery, influence, and learning in order to adjust its operations to maximize impact.

In 2018, SAGE will contribute to the advancement of the following SPIII objectives:

- 1. Strengthen women's property rights, voice, and leadership within community lands and forests:**
 - Develop and implement a gender justice strategy;
 - Advance the recognition and importance of women's rights at national and global levels;
- 2. Support the Coalition and "front-line defenders" through strategic analyses and targeted briefs:**
 - Strengthen linkages between collective tenure security and climate change, the Sustainable Development Goals, and sustainable/equitable economic development;
 - Update and leverage RRI's Forest Area Tenure Database, conduct comprehensive, multi-faceted legal assessments of formally recognized community rights to water and carbon, and track strategic opportunities for tenure reform;
- 3. Transform economic development and conservation practices to respect local land rights through locally defined development approaches, and company/investor engagement:**
 - Establish an exchange platform/community of practice to share learning on community-led rural enterprise and conservation models, and scale up effective tools, approaches, and solutions;
 - Develop new analyses, discussions, and/or protocols for the Interlaken Group (IG) to advance gender justice;
 - Support company/investor efforts to pilot IG guidance and emerging best practices in key countries to accelerate sector-wide transformations;
- 4. Support Coalition efforts to connect, consolidate, and leverage the emerging suite of global instruments to dramatically scale up the recognition of collective land and forest rights:**
 - Develop and implement a new system to identify, disseminate, and leverage lessons learned from the implementation of tenure reform projects supported by the Tenure Facility;
 - Continue efforts to build bridges between actors and issues, identify common issues and solutions, and support complimentary actions via dedicated arenas and convenings.

Note: The Realizing Rights portfolio of activities has been integrated in the work plans for Rights and Climate (conservation), Tenure Tracking (support to LandMark) and ATEMs as appropriate.

2. Work Plan

Outcome	Outputs	Planned Activities	Region	Theme	Budget Request 1	Budget Request 2	Unfunded
Outcome 1: The TF Learning Platform is operationalized and emerging lessons learned are leveraged by Indigenous Peoples and local communities, tenure project leaders and proponents, governments, and institutional partners to scale up efforts to secure collective land and resource rights	TF knowledge management and exchange platform is established /operationalized	A tenure and learning specialist is hired	Global	All		Funded by the Tenure Facility	
		TF/RRI learning and exchange strategy is defined and implemented	Global	All		Funded by the Tenure Facility	
		Joint management framework between the TF & RRI is developed	Global	All		Funded by the Tenure Facility	
	Lessons learned from TF projects (technical and operational dimensions) are captured to accelerate learning by project leaders, governments, and other supporting institutions	Lessons are captured/documented	Global	All		Funded by the Tenure Facility	
	TF Lessons are documented and shared through dedicated briefs and convenings at regional and global levels	Briefs and factsheets are produced and TF and RRI learning/exchange events are organized and delivered	Global	All		Funded by the Tenure Facility	
Outcome 2: SAGE contributions to SP3 and the strategic priorities of 2018 are leveraged by regional teams and front-line defenders to scale up the recognition and protection of rural tenure security in key focus countries	Global Scan held to reflect on 2018 lessons and trends, and identify strategic opportunities for scaling rights in 2019	Meeting organized in fall of 2018	Global	All			\$60,000
	SAGE team is better connected and responsive to internal (RRI) and external (Coalition) demands and opportunities	Concepts notes for strategic analyses, and draft findings are circulated internally and externally for input; support to regional teams and communications provided to translate research findings into context-specific fact sheets and briefs; matrix teams are fully leveraged	Global	All			

2018 STRATEGIC OBJECTIVES AND WORK PLANS: SAGE (continued)

	SAGE analyses and knowledge products are leveraged/used by technical experts, knowledge networks, or communities of practice to inform their work and research agendas relative to the state, role, and importance of collective land and resource rights at local, regional, or global scales	SAGE analyses and knowledge products are actively disseminated to knowledge networks and communities of practice in the climate, conservation, rural land-use and human-rights arenas; web-based monitoring tools are adopted to measure use and citations of RRI analyses in science-based research and technical publications; SAGE staff actively engage in and contribute to relevant knowledge hubs, working groups; and technical blogs to advance the land rights agenda	Global	All				
Outcome 3: Progress towards the recognition of indigenous and community land and resource rights in the context of conservation and protected areas is accelerated, and key constituencies in the conservation movement (i.e., donors, INGOs, governments) adopt robust safeguards, and strengthen financial support for community-based conservation models and initiatives	Study on the impacts of protected areas on the rights and livelihoods of Indigenous Peoples and local communities: lessons for climate change mitigation, biodiversity conservation, and sustainable development is completed and successfully launched	Finalize the study on the impacts of protected areas on the land rights and livelihoods of Indigenous Peoples and local communities	Global	Realizing Rights, Rights and Climate		\$36,000		
Coordination and Technical Assistance (Travel and Technical Assistance)							\$20,000	
Total						\$36,000	\$80,000	

3. Risks and Mitigation Strategies

Risk 1: Pursuit of unplanned strategic opportunities. Limited resources and capacities within the SAGE team create challenges for the pursuit of unplanned strategic opportunities. Tight agendas and ambitious work plans limit staff capacity to take on additional/unplanned work.

Mitigation Strategy: Emerging/unplanned opportunities will be weighed against planned activities and commitments. Joint decisions validated by the SMT and external experts as appropriate will be used to prioritize actions and maintain a balanced/realistic work plan.

Risk 2: Staff fatigue and turnover. SAGE is delivered by a nimble and capable team, with deep institutional knowledge and extensive connections. Loss of any one staff member could seriously hamper efforts to deliver planned results.

Mitigation Strategy: Ensure staff are able to maintain reasonable work/life balance; are appropriately compensated and recognized for their contributions; are able to pursue meaningful opportunities and challenges; and can access professional development opportunities.

Risk 3: Balancing institutional demands with SAGE commitments. Institutional demands (RRG/TF) for SAGE input on strategic documents, technical reviews, the development of briefs, fact sheets, and talking points; support for planning, monitoring and reporting; or request for participation/presentation in unplanned key events can be exacting. Combined with the need to fulfill stated SAGE deliverables, the demands placed on available time and resources often cannot be met.

Mitigation Strategy: Ensure Risk 2 above does not emerge by working with regional programs, communications, and networking support to minimize unplanned demands; hire a strong technical writer/analyst to manage the TF learning platform and support SAGE writing and analytical needs; better prioritize emerging needs and opportunities. ■



Tenure Tracking

1. Rationale for Engagement and Strategic Objectives

RRI's Tenure Tracking (TT) program is the only global initiative to track longitudinal data on who owns the world's lands and forests, enabling actors and institutions at national and international levels to: (1) measure progress and setbacks in the legal recognition of Indigenous Peoples', local communities' and rural women's tenure rights; (2) monitor the implementation of international commitments (e.g., New York Declaration on Forests, UN Voluntary Guidelines on the Responsible Governance of Tenure, and the Sustainable Development Goals); and (3) conduct comparative analyses of the performance of different tenure regimes.

Substantial investments were made in 2017 to update RRI's Forest Area Database, develop a robust methodological framework to assess community-based freshwater rights, and leverage the groundbreaking flagship report *Power and Potential* on women's rights in community-based tenure regimes. As a result, Tenure Tracking is now uniquely positioned to strengthen RRI's value proposition as a credible purveyor of independent and strategic data in 2018, by updating and expanding data-driven global narratives on the state of collective land and resource rights—further highlighting the importance of collective tenure security for the pursuit of climate and development goals, as well as opportunities for scaling up reforms.

To these ends, the **key strategic objectives of the TT Program in 2018** will be to:

1. **Implement the global comparative assessment of community-based freshwater rights**, in collaboration with the Environmental Law Institute (ELI), and continue to leverage the strategic guidance of water experts both within and outside the RRI Coalition to maximize the impact of the flagship report when it is released in the first quarter of 2019. By providing the first global framework to assess and track the state of community freshwater rights, the report will help inform discussions on the inclusion of “water tenure” in the VGGT and other related debates on the importance of collective tenure security, for the protection and maintenance of freshwater resource systems, sustainable economic development, conservation, and gender justice.
2. **Finalize and leverage the long-awaited update and expansion of RRI's Forest Area Database**, and distill key global trends in targeted briefs, providing critical input for measuring progress toward the realization of RRI's global targets for 2030 and SPIII, and informing strategic analyses in 2018, including: (i) a global assessment on indigenous and local community contributions to climate change mitigation; and (ii) the 2018 NYDF Progress Assessment Report analysis of Goal 10.
3. **Equip indigenous and rural women, and gender justice advocates at national and international levels, with the data needed to more effectively advocate for their tenure rights.** Building upon the findings of *Power and Potential*, the Program will produce: (i) a legislative best practice brief to inform policymakers; (ii) an analytical brief on women's inheritance rights; and (iii) a policy brief on the implications of women's rights to participate in community-based decision-making processes.

2. Work Plan

Outcome	Outputs	Planned Activities	Region	Theme	Budget Request 1	Budget Request 2	Unfunded
Outcome 1: Global baseline tracking the recognition of Indigenous Peoples' and local communities' water tenure rights is completed and strategically positioned to be leveraged by communities and human-rights defenders to advance collective freshwater rights in the context of community-based water tenure regimes at national, regional, and global levels	A global database and methodology are established to track the formal recognition of Indigenous Peoples' and local communities' freshwater rights under national laws, and a flagship report presenting global findings is completed	Complete peer reviewed global analysis of the national recognition of communities' freshwater rights	Global	All	\$45,000	\$170,000	
		Develop strategy for launch and dissemination of report in collaboration with the RRI Coalition, the Environmental Law Institute, and other key advocates for community land and water rights, identifying potential global and regional opportunities for the promotion of findings in 2019 (such as World Water Week, the World Bank Land Conference, and the International World Water Congress)	Global	All	Included above	Included above	
	Critical constituencies are mobilized through engagement in the analytical, review, and outreach processes surrounding the report, in order to maximize the use and impact of the report once it is launched	Identify and engage key institutions and constituencies working in the community water rights space in order to facilitate the endorsement of the methodological framework, and to lay the groundwork for leveraging analysis to support advocacy, strategic collaborations, and forums for engagement at national, regional, and global levels	Global	All	Included above	Included above	
Outcome 2: Awareness of the recognition of women's rights within community-based tenure systems is promoted and enhanced to strengthen the ability of indigenous and rural women to advocate for	Three briefs produced drawing on findings of <i>Power and Potential</i> , including briefs on indigenous and rural women's inheritance and governance rights, and a brief identifying	Conduct additional research to author brief on "legislative best practices" for the recognition of indigenous and rural women's rights to community lands	Global	Gender Justice			

2018 STRATEGIC OBJECTIVES AND WORK PLANS: TENURE TRACKING *(continued)*

their tenure rights, and to increase awareness throughout the global development community of the issues facing women's rights to community lands	"legislative best practices" for formally recognizing indigenous and rural women's rights to community lands	Conduct research and draw upon the expertise and analysis of the RRI Coalition in order to author two briefs that build upon the findings of <i>Power and Potential</i> : one brief examining women's rights to participate in community-based decision-making processes, and the other on women's inheritance rights	Global	Gender Justice			
	Disseminated findings of three follow-up briefs to <i>Power and Potential</i> at the national, regional, and global level, targeting governments, women's rights organizations, and members of the development community that may be less familiar with issues surrounding women's land rights	Leveraged findings of all three outputs on rural women's land rights at global forums and regional forums concerning community tenure, climate change, and women's rights; promote the legislative best practices brief at the UN CSW 2018	Global	Gender Justice			
	Online Tenure Data Tool is updated to feature the contents of the Gender Database	Provide support to a hired consultant who will update the Online Tenure Data Tool with the Gender Database content, as published in <i>Power and Potential</i>	Global	Gender Justice		\$45,000	
Outcome 3: An updated and expanded Forest Area Database is leveraged by the RRI Coalition and other constituencies at national and international levels to guide advocacy efforts and monitor progress toward the legal recognition of community forest rights in the context of key global commitments on climate and development, and in relation to RRI's SPIII targets	RRI's Forest Area Database is updated and a strategic analysis of global trends on the recognition of community-based forest tenure is developed	Finalize 2017 analysis of expanded and updated Forest Tenure Database; author report presenting global findings from 2017 update of Forest Tenure Database	Global		\$5,000	\$10,000	
	Data on the recognition of community-based forest tenure is disseminated in key convenings at national and international levels (e.g., the Oslo Tropical Forest Exchange, and COP24) and used in the realization of strategic analyses by RRI and others (e.g., 2018 NYDF Assessment Report)	Findings of 2016 depth of rights analysis for 30 low- and middle- income countries are made available through online brief	Global				
		Update of online Tenure Data Tool to include 2017 forest area and 2016 depth of rights data	Global				

2018 STRATEGIC OBJECTIVES AND WORK PLANS: TENURE TRACKING *(continued)*

Outcome 4: The LandMark platform's governance structure and overarching strategy are strengthened, the platform's potential is fully assessed, and the viability of the platform is better secured	Findings and recommendations of RRI-supported independent evaluation of LandMark are leveraged through Steering Group engagements in order to strengthen the platform's governance structure, develop its long-term strategy, and support donor outreach	RRG participates in LandMark Steering Group and provides input regarding the implementation of recommendations derived from independent evaluation of the platform	Global				
Outcome 5: Key RRI constituencies—including tenure rights advocates, influential companies and investors, and governments—are better informed and equipped to secure community land rights and strengthen progress toward the Sustainable Development Goals and global climate change priorities	Strategic analyses made available to companies, investors, communities and government to address land tenure problems	Draft an analysis of industrial concession area in the forested developing world to provide advocates with a new advocacy tool and the private sector with better information on land tenure risks	Global	ATEMs		Funded by the ATEMs program	
Travel/Technical Assistance/General Operating Costs					\$0	\$35,000	
Total					\$50,000	\$260,000	

3. Risks and Mitigation Strategies

Risk 1: Internal capacity to produce strategic analytical products is limited, and unforeseen or competing demands for various products may impact ability to maintain respective project timelines.

Mitigation Strategy: Risks related to internal capacity will be mitigated through advance internal planning and coordination amongst SAGE, Communications, and Regional Programs to anticipate needs.

Risk 2: Pending legislation pertaining to water rights in multiple countries under consideration for inclusion in the analysis of community-based freshwater rights could leave RRI in the position of either making late-term changes to the country analysis that may impact project budget and/or timeline, or producing analysis that quickly becomes outdated.

Mitigation Strategy: The Tenure Tracking Program and Environmental Law Institute are closely tracking the development of pending legislative changes identified to date, and have discussed suitable alternatives with a number of stakeholders advising the analysis.

Risk 3: RRI experiences difficulty in leveraging analysis of community-based freshwater rights to influence advocacy in national, regional, and international arenas, due to insufficient connections within the water sector, a lack of understanding as to the ideal forums in which to circulate findings, or a lack of endorsement of our water methodology.

Mitigation Strategy: Since the early stages of developing this analysis in 2016, the Tenure Tracking Program has engaged with a wide range of key stakeholders and water rights specialists who have provided ongoing advice and guidance during its progression, endorsed RRI's methodological approach thus far, and facilitated crucial connections with other water rights actors. By continuing to engage and expand this network, we seek to build a strong foundation for uptake of the eventual analysis and for supporting advocacy efforts related to Indigenous Peoples' and local communities' freshwater rights.

Risk 4: Additional forums to disseminate tenure tracking data on gender and forest tenure, beyond those highlighted in the work plan, may not be identifiable.

Mitigation Strategy: The SAGE and Communications teams are continuously working to build relationships with Indigenous Peoples, local communities, and organizations that seek to utilize the Tenure Tracking data to promote indigenous and local communities' land and resource rights. Deliberate efforts are being made to expand relationships in sectors already very familiar with RRI's work, as well as within the women's rights space and other sectors that do not exclusively focus on land and natural resources. By consistently pursuing these relationships, additional knowledge concerning advocacy forums and opportunities to widen our audience base are likely to emerge. ■



Strategic Communications and Donor Engagement

1. Rationale for Engagement and Strategic Objectives

Strategic communications has been central to RRI's success and effectiveness to date, with the importance of Indigenous Peoples' and community land rights now largely mainstreamed into development discourse. To achieve the ambitions of Strategic Program III, however, RRI's Strategic Communications program must be more ambitious in three distinct areas: **1) Informing and influencing powerful constituencies** that have not yet embraced the secure Indigenous Peoples and community land rights agenda; **2) Ensuring that champions and influencers engaged in implementing tenure reforms have usable, digestible, and visually interesting data and key messages** to assist their work; and **3) Piloting new fundraising initiatives** to fully implement RRI's Resource Mobilization Strategy.

In 2017, RRI focused on maximizing outreach efforts around fewer events and publications than in years past. This strategy allowed RRI to ensure that its analytical products were better adapted for use at the country and regional levels and garnered more and higher-level media engagement. This was largely successful in terms of reaching the international development community and some issue-specific audiences (see strategic communications report on 2017 Priorities), and also proved an effective way to increase engagement with context-specific "tenure champions." **The success of this strategy—and the growing number of target audiences and key constituencies (women's rights groups, private sector, conservation and climate actors, and national governments) needed to drive progress and implementation at all levels—has made becoming savvier at "strategic dissemination" a primary focus for 2018.** This includes developing a segmented audience distribution and outreach strategy to generate greater global awareness; ensuring that tailored RRI messaging and products reach the key constituencies vital to advancing community land rights; and delivering pre-packaged RRI data, talking points, and infographics (tailored to countries, regions, and thematic areas) to key champions/influencers from these constituencies to facilitate their use in national and international advocacy.

One specific strategy includes replacing the one-off "annual review" with the new "At A Glance" series to influence/reframe the most important debates affecting community land rights. This thought-provoking, punchy new series (along the lines of RRI's previous "Tenure Trends") will allow RRI to 1) better segment and target specific audiences; 2) drive home RRI narratives throughout the year; and 3) set the priorities/opportunities for 2018 at the very beginning of the year, and follow up in a targeted way. The aim would be for these pieces to run first in an external publication read by the target audience prior to mass distribution to RRI key constituencies.

To allow RRI to concentrate on achieving the ambitious objectives laid out in SPIII, **Donor Relations** and a successful **transition of the Tenure Facility's communications program from RRG to Stockholm** are also essential priorities in 2018. Specifically, RRI will expand the breadth and depth of its donor base through the hiring of a dedicated development consultant to guide the implementation of the Resource Mobilization Strategy and pilot new fundraising initiatives, including the development of a branded fundraising initiative. The consultant will identify linkages between the Coalition's work and the priorities of a diverse group of private philanthropies, and advise on outreach where appropriate. RRI will also prioritize engagement with potential bilateral funders, including Canada (GAC), Germany (BMZ), and Finland. For the Tenure Facility, RRI's Strategic Communications program will work to ensure that a distinct Tenure Facility Communications program is solidified and established in Stockholm, and that the necessary knowledge is transferred from RRG to the nascent Tenure Facility team.

2. Work Plan

Outcome	Outputs	Planned Activities	Region/ Country	Theme	Budget Request 1	Budget Request 2	Unfunded
Outcome 1: Targeted communications seize opportunities to raise greater global awareness of and earn support for RRI's agenda	Targeted comms strategies and relevant materials based on the opportunity presented	Targeted comms strategies and relevant materials, networking, and training to advance national agendas in priority countries and respond to fast breaking opportunities	Global	All	\$19,000	\$50,000	
	Media lists	Meltwater annual membership	Global	All	\$13,000	\$13,000	
	Relevant media/outreach materials	Launch of concession and forest tenure data	Global	All	\$20,000	\$40,000	
	Concession data report and visuals	Production of concessions data report	Global	All	\$15,000	\$15,000	
	Forest Area data report and visuals	Production of Forest Area Data report	Global	All	\$10,000	\$10,000	
	Relevant media/outreach materials	Launch of Mai N'dombe, Carbon Rights report	Global	All	\$20,000	\$30,000	
	Carbon Rights report	Production of Carbon Rights report	Global	Rights and Climate	\$8,000	\$8,000	
	Relevant media/outreach materials	Launch of WHRC/WRI/RRI carbon paper - REDDX	Global	Rights and Climate	\$20,000	\$30,000	
	Brief and peer-reviewed paper	Production of WHRC/WRI/RRI carbon paper - REDDX		Rights and Climate	\$12,000	\$12,000	
	Relevant media/outreach materials	Promotion of the UNSRRIP Conservation paper at UNFP II	Global	Realizing Rights		\$30,000	
	UNSRRIP Conservation Paper	Production of the UNSRRIP Conservation paper	Global	Realizing Rights		\$10,000	
	Water Flagship	Production of Water Flagship	Global	Water		\$40,000	
	3 briefs and relevant outreach materials	Production of three gender briefs from P&P (Legislative Best Practices, Governance, & Inheritance)	Global	Gender	\$9,000	\$9,000	
	Negative Emissions brief	Production of Negative Emissions brief	Global	Rights and Climate		\$3,000	
	New crisis comms plan	Crisis/quick action comms plan (i.e. communicating killing of, threats to, and criminalization of land defenders)	Global	All		\$5,000	

2018 STRATEGIC OBJECTIVES AND WORK PLANS: STRATEGIC COMMUNICATIONS (continued)

Outcome 2: Strategic dissemination and leveraging of RRI's messaging and products reaches key constituencies vital to advancing community land rights (women's rights organizations, private sector, etc.) and mobilizes key champions/influencers from these constituencies (within and beyond the RRI Coalition) to facilitate progress on RRI priorities and rights recognition at the global, regional, and national levels	RRI Messaging Repository	Maintenance of the RRI Messaging Repository	Global	All	\$2,000	\$2,000	
	New Strategic Dissemination Strategy; list of community land rights "champions"; calendar of opportunities	Development of a new Strategic Dissemination Strategy; list of "champions" and opportunities for influence	Global	All	-	-	
	New "At A Glance" Series	Production of new "At A Glance" series (revamped Tenure Trends series, replacing Annual Review—see key strategy 2 above)	Global	All	\$10,000	\$20,000	
	Further developed Interlaken Group mailing list	Develop the audience and unique brand of the IG and more sophisticated targeting of corporate audiences	Global	ATEMs		\$4,000	
	2 IG case studies and summary	Production of IG positive case studies and summary report	Global	ATEMs	\$3,000	\$3,000	
	RRI/LRN cross promoted materials	Coordination of Land Rights Now	Global	All		\$33,000	
	RRG managed websites maintained (RRI, MF, IG, CLR)	Web hosting and technical support	Global	All		\$15,000	
	RRG brand mailing lists, social media, relationships with key comms networks and collaborators	Constituent management database, editing software, and online outreach (systems used for quarterly newsletter, press release distro, social media, etc.)	Global	All	\$15,000	\$15,000	
	RRI branded materials	General (thumb drives, business cards, changes to brand such as adding new Partner, etc.)	Global	All		\$10,000	
Outcome 3: The Tenure Facility's communications program is solidified, established in Stockholm, and necessary knowledge is transferred from RRG to the Tenure Facility team	See detailed Tenure Facility work plan	See detailed Tenure Facility work plan	--	--			
Outcome 4: Planning, monitoring, and reporting frameworks are synergized to better enable a focus on	Independent Monitor report, APMRs	Annual Independent Monitor	Global	All		\$50,000	
	RRI Annual Narrative Report	Production of RRI 2017 Annual Narrative Report	Global	All	\$3,000	\$3,000	

2018 STRATEGIC OBJECTIVES AND WORK PLANS: STRATEGIC COMMUNICATIONS *(continued)*

results, track progress, and facilitate donor reporting							
Outcome 5: RRI Resource Mobilization strategy is implemented, new fundraising approaches are piloted, and additional streams of funding are secured	Updated Resource Mobilization Strategy, concept notes, and updated donor brochure	Foundation-specific concept notes; refinement of RRI Resource Mobilization Strategy; rebranding options for fundraising are assessed and piloted as appropriate	Global	All	\$15,000	\$30,000	
18XT Program Coordination and Technical Assistance (Travel)			Global	All		\$20,000	
Total					\$194,000	\$500,000	

3. Risks and Mitigation Strategies

Risk 1: With the more limited budget, our ability to hire expert external consultants for specialized skills and relationships—particularly for global media engagement—is eliminated. This limited flexibility stems from the remainder of the budget being tied to “non-negotiable” items such as producing reports, maintaining programs we need for outreach such as the website, and hiring the independent monitor.

Mitigation Strategy: RRG has actively sought to build this capacity in-house, and will continue to do so in 2018. Specifically, this includes: development and maintenance of a “top 20 most likely” press list and continued engagement with these individuals; and exploring media relations partnerships with Partners, Collaborators, Affiliated Networks, and others with this capacity in-house, such as Women Deliver, Landesa, and Global Witness; and preparing blogs for organisations with a large following on social media (such as Oxfam).

Risk 2: Staff turnover. With a limited budget, staff time of experienced communications staff is our most valuable asset. Staff turnover, loss of existing relationships, and training would cut in to this time significantly.

Mitigation Strategy: Ensure staff appropriately engaged in matrix to maintain appropriate work/life balance, prioritize professional development and focus on effective management.

Risk 3: Recognition of institutional priorities. The communications team is now managing all RRG processes requiring all-staff input. This requires meticulous advance planning, and without proper prioritization missed deadlines have a significant ripple effect, which contributes to missed opportunities and a failure to integrate effective communications strategies into global and regional engagements.

Mitigation Strategy: The communications team provides clear information, timelines, and reminders for all products that require staff input. In addition, SMT has instituted a mechanism to identify key organizational priorities and timelines and ensure these are clearly communicated to all senior leadership.

Risk 4: With a great deal of inflexible institutional requirements managed by the communications team, unforeseen opportunities are increasingly difficult to take advantage of, especially when timelines are not respected.

Mitigation Strategy: Careful advance planning, adherence to realistic deadlines, and identified institutional priorities will help ensure that these requirements don't fall behind and exacerbate this risk. Budget allocated to Outcome 1 above also ensures the ability to work with external consultants when there is not time or capacity to deliver on requirements at a given time in-house.

Risk 5: Balancing the needs of RRI and the Tenure Facility causes burnout, or missed opportunities.

Mitigation Strategy: Plans for the hiring of a full time dedicated communication professional are underway, and a dedicated communications consultant is already under contract—alleviating concerns that Tenure Facility needs will not be met in “crunch times” for RRI. A detailed work plan focused on balancing RRG staff priorities and expectations regarding the Tenure Facility are also being established. ■



Coalition and Strategic Networks

1. Rationale for Engagement and Strategic Objectives

To position RRI to deliver on the stated mission of SPIII and its Strategic Objectives (SOs), the Coalition and Strategic Networks (CSN) program will focus on four key strategies in 2018:

- 1. Better leverage and connect members of the Coalition:** Over the last two years, efforts were made to strengthen and broaden the Coalition to new constituencies. Collaboration has improved, bringing new energy. To achieve greater impact and take the Coalition to the next level, it will be key to build on this momentum and optimize those relationships. CSN's focus in 2018 will be to better connect and mobilize Coalition members by conducting a mapping exercise and promoting greater collaboration and dissemination of information between its members (outcome #2). CSN will also continue its efforts to communicate better with Partners, Affiliated Networks, and Fellows, and develop systems to more proactively disseminate information from the Secretariat to the Coalition (outcome #1).
- 2. Coordinate with key supporters to increase high-level commitments on securing land rights:** Despite the growing awareness that secure land rights are critical to achieve global goals, a large implementation gap remains to be filled, and there is a lack of high-level commitments by leading governments, donors, and private sector actors to scale up and sustain support to achieve change on the ground. Last October in Stockholm, the Interlaken Group adopted a vision and agenda to scale up global efforts to advance the implementation of commitments to secure collective land rights on the ground, and thereby help achieve the SDGs. Together, they called for improved coordination and collaboration to support this agenda and the need to both monitor global progress on secure tenure rights and regularly report on this progress to the development community in all relevant fora. In that context, in 2018 RRI will pilot the creation of a high-level partnership of key supporters from donor organizations and the private sector that will take stock of global efforts to address inequality and climate change in forest and rural areas and encourage more coordination and impact.
- 3. Promote greater coordination between the global instruments to scale up rights recognition:** Over the last five years, RRI has spearheaded the development of an ecosystem of complementary instruments to scale up tenure reforms and promote rights-based approaches that includes the Tenure Facility, the Interlaken Group, LandMark, Land Rights Now, and MegaFlorestais. Each of these initiatives is now established, speaks to a different constituency, and addresses a challenge hindering the widespread acceptance of secure community land rights as a lynchpin of the SDGs. Their full potential will only be realized when they are better connected and leveraged to dramatically scale up the recognition of indigenous and community land and forest rights and advance policy reforms on the ground. In 2018, coordination between the Tenure Facility, the Interlaken Group, and MegaFlorestais will take place to demonstrate the potential of connecting these instruments.
- 4. Leverage the MegaFlorestais network to improve forest agencies' support to CFEs, tenure reform, and gender justice:** For the last decade, RRI has engaged forest agency leaders of the most forested countries in the world through the MegaFlorestais network and has been successful in raising their awareness on the importance of secure land rights. With the implementation of its new strategic plan (2017-2021) and increased co-ownership from participating countries, MegaFlorestais turned a corner in 2017. Indeed, the last meeting in Canada in October confirmed forest agency leaders' enthusiasm for the network and willingness to bear the majority of its costs. The network is now on solid footing for its 2018 meeting already planned for Sweden on June 26-29. We see it as a great opportunity for forest agency leaders to play a stronger role in promoting CFEs, tenure reform, and gender justice.

2. Work Plan

Outcome	Outputs	Planned Activities	Theme	Budget Request 1	Budget Request 2	Unfunded
Outcome 1: Core members of the Coalition are strengthened, connected, collaborating with each other, and positioned to begin realization of SPIII objectives	Partners, Affiliated Networks, and Fellows are better engaged, connected with each other, and collaborating	Implementation of 1-2 Partners and Affiliated Networks meetings	All	\$10,000	\$25,000	
		Development of a system to more proactively disseminate information on programs and research conducted by the Secretariat	All		\$5,000	
		Facilitation of greater engagement of Partners, Affiliated Networks, and Fellows in strategic decisions	All		\$15,000	
	The Board of Directors is properly informed and effectively supports the governance of the Coalition	Implementation of 2-3 Board meetings and 1 Board training	All	\$26,000	\$20,000	
		Organization of the governance meeting	All	\$70,000		
Outcome 2: Coalition members are better connected with each other, and able to share information and mobilize for increased impact	The full scale of the RRI Coalition is captured through a mapping exercise and leveraged to promote greater collaboration between Coalition members	Completion of a mapping exercise of the broad RRI Coalition	All		\$10,000	
		Collaboration with the communications team to develop new strategies and tools to promote engagement and dissemination of information between Coalition members	All		\$5,000	
	Connections and joint mobilization of key networks are facilitated through participation in events	Support participation of networks in key regional or global events	Rights and Climate, Realizing Rights, Gender Justice		\$35,000	
Outcome 3: Coordination of key supporters is attempted to increase high-level commitments on securing land rights	The concept of a high-level partnership of key supporters is piloted to test design and assess its potential impact by the end of the year	Greater definition of the concept (TORs, design, members)	All		\$10,000	
		Organization of the first meeting of the high-level partnership	All		\$40,000	
		Consultation and decision on the value of establishing this partnership in 2019	All			
Outcome 4: The potential to advance community rights and policy reforms through strategic	The Tenure Facility, the Interlaken Group, and MegaFlorestais are informed of	Organization of briefings to introduce each instrument to each steering committee and explore collaboration	All		\$20,000	

2018 STRATEGIC OBJECTIVES AND WORK PLANS: COALITIONS AND STRATEGIC NETWORKS *(continued)*

coordination between the Tenure Facility, the Interlaken Group, and MegaFlorestais is demonstrated by the end of the year	each other and undertake at least one joint activity that demonstrates the value add of strategic collaboration	Identification and support for potential joint activities to take advantage of their complementarity	All		\$20,000	
		Workshop on implementation of land reforms and innovations for forest agencies, co-organized by MegaFlorestais, the Tenure Facility, and RRI	All		\$100,000	
Outcome 5: Forest agency leaders scale up their support to address their government commitments to indigenous and community land and resource rights	Forest agency leaders play a stronger role in promoting CFEs, tenure reform, and gender justice through their engagement in the MegaFlorestais network and participation in the 2018 annual meeting	Organization of the annual meeting of MegaFlorestais in Sweden	All	\$40,000	\$20,000	
		Coordination of the network with MegaFlorestais Co-chairs, and support, documentation, and monitoring of activities implemented by members throughout the year, if any	All		\$15,000	
18NT – CSN Staff Travel				\$15,000	\$20,000	
Total				\$161,000	\$360,000	

3. Risks and Mitigation Strategies

Risk 1: Most of the activities above will rely on staff time. Additional activities impacting staff's workload or turnover would hinder their ability to deliver on program outcomes.

Mitigation Strategy: Limit the number of meetings and activities in 2018. Consolidate the CSN team with integration of new staff members, seek additional help through interns when needed. Find better balance with matrix involvement of team members to avoid heavy workloads.

Risk 2: Delivering on outcomes will require reliance on other teams' input, in addition to the involvement of the RRI Coordinator for the establishment of the high-level partnership.

Mitigation Strategy: Obtain support from the Senior Management Team, and the Executive Team as necessary, that these tasks are institutional priorities and the agreement to work with each program's associates to ensure proper information sharing. ■



2018

*Strategic
Objectives and
Work Plans
by Theme*



Alternative Tenure and Enterprise Models (ATEMs)

1. Rationale for Engagement and Strategic Objectives

Private and state-backed interest in land-based investment and new acquisitions remains high; and the potential of the global South's widespread, yet largely informal, land-use economy to contribute to their own development remains largely under-utilized and under-financed. There has been encouraging positive progress. Many multinational companies and investors have committed to respecting community tenure, along with upstream suppliers and portfolio companies, and some are evaluating and piloting new approaches to implement best practices. Advocates have made important strides in understanding, mapping, and influencing the institutions responsible for financing land-based investment in the developing world.

At the same time, communities and their representative organizations are increasingly connected and empowered through simple technology, funding, and well-organized social movements to secure, monitor, and capitalize on their rights to land and forests. Stakeholders from the private sector, as well as from communities, are benefitting from more broadly available and specific data and learning on the costs, risks, and potential associated with a rights-based rural landscape. Together, these opportunities signal the potential for real and transformative efforts to leverage the influence of the private sector and community organizations to drive tangible change in the way land acquisitions are conducted, supply chains are structured, and natural resources are managed—particularly toward respecting community land rights.

The objective of the Alternative Tenure and Enterprise Models (ATEMs) program is to catalyze the transformation of land-based economic development in the forested, developing world. Our approach is two-pronged: to foster respect and support of community rights and development models by investors and companies; and to support key Indigenous Peoples, local communities, and women in the development and promotion of their own models for economic development.

Priority outcomes in 2018 will be achieved through multiple related lines of effort, framed around private sector engagement, and support for rights-based rural economic development. The Interlaken Group will convene multinational and national companies, investors, and civil society at both the global and country level to develop a critical mass of private sector support for secure community land rights, and demonstrate the potential of rights-based approaches to deliver sustainable development. In parallel, RRI will pursue strategic analytical products, tools, and guidance to support expanded engagement between the RRI Network, communities, companies, and investors in Asia, Africa, and Latin America. To raise awareness and action on rights-based economic development, the ATEMs program will facilitate country to country learning exchanges between community enterprise associations, bring together knowledge leaders to identify priority areas for action and spur collaboration, and undertake strategic analyses to characterize the status of community-led economic development efforts, constraints, innovative support systems, and next steps for use to influence and inform the private sector, governments, CSOs, and donors.

There are two key strategies to bring about these outcomes. The first, with respect to engaging and influencing the private sector, consists of creating a sufficient sense of risk for companies and investors to change behavior, paired with credible pathways to facilitate change (including supporting pre-competitive engagement with upstream companies and investors at the national and regional levels). The second supports efforts to develop a shared agenda between leading representatives from civil society, communities, private sector, and developing country governments to identify priorities and coordinate to promote and scale up rights-based models and approaches to sustainable resource management and economic development.

2. Work Plan

Outcome	Outputs	Planned Activities	Implementing Organizations	Region/ Country	Theme	Budget Request 1	Budget Request 2	Unfunded
Outcome 1: Influential companies and investors at the multinational, national, and local levels collaborate with civil society and government representatives to consider, begin to implement, and share lessons from alternative business practices, investment processes, and supply chains which prioritize and are inclusive of secure community rights on the ground	Strategic expansion of the Interlaken Group to engage and coordinate at the international level with a broader set of multinational companies, investors, and high-level policy dialogues, to advance tenure rights and support a “race to the top”	Implement Interlaken Group Strategic Workplan by convening formal, biannual meetings of members, and leveraging the influence of the Group in key international forums	RRG	Global	ATEMs	\$15,000	\$15,000	\$5,000
	Pre-competitive dialogues in priority countries and regions, to identify local constraints to respecting rights in supply chains, and build local company and investor demand for services/financing to implement alternatives and respect rights	Catalyze nascent efforts by Interlaken Group members in Malawi to strengthen government and private sector policies and practices around private sector land-based investments through a workshop developing a shared agenda between communities, CSOs, and the private sector to advance and ensure full implementation of recently drafted land laws	RRG, Oxfam	Malawi	ATEMs	\$25,000	\$25,000	\$5,000
		Follow up on an Interlaken Group pilot country-level engagement from 2017 through a Community Forum on Land-Based Development Projects in East Africa enabling communities to share their experience of large land-based development projects and identify collective strategies to address these projects	RRG, FPP	Kenya; Uganda; Tanzania	ATEMs	\$15,000	\$15,000	\$15,000

2018 STRATEGIC OBJECTIVES AND WORK PLANS: ATEMS (continued)

	Strategic analyses made available to companies, investors, communities, and government to address land tenure problems	Drafting of analysis of industrial concession area in the forested developing world to provide advocates with a new advocacy tool and the private sector with better information on land tenure risks	RRG	Global	ATEMs, Rights and Climate, Realizing Rights			\$10,000
		Conduct a scoping study to identify platforms, existing studies; legal gap analysis on tenure and benefit-sharing in mining, oil, and gas laws of Mali, Senegal, and Burkina Faso relative to AMV, ECOWAS, and UEMOA; to use as an advocacy tool in platform meetings and communications	Lead: HELVETAS Mali IPAR, LSD, CNCR, TENFOREST, Green Cross, NRG, Oxfam	Africa	ATEMs		Funded by the Africa program	
		Analysis of investment chains to identify alternative accountability mechanisms; participation by CSOs in existing and emerging multi-stakeholder initiatives for greater inclusion of tenure rights	Lead: TBD GA, SESDev, SDI, FPP, RRF, FCI, ARD, NRWP, Parley	Liberia	ATEMs		Funded by the Africa program	
		Conduct a diagnostic assessment of multiple landscape approaches of palm oil companies to identify gaps and propose recommendations to secure community land and forest rights	RRG, FPP	Africa	ATEMs, Rights and Climate, Realizing Rights			\$30,000
		Conduct a regional analysis of the legal security of foreign investments in comparison to the legal security of collective lands and application of FPIC rights to serve as an advocacy tool in platform meetings and communications	Independent consultancy	Latin America	ATEMs, Rights and Climate, Realizing Rights		Funded by the Latin America program	

2018 STRATEGIC OBJECTIVES AND WORK PLANS: ATEMS (continued)

		Update the Interlaken Group Land and Forest Rights Guidance to more fully address the gender dimension of community tenure and corporate responsibility to support sustainable land-based investments	RRG	Global	ATEMs, Gender Justice	\$25,000	\$25,000	
		Supplement and complete Interlaken Group Case Studies highlighting recent efforts to implement best practices on community land tenure and meet demand from the private sector for examples and lessons learned through these initiatives	RRG	Global	ATEMs	\$10,000	\$10,000	
		Develop a monitoring framework to measure and track private sector adoption of key practices and tools and/or other indicators to allow donors, CSOs, advocates, and the private sector to monitor and demonstrate changed practice	RRG, Landesa	Global	ATEMs	\$50,000	\$50,000	\$20,000
	Tools and technical assistance made available to companies, investors, communities and government to address land tenure problems	Pilot the Voluntary Commitments for Responsible Agribusiness in Lao PDR (VCRA) with at least one private sector partner (agro-forestry company operating in Laos) and develop a case study to share lessons learned	Village Focus International	Laos	ATEMs	\$30,000	\$30,000	\$20,000
		Develop sustainable business partnerships/models between private sector actors and community forest user groups to support the growth of small, medium-sized, and community-owned enterprises engaged in forestry and agroforestry, and demonstrate their potential	RECOFTC	Myanmar	ATEMs	\$30,000	\$30,000	\$20,000
		Ensure the effective implementation of tenure and human rights related	AsM	Indonesia	ATEMs, Rights	\$30,000	\$30,000	\$15,000

2018 STRATEGIC OBJECTIVES AND WORK PLANS: ATEMS (continued)

		commitments in corporate practice through the development of a toolkit and training modules and strengthen capacity in community monitoring			and Climate, Realizing Rights			
		Support the training of forest and agriculture company staff in participatory mapping and emerging corporate best practices on community land rights to facilitate local private sector support for community tenure	TBD	Cameroon	ATEMs			\$30,000
		Refine and deploy the IAN Investment Tool to demonstrate that tenure risk is not only identifiable, but manageable through a consultative approach that recognizes local communities as counterparties; and empower investors to assess and respond to tenure risks within prospective investments or their existing portfolios	TMP Systems	Global	ATEMs	\$598,000	\$598,000	
Outcome 2: Leading civil society, community, private sector, and developing country government representatives collaborate to develop a shared agenda and identify priorities to promote and scale up rights-based models and approaches to sustainable resource	Redefine medium-term priorities for supporting community-led economic development in emerging environment of better data, more robust tools, and greater capacity of local organizations to monitor ground level impacts	Stocktaking meeting of leaders from private sector, international organizations, developing country governments, and civil society to brainstorm and develop priorities to support sustainable economic development outcomes under SPIII	Interlaken Group, Megaflorestais, RRI Partners	Global	ATEMs			\$15,000
	Develop lessons and information on the opportunities, challenges, and potential of rights-based economic	Support and promote sustainable community forest management and enterprise alternatives through a learning exchange between Guatemala and Peru	SERFOR, RRG, Rainforest Alliance, AIDESEP, CONAP	Peru and Guatemala	ATEMs			\$35,000

2018 STRATEGIC OBJECTIVES AND WORK PLANS: ATEMS (continued)

management and economic development	development to inform global efforts and support coordination	Facilitate a space to exchange lessons learned on community strategies for land and resource management systems to leverage community-centric models as effective alternatives for climate change and development initiatives	PRISMA, CIFOR, AMPB, COICA, AAS, FPP, FOREST TRENDS	Latin America	ATEMs, Rights and Climate		Funded by the Latin America program	
		Conduct a baseline analysis to demonstrate the environmental, sociocultural, economic, and conservation value of collective lands to use as an advocacy tool to increase government recognition of the contributions of indigenous, Afro-descendant, and local communities	PRISMA, CIFOR, AAS, FOREST TRENDS, AMPB, COICA	Latin America	Rights and Climate, Realizing Rights, ATEMs		Funded by the Latin America program	
		Promote Community Social Forestry by increasing and facilitating access to public funds to increase strong forest governance and sustainable development	SAFIR, ACCA	Indonesia	ATEMs, Gender Justice	\$30,000	\$30,000	\$10,000
		Interlaken Group Facilitation and Website Maintenance, and Related Travel						
Facilitation						\$10,000	\$10,000	\$30,000
Website Maintenance						\$5,000	\$5,000	\$5,000
Travel						\$30,000	\$30,000	\$20,000
Total						\$903,000	\$903,000	\$285,000

3. Risks and Mitigation Strategies

Risk 1: Limited staff capacity to deliver an ambitious, global agenda.

Mitigation Strategy: The ATEMs team will leverage the matrix structure of RRG to match staff subject matter and regional experts to relevant activities, as well as leverage expertise and related efforts within the RRI Network and among allies. RRI will encourage and provide steering support to related external initiatives when possible and appropriate (e.g. Accountability Framework, Community Forestry Frontiers Initiative, etc.).

Risk 2: Limited time of Interlaken Group participants to dedicate to international efforts and in-country engagements may impact the outcome of planned activities.

Mitigation Strategy: To capitalize on the finite amount of time Interlaken Group participants can contribute to the Group, the Secretariat will develop a light structure to define roles and responsibility of the Group, and ensure processes for decision making and input from Group participants are as simple and efficient as possible.

Risk 3: Potential for greenwashing among companies and investors who engage with Interlaken Group and RRI Network. There are relatively few mechanisms with which to assess and gauge private sector progress or implementation of commitments to respect local rights at the ground level and through supply chains.

Mitigation Strategy: RRI will document cases of IG members piloting better practices, and will support and leverage the intelligence and parallel advocacy efforts of Partners and Collaborators in countries to understand the links between efforts to engage companies and investors, and practice in the field. RRI will support in 2018 efforts to develop a framework to monitor and assess change in corporate practice with respect to community land rights.

Risk 4: Multiple existing efforts underway promoting rural economic development hinder RRI's ability to coordinate effectively.

Mitigation Strategy: To avoid duplicative or conflicting initiatives, ATEMs will coordinate a stocktaking meeting of experts from multiple sectors to understand current work in progress, inform ATEMs efforts, highlight collaboration opportunities, and leverage Network expertise. ■



Rights and Climate

1. Rationale for Engagement and Strategic Objectives

Thanks in large part to the work of the RRI Coalition, the fundamental importance of collective tenure security for the pursuit of effective, equitable, and sustainable climate actions is now broadly recognized by governments and international institutions alike. While such recognition has yet to translate into substantive tenure reforms, investments in community-led solutions, or the rigorous application of relevant social and environmental safeguards, acknowledgement of the need to prioritise indigenous and community land rights in the pursuit of both climate and development agendas provides a clear point of entry for continued engagement with governments and dedicated institutions. In the context of the planned Global Stocktake of Nationally Determined Contributions, finalization of the Paris Rulebook, increasing interest in forest and landscape restoration, as well as other key international climate events (e.g., Oslo Tropical Forest Exchange and California Global Climate Action Summit), 2018 will be a critical year for getting collective tenure security firmly recognized as a conditional requirement for effective and equitable climate actions at national and international levels.

Building on advances made in 2017, RRI's Rights and Climate portfolio will continue the task of building the evidence-base and the institutional support needed to make collective tenure security for Indigenous Peoples, local communities, and indigenous and rural women a fundamental prerequisite to meeting the goals of the Paris Agreement. This will be achieved through: (i) strategic analyses at the national, regional, and global levels; (ii) the development of road maps and deployment of tools and standards to accelerate the recognition of community tenure rights by governments, companies, and investors; and (iii) targeted engagement and advocacy efforts with key international institutions, climate financing instruments, private sector actors, and governments from key tropical forest countries.

In addition to the strategies outlined in each of the thematic and program work plans below, SAGE will

- Actively engage RRI Partners, Affiliated Networks, Fellows, and other key Collaborators in the planning of core activities and products;
- Support the realization of the Tenure Facility's work program via the management of its learning and exchange platform, including the documentation and dissemination of project level learning; and
- Contribute to RRI's reach and influence by disseminating strategic analyses and convening high-level dialogues in key international events and fora dedicated to the advancement of climate, development, and conservation solutions.

2. Work Plan

Outcome	Outputs	Planned Activities	Implementing Organizations	Region/Country	Theme	Budget Request 1	Budget Request 2	Unfunded
Outcome 1: Governments in key tropical forest countries accelerate the legal recognition and enforcement of forest land rights for Indigenous Peoples, local communities, and women, as enabling conditions for REDD+, sustainable livelihoods, and green growth	Country-specific analyses of the tenure rights of IPs, LCs and women are developed and gaps relative to REDD+ ambitions and other sustainable development goals are identified	A baseline analysis of the environmental, sociocultural, economic, and conservation value of collective lands is conducted to strengthen recognition of indigenous, Afro descendant, and local communities' contributions to climate and development priorities	TBD	Latin America	Rights and Climate, Realizing Rights		Funded by the regional programs	
		Research, analysis and outreach is carried out to effectively advocate for rights based community forest restoration and negative emissions	Consultants, ISB	India	Rights and Climate		Funded by the regional programs	
		Monitoring report and data analysis on government land redistribution program are developed to support CSOs and government collaboration on piloting and scaling up agrarian reforms	Lead: KPA	Indonesia	Rights and Climate		Funded by the regional programs	
	Strategic road maps to accelerate community tenure reforms and minimize risks of reversals are produced	Guidelines for the implementation of tree tenure in the context of FLEGT/VPA and REDD+ objectives are revised to ensure community	Civic Response	Ghana	Rights and Climate, Realizing Rights		Funded by the regional programs	

2018 STRATEGIC OBJECTIVES AND WORK PLANS: RIGHTS AND CLIMATE (*continued*)

		rights—including control over degraded forest reserves—are recognized							
		An advocacy strategy to ensure IPs Common Agenda on territorial and governance security is included in the agendas of national /regional governments and donors on climate change mitigation and adaptation, gender policies and the application of safeguards in in titling projects	CNA, AIDESEP, ONAMIAP, PACTO DE UNIDAD, CCP	Peru	Rights and Climate, Realizing Rights, Gender Justice			Funded by the regional programs	
		Joint priorities on tenure reforms are identified, road map and strategic plans for meeting priorities designed and funding for the action plan for 2018 raised; and the 2018 action plan for achieving joint priorities is effectively implemented	Lead: Tenure Coalition	Indonesia	Rights and Climate, Realizing Rights, ATEMs			Funded by the regional programs	
	Opportunities to strengthen community tenure rights, to reduce deforestation and enhance local livelihoods, are identified and pursued in targeted countries	A CSO REDD+ technical team is established to harmonize civil society advocacy efforts to secure community tenure rights in the context of REDD+ and Protected Area investments	Lead: FCI/RRF SESDev, GA, ARD, NRWP	Liberia	Rights and Climate			Funded by the regional programs	

2018 STRATEGIC OBJECTIVES AND WORK PLANS: RIGHTS AND CLIMATE (*continued*)

		Policy briefs on the findings and recommendations of the RRI 2017 study of REDD+ activities in Mai Ndombe are produced and national / global advocacy strategies are launched to significantly improve the way REDD+ is currently being implemented in the province	Lead: RRG	DRC	Rights and Climate		Funded by the regional programs	
		Pilot systems of customary (adat) forest recognition and post-recognition sustainable governance (hutan adats)	Lead: HuMA	Indonesia	Rights and Climate		Funded by the regional programs	
		Initiate pilot project for legal recognition of indigenous coastal, small island and other marine territories in order to build resilience and bolster against vulnerability from climate change	Lead: KIARA	Indonesia	Rights and Climate		Funded by the regional programs	
Outcome 2: International climate initiatives and financing mechanisms, and developing country governments adopt institutional safeguards and standards to scale up the recognition of forest and land tenure rights, as a conditional requirement to REDD+ and	Strategic analyses of the linkages between collective tenure security and climate change mitigation and adaptation are produced, disseminated and leveraged	Continuing efforts from 2017, RRI will assess community contributions to carbon sequestration at a global level, leading to the development of a peer-reviewed publication to more effectively engage UNFCCC processes,	RRI, WHRC, WRI	Global	Rights and Climate		\$20,000	\$40,000

2018 STRATEGIC OBJECTIVES AND WORK PLANS: RIGHTS AND CLIMATE *(continued)*

other joint mitigation and adaption approaches		supported by a dedicated brief with clear policy recommendations for making IPLC rights a key part of NDCs and international climate investments						
		Strategic analyses to be determined with key partners and collaborators active in the climate and rights arena. These may include: <ul style="list-style-type: none"> Assessing the linkages between securing rights and securing global benefits: community driven solutions to land degradation, forest restoration and the SDGs in the context of climate change An assessment of emerging trends in forest restoration and negative emission strategies, and their potential impacts (negative or positive) on community rights 	RRI Coalition	Global	Rights and Climate	\$70,000	\$80,000	
	Dialogues or events on collective tenure security in the context of climate change and	RRI climate, development and conservation analyses are leveraged in	RRI Coalition	Global	Rights and Climate	\$20,000	\$20,000	

2018 STRATEGIC OBJECTIVES AND WORK PLANS: RIGHTS AND CLIMATE (*continued*)

	sustainable forest governance are held to accelerate learning and consensus on effective and equitable climate actions in tropical forest countries	high-level meetings and convenings (e.g., Oslo Tropical Forest Exchange, NDC Global Stocktake, California Global Climate Action Summit, and COP24) to ensure collective tenure security is firmly recognized and supported by national and international climate commitments and priority actions						
	Advocacy in key climate decision-making arenas and engagement with climate financing institutions and implementation mechanisms are leveraged to strengthen collective tenure rights as conditional requirements to effective and equitable climate actions	Contributions from the RRI Coalition and increased collaboration and engagement with key climate and rights platforms (i.e., the Climate-Land-Ambition-Rights-Alliance & the Climate Change and Human Rights Working Group) are leveraged to further national and international commitments and actions to secure indigenous, community and rural women's land and forest rights as critical pathways to forest protection and restoration in the context of the SDGs and Paris Agreement objectives	RRI Coalition, CLARA – Climate-Land-Ambition-Rights-Alliance, Climate Change and Human Rights Working Group	Global	Rights and Climate		\$10,000	

2018 STRATEGIC OBJECTIVES AND WORK PLANS: RIGHTS AND CLIMATE (*continued*)

		Key findings and recommendations on the benefits of secure land and resource rights are consolidated in high-level fact sheets and policy briefs for use by front-line defenders, land rights advocates, policy makers, donors, and the broader international community for scaling collective security in dedicated climate actions	RRI Coalition	Global	Rights and Climate	\$10,000	\$20,000	
Outcome 3: Influential companies and investors commit to rights-based approaches and standards, and work with governments, CSOs, and rural communities to reduce tenure risks and enhance social and environmental outcomes in key tropical forest countries.	Strategic analyses on tenure risks in key tropical forest countries are developed and made available to companies, investors, communities and governments to appraise and address land tenure problems	Conduct a diagnostic assessment of different business models, including out grower schemes of palm oil companies to identify gaps and propose recommendations to secure community land and forest rights	RRG, FPP	Liberia	Rights and Climate, Realizing Rights, ATEMs		Funded by the ATEMs program	
		New forms of land “Green Grabbing” are documented and applied to related policy advocacy to prevent tenure rights abuses in economic or climate related policies	Lead: SAINS	Indonesia	Rights and Climate, Realizing Rights, ATEMs		Funded by the regional programs	
		Develop analysis of industrial concession areas in the forested developing world to provide advocates with a	RRG	Global	Rights and Climate, Realizing		Funded by the ATEMs program	

2018 STRATEGIC OBJECTIVES AND WORK PLANS: RIGHTS AND CLIMATE (*continued*)

		new advocacy tool and influence corporate decision making to the benefit of communities			Rights, ATEMs			
	Pre-competitive networks of companies, investors, CSOs, and government representatives are established at national and international levels to promote rights based business models for commodities and sectors driving deforestation	A stocktaking meeting of leaders from private sector, international organizations, developing country governments, and civil society is held to brainstorm and develop priorities to support sustainable economic development outcomes	Interlaken Group, Megaforestais, RRI	Global	Rights and Climate, ATEMs		Funded by the ATEMs program	
		Establish an exchange platform for sharing lessons learned on community strategies for land and resource management systems as effective alternatives to climate change and development initiatives	PRISMA, CIFOR, AMPB, COICA, AAS, FPP, Forest Trends	Latin America	Rights and Climate, ATEMs		Funded by the regional programs	
	Community-based sustainable forest management and conservation models and approaches that support climate and development priorities are identified, promoted and scaled at national and international levels	Coordination (workshops and meetings) between Tenure Coalition and FLEGT/VPN Processes to leverage tenure security in community managed forests & timber licensing agreements	Lead: Tenure Coalition	Indonesia	Rights and Climate, ATEMs		Funded by the regional programs	
	Tools and practices (e.g., investment screens, due diligence protocols) are developed and adopted by companies, investors and	Tools and technical assistance are made available to companies, investors, communities and government to	TBD	Cameroon	Rights and Climate, ATEMs		Funded by the regional programs	

2018 STRATEGIC OBJECTIVES AND WORK PLANS: RIGHTS AND CLIMATE (*continued*)

	governments to manage/ resolve tenure risks in key tropical forest countries	address land tenure problems						
		Support the development and financing of the mapping portal www.tanahkita.id, as a tool for communities, corporates and policymakers to resolve land conflicts, and advance tenure reforms	Lead: KNPA	Indonesia	Rights and Climate, ATEMs		Funded by the regional program	
		Ensure the effective implementation of tenure and human rights related commitments in corporate practice through the development of a toolkit and training modules and strengthen capacity in community monitoring	AsM	Indonesia	Rights and Climate, Realizing Rights, ATEMs		Funded by the regional program	
Total						\$100,000	\$150,000	\$45,000

3. Risks and Mitigation Strategies

Risk 1: Delays and challenges in securing peer reviewed publication. Submission of the proposed analysis on community contributions to carbon storage is ambitious and largely dependent on factors beyond the control of RRI.

Mitigation Strategy: A companion brief with a different title and distinct set of findings will be produced in parallel to the peer reviewed submission, enabling use of the key findings in critical events and strategic opportunities ahead of the peer review publication.

Risk 2: Limited time and resources to fully leverage RRI analyses and contributions in all the key climate arenas in 2018, at both national and international levels. 2018 will be a major pivot year for the advancement of the global climate agenda, with Global Stocktake; key meetings in Oslo, California, and Poland; and finalization of the Rulebook for the implementation of the 2015 Paris Agreement.

Mitigation Strategy: RRI will strengthen collaborations with experienced indigenous and civil society advocates in the international climate arena to arm them with clear messaging and talking points that build on RRI analyses and country-level findings. Pursuant to this effort, RRI will also strengthen ties with dedicated working groups in the Rights and Climate arena, namely the Climate-Land-Ambitions-Rights-Alliance (CLARA) and the Human Rights and Climate Change Working Group (HRCCWG). Although dedicated to the advancement of human rights in climate negotiations, these groups lack the land rights expertise and perspectives of the Coalition, and are eager to cooperate with RRI to better advance these issues.

Risk 3: Limited willingness of international community to enforce rights in climate investments. Past RRI analyses reveal that dedicated climate financing mechanisms are reluctant to enforce their own safeguards and principles for protection of indigenous and local community rights at the country level.

Mitigation Strategy: To increase the likelihood of uptake and implementation of key recommendations and conclusions from RRI analyses, Rights and Climate will work with Communications and Regional Teams to better translate analytical findings into context-specific messaging for land and human rights advocates at both the national and international levels to increase the likelihood of uptake by key decision-makers. ■



Gender Justice

1. Rationale for Engagement and Strategic Objectives

Attention to women's rights has grown in recent years, and the international development community now recognizes the rights and empowerment of women and girls as crucial elements of advancing social and economic development. However, while many organizations have initiated programs to support women's land rights, few focus squarely on indigenous and rural women's rights to community lands. To this end, RRI will work to advance the SPIII strategic objective to “scale up global efforts to secure rural women's property rights, voice, and leadership within *community* land and forests”—ensuring equal rights and protections in law and in practice.

In 2017, RRI contributed to raising awareness of indigenous and rural women's land rights as key solutions to shared global development goals through the release of its *Power and Potential* report on national laws and regulations concerning women's rights to community forests, as well as regional- and global-level convenings on gender justice within community-held lands. New commitments from diverse international organizations to deepen or initiate a focus on rural women's land rights also set the stage for greater and more coordinated efforts in the coming years. In 2018, RRI will capitalize on this increasing awareness of and attention to women's land rights to 1) ensure that indigenous and rural women's rights to collective lands are included in broader convenings and campaigns around sustainable development, climate, and land reform processes; 2) draw on lessons learned from 2017's regional gender workshops to re-convene a global advisory group and explore a global partnership to better connect diverse initiatives on gender justice in collective lands for greater impact; and 3) support national-level, gender-equitable reform processes that could serve as models for other countries.

Major international frameworks, the 2030 agenda for sustainable development (SDGs), the Paris Agreement, and the Voluntary Guidelines on the Responsible Government of Tenure (VGGT) call for gender equality and address women's rights to land and natural resources. However, the *Power and Potential* report reveals that governments are not providing equal rights and protections to indigenous and rural women and are failing to meet their international commitments to do so. One of its major recommendations is to urgently prioritize the recognition and protection of indigenous and rural women's tenure rights. Building on a partnership established in 2017 to promote meaningful and more harmonized approaches to monitoring women's land rights at all levels, RRI will join the coordinating committee of the Women's Land Rights Experts Group (WLR-EGM) in 2018, which will focus on advocating for the retention of the SDG land rights indicators and for monitoring and evaluating approaches that advance the women's land rights agenda. RRI's Gender Justice work will also contribute to the Interlaken Group's efforts to provide guidance to companies and investors on community land rights by developing a set of gender sensitive-guidelines. These guidelines will be informed by research (*Power and Potential* and RRI commissioned studies) to refine a gendered approach to private sector engagement with collective tenure rights.

At the country level, RRI will focus in 2018 on countries with reform efforts already underway and where gender justice advocates are mobilizing to address the gender-responsiveness of national laws and regulations recognizing the rights of Indigenous Peoples and local communities to lands and forests, and to advocate for the consistent and sustainable realization of rural women's tenure rights. RRI will support women's participation in these reform processes, the drafting of new laws, and the implementation of gender policies and safeguards in the **Democratic Republic of Congo** (include women's tenure rights in the drafting of the land policy to be finalized by the end of 2018), **Liberia** (clear provisions on gender in the new Land Rights Act), **India** (establish a gender advisory group for implementation of the FRA), **Nepal** (incorporate women's collective rights in the draft Forest Rights Law), **Indonesia** (create a model of forest management based on agroforestry systems), **Colombia** (promote safeguards

for Indigenous, Afro-descendants, and peasant women in the agrarian reform process), and **Peru** (implement gender policies and safeguards in titling projects). RRI will also translate its global analyses into regional and country-level advocacy tools, developing a series of policy briefs based on the findings of *Power and Potential* that address legislative best practices for women's land and resource rights as well as rural and indigenous women's governance and inheritance rights—the two least protected rights identified in the report.

2. Work Plan

Outcome	Outputs	Planned Activities	Implementing Organizations	Region/ Country	Theme	Budget Request 1	Budget Request 2	Unfunded
Outcome 1: Indigenous and rural women's rights and leadership roles within community-based tenure systems are more broadly recognized, and their ability to advocate for their tenure rights is strengthened	Three follow-up policy briefs on findings of <i>Power and Potential</i> , (inheritance, governance, "legislative best practices")	Produce and launch three follow-up policy briefs on findings of <i>Power and Potential</i> , (inheritance, governance, "legislative best practices")	RRG, Partners, Affiliated Networks, Gender Advisory Group	Global	Gender Justice		Funded by the Comms and SAGE programs	
	Messaging documents around indigenous and rural women's tenure rights and leadership roles	Utilize key messages / case studies in global convenings and joint campaigns to influence processes around the SDGs, climate change, and land reform	RRG, Partners, Affiliated Networks, Gender Advisory Group	Global	Gender Justice		\$40,000	
Outcome 2: RRI Gender Advisory Group is re-convened; a global strategy for RRI is defined and established; the possibilities to establish a global partnership to advance indigenous and rural women's rights to community lands are explored	Road map for RRI Gender Justice Strategy for 2018-2021	Organize a meeting in Washington DC with Partners, Collaborators, Affiliated Networks, and resource persons to formalize the RRI Gender Justice Advisory Group, develop a global gender justice strategy for the next five years, and discuss the possibilities of the global partnership	RRG, Partners, Affiliated Networks, Gender Advisory Group	Global	Gender Justice	\$80,000	\$100,000	
	Document with preliminary ideas, feedback, and recommendations for the possible establishment of a global partnership or process to advance indigenous and rural women's rights to community lands, forests, and enterprises	Produce document with preliminary ideas, feedback, and recommendations for the possible establishment of a global partnership or process to advance indigenous and rural women's rights to community lands, forests, and enterprises	RRG, Partners, Affiliated Networks, Gender Advisory Group, key resource people	Global	Gender Justice		\$20,000	

2018 STRATEGIC OBJECTIVES AND WORK PLANS: GENDER JUSTICE *(continued)*

<p>Outcome 3: Groups working on gender justice in focus countries (DRC, India, Nepal, Colombia, Peru, Liberia) are better armed with the information needed for effective advocacy, capacity for meaningful participation, and support for convenings to develop common goals and parallel strategies</p>	<p>DRC: Memorandum to inform advocacy strategy, stating key recommendations from national-level conference, provincial studies, and legal review findings</p> <p>India: Gender advisory group for implementation of the FRA</p> <p>Nepal: Clear gender strategy for women's collective rights developed, particularly within the draft Forest Rights Law and at the local government level</p> <p>Colombia: Comprehensive advocacy and communications strategy to promote the safeguards of vulnerable IPs and Afro-descendant territories and the fulfillment of rural women's FPIC rights</p> <p>Peru: Advocacy strategy to ensure government response to Andean/Amazonian IPs' territorial claims and to implement gender policies and safeguards in titling projects</p> <p>Liberia: Women are involved in the passage of the Land Rights Act (LRA)</p>	<p>DRC: Convene conferences on Land Reform Policy and women's tenure rights; Conduct legal review of draft DRC Land Policy; carry out study on women's access to land in DRC; conduct advocacy and communications campaign</p> <p>India: Establish gender advisory group for implementation of the FRA</p> <p>Nepal: Coordinate and build capacity with local government officials to support women's land rights-specific laws and provisions, and to further support provisions within the draft Forest Rights Law that provide women with collective land rights</p> <p>Colombia: Design and implement a comprehensive advocacy and communication strategy to scale up the application of safeguards of collective rights and territories (within the Ethnic Chapter) and ensure the fulfillment of rural women's FPIC rights.</p> <p>Peru: Strengthen the advocacy capacity of the RRI Coalition to ensure compliance with government commitments concerning the IPs' <i>Common Agenda</i>, and the application of gender policies and safeguards in PTRT-3 consulting and regional committees, climate change related titling projects, regional governments, and communities</p>	<p>RRI, Partners, Collaborators, Affiliated Networks, and local, national, and regional institutions working on women's tenure rights</p>	<p>Global</p>	<p>Gender Justice</p>		<p>Funded by the regional programs</p>	
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2018 STRATEGIC OBJECTIVES AND WORK PLANS: GENDER JUSTICE *(continued)*

		Liberia: Consultation processes with women's platform at the county level and with national government						
Outcome 4: Companies and investors engaged in the responsible governance of tenure adopt or incorporate gender sensitive approaches in their interactions with local and indigenous communities, and women have access and are involved in the development and management of community forestry in Indonesia	Gender sensitive - guidelines for companies and investors working with local communities are developed and incorporated into key IG tools and guidelines	Facilitate the update of the Interlaken Group Land and Forest Rights Guidance to account for elements of gender	Interlaken Group, RRG, Partners, Affiliated Networks, Gender Advisory Group	Global	Gender Justice, ATEMs		Funded by the ATEMs program	
	Model of forest management and publication on gender-based forest management in Indonesia	Create a model of forest management based on agroforestry systems; produce a publication on gender-based forest management	RRI Coalition/Collaborator in Indonesia	Asia/Indonesia	Gender Justice, ATEMs		Funded by the Asia program	
Program Coordination and Technical Assistance						\$30,000	\$50,000	
Total						\$110,000	\$210,000	

3. Risks and Mitigation Strategies

Risk 1: Barriers to preparation and timely convening of workshops, such as lack of availability of prospective participants, geographic travel difficulties, and lack of coordination with organizing communities.

Mitigation Strategy: Develop clear channels of communication to ensure coordination between all actors and designate clear objectives in meeting agendas.

Risk 2: With respect to country-level work, general elections have the potential to incite political instability and change the political context impacting the promotion and advancement of women's agendas. In Colombia, presidential elections will be held in 2018, which will change the current political actors engaged in the peace process. This transition may delay the current implementation of the Ethnic Chapter Law directly affecting the security of Afro-descendant and indigenous territories as well as the Public Policy on Rural Women.

Mitigation Strategy: Utilizing strategic alliances and international support, indigenous and rural women's groups will develop intervention and negotiating strategies in response to changes in political circumstances in a timely manner.

Risk 3: Potential lack of receptivity by governments due to conflicting political motivations may delay and prevent effective action. In Peru, the government will likely continue its engagement with indigenous organizations separately, ignoring their Common Agenda, which has an impact on how these organizations receive and react to information.

Mitigation Strategy: Improve coordination between actors and develop clear communications and messaging strategy to coordinate actions and prevent future rollbacks of rights; increase collaboration with Partners, Collaborators, Affiliated Networks, donor community, strong institutions, and the international community to push the women's rights agenda.

Risk 4: There is a lack of staff time/resources (e.g. Tenure Tracking team) to implement country-level analyses outlined in the outputs of outcome 1.

Mitigation Strategy: Clear communication and regular meetings are established between teams to define and maintain awareness of organizational priorities; components of tenure tracking work are completed by external consultants. ■

Finance and Administration Work Plan

Outcome	Outputs	Planned Activities	Region/ Country	Theme	Budget Request 1	Budget Request 2	Unfunded
Outcome 1: Strengthen financial viability and donor accountability	Improved planning, monitoring, and reporting process	Provide assistance to program teams to improve planning, monitoring, and reporting	Global	All			
Outcome 2: Increase administrative efficiency and internal communications via the deployment of new integrated tools	New systems (accounting, HR, time & expense reporting, work flow automation)	Implement contracting processing system and HR forms; further refine disbursement request process	Global	All	\$147,200	\$147,200	
Outcome 3: Improve staff wellbeing through career development opportunities and continuous engagement	Quarterly financial statements on Directors Desk; updated HR policies and procedures; skills register; training workshops and other capacity building activities	Utilization of the new accounting system to provide meaningful financial information to organization managers; conduct an organization-wide skills assessment and develop a staff training plan; complete comprehensive review of HR policies and procedures	Global	All	\$148,000	\$148,000	
Outcome 4: Improve financial management	Fully implemented new financial management system; updated collaborator financial management guidelines	Implement new accounting system; prepare collaborator financial management guidelines	Global	All			
Outcome 5: Improve ability to attract diverse, international staff.	Establish a satellite office in Montreal	Fully develop a proposal for the satellite office and its activities; locate and lease suitable space; hire or relocate staff to Montreal	Global	All	\$30,000	\$30,000	
Total					\$325,200	\$325,200	

Risks and Mitigation Strategies

Risk 1: Operational efficiencies gained by planned automation and process improvements will not be sufficient to make up for reductions in staff and could impact progress on priority outcomes and critical control functions.

Mitigation Strategy: Monitoring and reporting of progress will be maintained so that corrective action can be taken if critical control objectives and/or key milestones for priorities are not being met.

Risk 2: Predominance of new staff combined with new systems in Finance & Administration will lead to short-term decreases in efficiency and accuracy.

Mitigation Strategy: Operations manuals will be created for the purpose of passing on critical information and processes. We will focus on training, practice, and detailed review of work. Temporary assistance will be engaged as needed. Departing team members have agreed to stay on through early January to help ease transition and ensure year-end activities are completed in a timely manner.

Risk 3: Delay in implementation of the new accounting system.

Mitigation Strategy: F&A will continue to focus on the new accounting system as a priority, and will recruit additional assistance as needed to ensure that the system is operational in 2018. ■



The International Land and Forest Tenure Facility Work Plan

1. Rationale for Engagement and Strategic Objectives

The International Land and Forest Tenure Facility (the Tenure Facility) is a mechanism for cost-effective deployment of funds to advance land and forest tenure security, and the rights and livelihoods of Indigenous Peoples and local communities. The Tenure Facility has been incubated by RRI since 2012, through inception, piloting, and establishment. During the Inception Phase, legal analyses were completed, Advisory Group roles and expectations were defined, and technical advisors were selected. During the Pilot Phase, country demand studies were completed; six pilot projects were implemented in Indonesia, Panama, Liberia, Cameroon, Mali, Panama and Peru, advancing tenure security over one million hectares of forestland; lessons learned were documented and fed back into final design; institutional policies, governance guidance, and an operational manual were put in place; donor Milestones were met; and an Interim Board was replaced by the founding Board in late 2016.

In early 2017, the Tenure Facility was registered as a collecting foundation in Sweden, and the Establishment Phase was thereby initiated. Subsequently, in 2017, the Tenure Facility held two Learning Exchanges; selected and initiated support to two full projects in India and Peru; initiated scoping work for new projects in DRC, Burkina, Liberia, Colombia, and Panama; developed and implemented a transition plan for achieving operational readiness in Stockholm approved by an independent team from Sweden; and recruited an executive director, a chief operating officer, and a program assistant to work in the new Tenure Facility office in Stockholm. The official Tenure Facility launch was celebrated at Sida Headquarters in early October 2017.

An independent progress evaluation was completed and confirmed that the Tenure Facility is the only funding and support mechanism focusing specifically on advancing the tenure rights and security of Indigenous People and local communities, funding them directly to advance their priorities and work. The evaluation report found that the Theory of Change is compelling, the pilots demonstrated the capacity of the TF itself to deliver results in varied national contexts working with a broad range of partnerships and actors, and that overall the TF is well-positioned for the next step in its evolution to scale up impacts. Recommendations from the evaluation are being considered in a five-year strategic framework being developed for the Tenure Facility.

During 2017, new donors made significant commitments to support the Tenure Facility through RRG—including Norad, Climateworks, GoodEnergies, and Packard Foundation—in addition to the ongoing support from Sida. The Ford Foundation committed separate support directly to the Tenure Facility in Stockholm. In 2017, the RRG and Tenure Facility Boards signed an MOU to guide future collaborations as the Tenure Facility secretariat is established and reduce possible risks to both organizations. Under this MOU, RRG will continue to provide services, as necessary, including but not limited to: project identification, sub-grantee due diligence, project design, learning and knowledge management, and other related services. These services will be fully compensated by the Tenure Facility.

During 2018, RRG work with the Tenure Facility will contribute to achievement of the SPIII Strategic Objective 4, by connecting the RRI Coalition with new opportunities to scale up the implementation of tenure reforms. RRG will complete the transition steps required to consolidate the independent Tenure Facility, while also providing key services to the Tenure Facility in the interim. RRG will continue to hold fiduciary responsibility for contracts

and grants signed in 2017 on behalf of the Tenure Facility. RRG will also provide learning and communications services for the Tenure Facility to achieve its second key function—to become a learning platform sharing practical approaches for implementing land and forest tenure reforms. This will include co-organizing two Learning Exchanges. RRG will assist the Tenure Facility to develop independent relationships with key constituencies and peers. The Tenure Facility will develop and fund up to six new projects in 2018. RRG will assist the Tenure Facility to refine the results framework; refine the Monitoring and Evaluation system; assess multiple country contexts and prepare baseline analyses; identify and assess opportunities in at least 15 countries where new projects will demonstrate rapid and strong results; and test a range of collaboration arrangements.

RRG will also oversee the second stage assessment of the Tenure Facility's operational readiness, cost share board trainings, and provide finance and administration and overhead services necessary for RRG managing the funds that donors have awarded to RRG for use by the Tenure Facility.

2. Work Plan

Outcome	Outputs	Planned Activities	Implementing Organizations	Region/ Country	Budget Request
Outcome 1: The land and forest rights of Indigenous Peoples and local communities are made more secure by governments in targeted developing countries	Analyses provide basis for project decision-making	Baseline analyses; context analyses; tracking system for impact monitoring	TF and RRG secretariats and consultants	Africa, Asia, LAC	\$305,000
	Up to 6 new (2 year) project grants awarded and ongoing (2 year) projects supported	Support implementation and scaling up of land and forest tenure implementation	Indigenous Peoples and local communities' organizations/coalitions as grantees, supported by consultants, and RRG and TF secretariats	Africa, LAC, Asia	\$6,600,000
Outcome 2: Practical approaches for implementing land and forest tenure reforms are shared and leveraged by practitioners and stakeholders to enable greater support and investment in securing IP/LC rights	Two TF Learning Exchanges held	Monitor, evaluate, and assess impact; consolidate and disseminate lessons and best practices from Facility-supported activities	RRG and TF secretariats and consultants	Africa, LAC, Asia	\$95,000
	Link MEL with communications established	Develop strategy and tech platform to link project reporting (MEL) and communications; update TF website	RRG and TF secretariats and consultants	Africa, LAC, Asia	\$257,664
Outcome 3: Influential actors and new networks understand TF's role and generate new synergies	Key institutions and constituencies engaged	Outreach and engagement with other sectors and new donors; develop new relationships with other networks	RRG and TF secretariats	Global	\$20,000
Outcome 4: The Tenure Facility is effectively governed and managed	Transition Plan; EY assessment; Board Training	Implementation of the Transition Plan; EY assessment; Board Trainings	RRG and TF secretariats	Global	\$175,000
Total					\$7,452,664

3. Risks and Mitigation Strategies

Risk 1: The TF is unable to position itself as an international funding mechanism at as significant a political level as those hosted by the multilateral institutions.

Mitigation Strategy: TF Board and the Advisory Group work with the Executive Director to ensure the TF work, systems, outreach, and communications are world-class and the TF is positioned as an international mechanism.

Risk 2: National governments will have limited political willingness to undertake implementation of land and forest reforms.

Mitigation Strategy: Prioritize countries with clear window of opportunity; only support projects with minimum conditions in place, including tenure policies and laws emerging or being of national or subnational importance and positive relationships between civil society and government; participatory design to ensure buy-in; work closely with government; and dedicated technical support and structured facilitation.

Risk 3: Power imbalances limit the ability of Indigenous Peoples and local communities to sustain their engagement in tenure reform.

Mitigation Strategy: Engage Indigenous Peoples and local communities in conceptualization and formulation of projects from the beginning. Indigenous Peoples and local communities, who are in the governance of the Tenure Facility, monitor and advice on specific situations and modalities to overcome.

Risk 4: Tenure Facility supports interventions that are uncoordinated with existing forest and climate initiatives.

Mitigation Strategy: Country-level engagement during design and implementation of project.

Risk 5: Indigenous Peoples and community organizations have weak financial administrative capacity and this constrains their ability to partner on projects.

Mitigation Strategy: Assess when selecting project proponents. Capacity building to be made an integral part of the project design. When required, use financial support service providers, and provide technical support.

Risk 6: Tenure Facility fails to attract high caliber staff for the secretariat.

Mitigation Strategy: Executive Director in place to lead recruitment. High caliber COO recruited. Board and Advisory Group have extensive reach and ability to utilize executive search firms for functional positions. Build on well-publicized launch in Sweden to build local network.

Risk 7: The transition of responsibility from RRG to the Tenure Facility Secretariat causes interruption of programs and/or diminished effectiveness. Inadequate communications and clarity over complementary roles of the TF and RRG.

Mitigation Strategy: Clear communication by both organizations about their specific roles: RRI – Strategic Analysis, communications, opening new avenues (e.g. with private sector and advocacy); TF – Scale up implementation of land and forest tenure reform policies and legislation and enable governments and communities to test new models, strategies, and approaches.

In addition, the Executive Director builds strong operational relationship with RRG, a roster of consultants, and project proponents. Service providers in place to assist with the transition, which is included in the 2018 Transition Plan. The Services Agreement between RRG and the Tenure Facility details responsibilities, financial arrangements, and oversight. The COO will work closely with RRG to ensure a seamless transition.

Risk 8: Increased number of donors places reporting and administrative burden on RRG and Tenure Facility staff.

Mitigation Strategy: Grant agreements carefully considered and designed to reduce reporting burden. Secretariat staff will be recruited to overlap with RRG during first half of 2018. RRG staff will provide support as needed to generate data points and language from projects for reporting to donors. ■



Annexes

Wednesday, December 13, 2017

2017

Table 1
Projected Revenue for 2017 Activities
 Based on actual receipts, terms of agreements, and prospective new funding

RRI	(USD) →					Notes
	Current Allocations ²	Effective 2017 Allocation ³	Actual receipts	Current Value future payments	Future Payments Hedged ⁴	
Framework Grants						
DFID FGMC ¹ (2016 - 2017 allocation)	UKE 1,500,000	UKE 375,000	484,185	-	-	Allocation Jan-Mar
DFID FGMC ¹ (2017 - 2018 allocation)	UKE 1,500,000	UKE 1,125,000	957,371	449,991	449,991	Allocation Apr-Dec
SIDA ¹ (2013-2017)	SEK 7 000 000	SEK 7 000 000	805,836	-	-	Reduced from 10 Million SEK to 7 Million SEK
Ford (2017 - 2018 grant)	US\$ 1,000,000	US\$ 1,000,000	1,000,000	-	-	Awarded 4 Yr Grant \$1Million/yr through 30 June 2021
Subtotal			3,247,392	449,991	449,991	
Other Grants & Contributions						
Norad NICFI -2 ¹ (2016-2020)	NOK 6,000,000	NOK 6,000,000	656,394	-	-	\$60K Deferred Pending Resolution of Sub Grantee Audits
Finland MFA ¹ FP2	EUR 1,000,000	EUR 1,000,000	1,048,700	-	-	Allocation Jan-Dec
DFID LEGEND ¹ (2016 - 2017)			368,082	-	-	Grant Award Closed May 31 2017
DFID LEGEND ¹ (2017 - TBD)				877,846	877,846	New Grant Award 2,555,000 GBP through 31 July 2019
Natural Resources Canada			31,535	-	-	
Wellspring Advisors			220,000	-	-	New Grant Award \$440,000 2 yrs through 28 February 2019
IIE (Ford Foundation)			50,000	-	-	Support of Stockholm Conference
Crane Foundation			75,000	-	-	Unrestricted
Other restricted funds			45,982	-	-	Temp Restricted Funds to be released in 2017
Alexander Foundation/Acacia Conservation Fund	US\$ 1,000,000	US\$ 1,000,000	-	-	1,000,000	Contribution at discretion of foundation
Subtotal			2,495,692	877,846	877,846	
Contracts & Other Income						
Admin Allocation from Tenure Facility			-	625,239	625,239	Admin Allocation from ILTF Grants. See Offset in ILTF below.
Subtotal			-	625,239	625,239	
Total Secure & Prospective RRI Revenue			5,743,084	1,953,076	1,953,076	

current value, hedge

-

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

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

³ "Effective 2017 Allocation" is amount of allocation available for 2017 budget after pro-rating and prior-year spending.

⁴ Hedge is not applied for end of year payments

Additions to Reserves	-
2016 Carry Over	380,988
Projected Revenue 2017	9,077,148

Not Applicable

Deferred Revenue from 2016 Audited Financial Statements

ILTF - Facility (RRG Only)

	Secure Revenue 2017					Total Projected Revenue 2017	Notes
	Current Allocations ²	Effective 2017 Allocation ³	Actual receipts	Current Value future payments	Future Payments Hedged ⁴		
Sida ILTF ¹	SEK 33,000,000	SEK 39,500,000	3,782,858	-	-	3,782,858	SEK 6.5 Million Received in 2016 is included in carryover
Norad NICFI -2 ¹ (2017-2018)	NOK 40,000,000	NOK 20,000,000	2,410,184	-	-	2,410,184	New Grant Award 40 M NOK through 01 October 2018
CLUA			200,000	-	-	200,000	
Packard			100,000	-	-	100,000	
Ford Foundation				-	-	-	\$2 Million Ford Foundation BUILD Grant awarded to TF Stockholm
Good Energies Foundation	€ 200,000	€ 200,000		235,150	235,150	235,150	
(Adjustment for TF Admin to RRG)				(625,239)	(625,239)	(625,239)	Estimated if NORAD and Sida Receipts are fully expended in 2017
Total Secure & Prospective ILTF Revenue			3,782,858	-	-	6,102,953	

current value, hedge

-

2016 Carry Over (estimated)	782,403
Projected Revenue 2017	6,885,356

Deferred Revenue from 2016 Audited Financial Statements

Wednesday, December 13, 2017

2018

Table 2
Projected Revenue for 2018 Activities
Based on actual receipts, terms of agreements, and prospective new funding

hedge: 5%

(USD) →

RRI	Current Allocations ²	Effective 2018 Allocation ³	Actual receipts	Secure Revenue 2018 Current Value future payments	Future Payments Hedged ⁴	Prospective Revenue 2018 (hedged ⁴)	Total Projected Revenue 2018	*
Framework Grants								
DFID FGMC ¹ (2017 - 2018 allocation)	£1,500,000	£333,904		445,234	422,973	-	422,973	Based on QFE for Jan Mar submitted on 10 Dec 2017
DFID FGMC ¹ (2018 - 2020 allocation)	£750,000	£750,000				950,062	950,062	Submitted Concept Note for Grant Renewal
SIDA ¹ (2018-2022)	SEK 10,000,000	SEK 10,000,000		1,181,700	1,122,615	1,122,615	2,245,230	Proposal Submitted for 20 Million SEK
Ford (2017 - 2021 grant)	US\$ 1,000,000	US\$ 1,000,000		1,000,000	1,000,000		1,000,000	
Subtotal			-	2,626,934	2,545,588	2,072,677	4,618,264	
Other Grants & Contributions								
Norad NICFI -2 ¹ (2016-2020)	NOK 6,000,000	NOK 6,000,000		717,660	681,777	-	681,777	Allocation Jan-Dec
DFID LEGEND ¹ (2017 - 2019)	£1,275,000	£1,334,000		1,778,782	1,689,843	-	1,689,843	Grant Award Ends 31 July 2019- Includes 59K GBP originally planned for 2017
Wellspring Advisors				220,000	220,000		220,000	Grant Award Ends 28 Feb 2019
Alexander Foundation/Acacia Conservation Fund	US\$ 1,000,000	US\$ 1,000,000		-	-	1,000,000	1,000,000	Contribution at discretion of foundation
Subtotal			-	2,716,442	2,591,620	1,000,000	3,591,620	
Contracts & Other Income								
Admin Allocation from Tenure Facility			-		439,735	159,081	598,816	Admin Allocation from ILFTF Grants. See Offset in ILFTF below.
RRG Allocation of Staff to the TF					802,319		802,319	Allocation of RRG Staff
Subtotal			-	-	1,242,054	159,081	1,401,135	
Total Secure & Prospective RRI Revenue			-	5,343,377	6,379,262	3,231,758	9,611,020	

current value, hedge 206,169

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 2018 Allocation" is amount of allocation available for 2018 budget after pro-rating and prior-year spending.

⁴ Future non-USD payments hedged at 5%

Additions to Reserves	-	TBD
2017 Carry Over (estimated)		TBD
Projected Revenue 2018	9,611,020	

ILFTF - Facility	Current Allocations ²	Effective 2018 Allocation ³	Actual receipts	Secure Revenue 2018 Current Value future payments	Future Payments Hedged ⁴	Prospective Revenue 2018 (hedged ⁴)	Total Projected Revenue 2018	Notes
Sida ILFTF ¹	SEK 25,000,000	SEK 25,000,000		2,954,250	2,806,538	-	2,806,538	Cost Extension Added to Original Grant
Norad NICFI -2 ¹ (2017-18)	NOK 20,000,000	NOK 20,000,000		2,392,200	2,272,590		2,272,590	Second Installment of 2017-18 Award
Norad NICFI -2 ¹ (2018-20)		NOK 20,000,000				2,272,590	2,272,590	First Installment of New Award
(Adjustment for RRG Staff to TF)					(802,319)			
(Adjustment for TF Admin to RRG)					(439,735)	(159,081)	(598,816)	Assumes spending of full Sida and Norad funds
Total Secure & Prospective ILFTF Revenue			-	5,346,450	3,837,073	2,113,509	6,752,901	

current value, hedge 267,323

2017 Carry Over (estimated)	1,500,000	Based on Preliminary Forecast for 2017 Expenditures
Projected Revenue 2018	8,252,901	Amount Available for Direct Program Expenditures

Table 3
Rights and Resources Initiative
2018 Budget by Component

RRI

	Component	Proposed Budget Request 1		Proposed Budget Request 2	
RRG	Employee Salaries & Benefits	2,941,581		2,941,581	
	Employee Travel	145,000		240,000	
	Workshops and Conferences	165,000		455,000	
	Publications, Media, and other Communications	199,000		485,000	
	Office Costs, Accounting, and Other Costs	888,641		1,183,841	
	Sub-total	4,339,222	68%	5,305,422	62%
Partners & Collaborators	Collaborative Agreements with Partners and Collaborators	445,000		1,067,000	
	Strategic Response Mechanism Agreements	241,874		435,480	
	Collaborating Program Consultants	1,063,000		1,447,000	
	Participant Travel Expenses	160,000		175,000	
	Sub-total	1,909,874	30%	3,124,480	37%
Contingency		100,000	2%	100,000	1%
	Total	6,349,096	100%	8,529,902	100%

Tenure Facility

	Component	Proposed Budget Request 1		Proposed Budget Request 2	
International Land and Forest Tenure Facility					
	<i>Expenditures by RRG on behalf of the Tenure Facility</i>				
	Grants	4,000,000		6,000,000	
	Consultants - Technical Assistance	705,000		905,000	
	Consultants - Monitoring and Learning	145,000		145,000	
	Communications, Travel, Other Program Support Costs	227,664		227,664	
	Transition Plan, EY Assessment and Board Training	175,000		175,000	
	RRG Salaries and Benefits	802,319		802,319	
	Sub-total	6,054,983		8,254,983	

Total

	Component	Proposed Budget Request 1		Proposed Budget Request 2	
Total Budget RRI and ILFTF		12,404,079		16,784,885	
	Rights and Resources Initiative, Framework Program	6,349,096		8,529,902	
	International Land and Forest Tenure Facility	6,054,983		8,254,983	

Table 4
Rights and Resources Initiative
2018 Budget by Activity
Summary

	Proposed Budget Request 1	Proposed Budget Request 2	Proposed Budget Unfunded
Total RRI	6,349,096	8,529,902	1,278,000
Regional Programs	1,281,245	2,122,245	908,000
Africa	507,415	795,415	295,000
Africa	237,000	525,000	295,000
RRG Africa Coordination & TA	270,415	270,415	
Asia	445,587	773,587	460,000
Asia	272,000	600,000	460,000
RRG Asia Coordination & TA	173,587	173,587	
Latin America	328,243	553,243	153,000
Latin America	150,000	375,000	153,000
RRG Latin America Coordination & TA	178,243	178,243	
Strategic Analysis and Global Engagement	1,763,692	2,109,692	370,000
ATEMs/Private Sector	903,000	903,000	285,000
Rights and Climate	100,000	100,000	5,000
Tenure Tracking	50,000	260,000	-
Gender Justice	110,000	210,000	
SAGE	0	36,000	80,000
RRG SAGE Coordination & TA	600,692	600,692	
Coalition and Strategic Networks	376,236	575,236	-
Coalition & Strategic Networks	161,000	360,000	
RRG CSN Coordination & TA	215,236	215,236	
Strategic Communications	672,122	978,122	-
Strategic Communications	194,000	500,000	
RRG Communications & Outreach Coordination & TA	478,122	478,122	
Strategic Response Mechanism	274,735	468,341	-
SRM Agreements	241,874	435,480	
RRG SRM Coordination & TA	32,861	32,861	
Finance and Administration	1,881,066	2,176,266	-
Non Salary Core Operating Costs	888,641	1,183,841	
RRG Finance and Administration	992,425	992,425	
Contingency	100,000	100,000	-

Tenure Facility

2018 Budget by Activity Summary

Proposed Budget Request 1	Proposed Budget Request 2	Proposed Budget Unfunded
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International Land and Forest Tenure Facility

6,054,983	8,254,983	
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International Land and Forest Tenure Facility (RRG)	5,252,664	7,452,664	
RRG Salaries and Benefits to Support the TF	802,319	802,319	

Total

Proposed Budget Request 1	Proposed Budget Request 2	Proposed Budget Unfunded
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Total Budget RRI and ILFTF

12,404,079	16,784,885	1,278,000
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Rights and Resources Initiative, Framework Program	6,349,096	8,529,902	1,278,000
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International Land and Forest Tenure Facility	6,054,983	8,254,983	-
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TABLE 5

Rights and Resources Initiative - 2018 Budget by Activity - Detail

Activity Code	Activity	Region	Country	Theme	Implementing Organizations	Proposed Budget Request 1	Proposed Budget Request 2	Unfunded
Africa #1	Scoping exercise, organize a four-day workshop	Africa	Africa Regional	Realizing Rights	Lead: RRG CED, FPP, WWF, WB, IUCN, USFS, USAID		60,000	
Africa #2	Draft pro-community revisions to the LRA, hold peoples' forum and national awareness forum, national youth congress on land rights	Africa	Liberia	Realizing Rights	Lead: SDI SESDev, GA, FPP, RRF, FCI, ARD, NRWP, Parley	35,000	35,000	
Africa #3	Establish and train CSO REDD+ technical team, develop priority recommendations, monitoring implementation	Africa	Liberia	Rights and Climate	Lead: FCI/RRF SESDev, GA, ARD, NRWP		30,000	
Africa #4	Press conference, advocacy	Africa	DRC	Rights and Climate	RRG		20,000	10000
Africa #5	Community education outreach and consultations, community organizing, dialogues with key stakeholders in FLEGT/VPA and REDD+	Africa	Ghana	Realizing Rights / Rights and Climate	Civic Response	30,000	50,000	100000
Africa #6	National-level conference on land reform policy and women's tenure rights, legal review of draft DRC land policy, provincial studies on land access in four provinces, advocacy strategy and communications	Africa	DRC	Gender Justice	Lead: CFLEDD RRG, CONAREF, CACO, Landesa, ILC, FAO, UN-Women, CIFOR, World Bank, Oxfam	30,000	55,000	45000

Africa #7	Scoping study to identify platforms, existing studies, legal gap analysis on tenure and benefit-sharing in mining, oil and gas laws of Mali, Senegal and Burkina Faso relative to AMV, ECOWAS and UEMOA, advocacy in platform meetings and communications	Africa	Mali, Senegal, Burkina Faso	ATEMs	Lead: HELVETAS Mali IPAR, LSD, CNCR, TENFOREST, Green Cross, NRG, Oxfam	30,000	80,000	
Africa #8	Analysis of investment chains to identify alternative accountability mechanisms, participation by CSOs in existing and emerging multi-stakeholder initiatives for greater inclusion of tenure rights	Africa	Liberia	ATEMs	Lead: TBD GA, SESDev, SDI, FPP, RRF, FCI, ARD, NRWP, Parley	35,000	80,000	20000
Africa #9	Case studies in Cameroon and DRC, monitoring field mission in Ghana, multi-actor dialogues, gap analysis and legal framework assessment, engage Chinese administration, ExIm Bank	Africa	Cameroon, Ghana, DRC	ATEMs	Lead: CED Civic Response			120000
Africa #10	Catalyze nascent efforts by Interlaken Group members in Malawi to strengthen government and private sector policies and practices around private sector land-based investments	Africa	Malawi	ATEMs	RRG, Oxfam			
Africa #11	***[E. Africa/Kenya] - Community Forum on Land-Based Development Projects in East Africa	Africa	Africa Regional	ATEMs	RRG, FPP			

Africa #12	Diagnostic assessment of multiple landscape approaches of palm oil companies to manage social and environmental impacts	Africa	Liberia	ATEMs	RRG, FPP			
Africa #13	Training of forest and agriculture company staff in leading land and human rights tools	Africa	Cameroon	ATEMs	TBD			
Africa #14	Facilitation	Africa	Africa Facilitation			35,000	55,000	
Africa #15	Travel	Africa	Africa Travel			15,000	20,000	
Africa #16	Planning	Africa	Africa Planning			27,000	40,000	
Africa #17		Africa	RRG Africa Coordination & TA			270,415	270,415	
	SUBTOTAL					507,415	795,415	295000
Asia #1	Regional Meeting of Partners and Affiliated Networks and Key Collaborators	Asia	Asia Regional	Realizing Rights	RECOFTC, Samdhana			20000
Asia #2	Regional Meeting of partners. Collaborators, affiliated networks and other women networks on Gender and Collective Land Rights	Asia	Asia Regional	Gender Justice	RECOFTC, Samdhana			20000
Asia #3	Monitoring and action on high court and Supreme Court cases, rulings and judgements posing a risk to forest rights under FRA Monitor ongoing high-level court cases related to land, forests, and natural resources and provide support for grassroots legal advocates.	Asia	India	Realizing Rights	TBD/ Consultants/ Vasundhara	25,000	50,000	50000

Asia #4	Trainings and workshops on FRA. Consultations and meetings with state actors, CSOs and grassroots organisations to provide inputs	Asia	India	Realizing Rights	TISS, Consultants		30,000	20000
Asia #5		Asia	India	ATEMs/Realizing Rights				
Asia #6	Support the national network collecting land conflict data and maintain www.landconflictwatch.org	Asia	India	Realizing Rights	Landconflictwatch		70,000	80000
Asia #7	Support Research and advocacy on Protected Areas and Forest Rights Act	Asia	India	Rights and Climate	ATREE, Consultants	30,000		
Asia #8	Research and advocacy on INDC, afforestation and negative emissions strategies and land and forest rights	Asia	India	Realizing Rights	Consultants / ISB			
Asia #9	Research support to Niti Aayog on FRA	Asia	India	Realizing Rights	Council for Social Development			
Asia #10	Support the Strategic Release of Studies and Advocacy Strategies	Asia	India	Realizing Rights	TBD			
Asia #11	Meetings and consultations with the India Advisory Group	Asia	India	Gender Justice	TBD	5,000	10,000	
Asia #12	Support Capacity building, training and advocacy for women's rights under FRA	Asia	India	Realizing Rights	RRI Tenure Coalition		10,000	10000
Asia #13	Meetings and convenings to Identify joint Priorities of the CSO Tenure Coalition linked to the Joint Action plan and prepare a CSO road map. Support CSO coalition to raise additional funding collective priorities of CSO coalition from local donors	Asia	Indonesia	Rights and Climate / Realizing Rights / ATEMs	Lead: Tenure Coalition	5,000	30,000	
Asia #14	Support recognition of customary forests (hutan adat) and facilitate development of regulator regimes for sustainable governance of hutan adat	Asia	Indonesia	Rights and Climate	Lead: HUMA	5,000	20,000	30000

Asia #15	Monitoring report and data analysis on government land redistribution program implementation and meetings and consultations with National Secretariat	Asia	Indonesia		Lead: KPA	5,000	10,000	40000
Asia #16	Initiate pilot project for legal recognition of indigenous coastal, small island and other marine territories	Asia	Indonesia	Rights and Climate	Lead: KIARA	5,000	10,000	10000
Asia #17	Emergency Fund for victims or those at risk of violence and criminalization is supported along with supporting KNPA lawyers team. Support for raising additional financial resources for anti-criminalisation fund	Asia	Indonesia		Lead: KNPA	5,000	20,000	
Asia #18	Training, preparation of toolkits and SOPs for business and Human Rights	Asia	Indonesia	ATEMs	Lead: AsM			
Asia #19	Support www.tanahkita.id website and data collection on land conflicts. Facilitate raising of funds from local donor for Tanahkita.	Asia	Indonesia		Lead: KNPA BRWA, JKPP, KPA, AMAN	10,000	10,000	20000
Asia #20	Create capacity is strategic locations for legal action against concessions suffering from illegality and initiate at least two strategic pilot legal actions against such concessions encroaching on customary lands	Asia	Indonesia	Realizing Rights	Lead: SAFIR/ Epistema	5,000	30,000	20000

Asia #21	Supporting Community Social Forestry and Hutan Adat by facilitating their Access to Public Funds including BLUs for reforestation, REDD+ etc.	Asia	Indonesia	ATEMs	Lead: SAFIR/ AKAR	5,000	10,000	
Asia #22	Advance local economic development in recognized Indigenous Forests	Asia	Indonesia	ATEMs	Lead: RMI			40000
Asia #23	New forms of land 'Green Grabbing' are documented and will be applied to related policy advocacy	Asia	Indonesia	Rights and Climate	Lead: SAINS	5,000	10,000	40000
Asia #24	Coordination (organising workshops and meetings) with Tenure Coalition and FLEGT/VPN Institutional arrangement on the rights agenda	Asia	Indonesia	Rights and Climate	Lead: Tenure Coalition		10,000	20000
Asia #25	Organize Expert Advisory Group, arrange meetings & support advocacy and mobilisation strategies for passage of the Forest Rights Law	Asia	Nepal	Realizing Rights	Lead: Green Foundation Nepal	10,000	20,000	
Asia #26	Conduct local, regional and national meetings with elected local government and create mechanism to improve multi-level communication	Asia	Nepal		FECOFUN	5,000	20,000	30000
Asia #27	Identify strategic models of promising community based forest management & pilot legal devolution in selected sites	Asia	Nepal		Green Foundation Nepal	10,000	20,000	
Asia #28	Creation of 'watchdog committee' and setting up regular meeting. Support media and political advocacy based on the various issues identified by the watchdog committee	Asia	Nepal		FECOFUN	5,000	10,000	

Asia #29	Coordinate and build capacity with local government officials to support the womens' land rights specific laws and provisions and to further support provisions within the draft Forest Rights Law that can provide women with collective land rights.	Asia	Nepal	Gender Justice	FECOFUN	10,000	10,000	10000
Asia #30	Facilitation	Asia	Asia Facilitation			70,000	140,000	
Asia #31	Travel	Asia	Asia Travel			40,000	40,000	
Asia #32	Planning	Asia	Asia Planning			12,000	10,000	
Asia #33	RRG Asia Coordination and Technical Assistance	Asia	RRG Asia Coordination and TA			173,587	173,587	
	SUBTOTAL					445,587	773,587	460000
Latin America #1	Design and implement a comprehensive advocacy and communication strategy to scale up the effective applications of the safeguards of the Ethnic Chapter and FPIC rights for the collective land rights of IP, Afro-descendent and rural women	Latin America	Colombia	Realizing rights, Gender Justice	PCN, CONPA, CNTI (ONIC, OPIAC, AICO, CIT, Autoridades indígenas del Gobierno mayor), MPC, Commission of Afro-descendant and peasant women	27,500	75,000	25000
Latin America #2	Conduct advocacy strategy to ensure national and regional government compliance with the IPs' Common Agenda on territorial and governance security, climate change mitigation and adaptation initiatives, and the application of gender policies and safeguards in titling projects	Latin America	Peru	Rights and Climate, Realizing Rights, Gender Justice	CNA, AIDSEP, ONAMIAP, PACTO DE UNIDAD, CCP	27,500	75,000	25000

Latin America #3	Conduct a baseline analysis to demonstrate the environmental, sociocultural, economic, and conservational value of collective lands in order to increase government recognition of the contributions of indigenous, Afro descendant, and local communities	Latin America	Latin America Regional	Rights and Climate, ATEMs, Realizing Rights	Consultancy	20,000	25,000	10000
Latin America #4	Facilitate a space to leverage lessons learned on successful community strategies for land and resource management systems and their effectiveness as alternatives for climate change and development initiatives	Latin America	Latin America Regional	Rights and Climate, ATEMS	PRISMA, CIFOR, AMPB, COICA, AAS, FPP, FOREST TRENDS		42,000	28000
Latin America #5	Conduct a regional analysis and share lessons learned from the impact of the legal security of foreign investments in comparison to the legal security of collective lands and application of FPIC rights	Latin America	Latin America Regional	ATEMs			15,000	5000
Latin America #6	Regional Workshop to exchange lessons learned with regard to women's participation in the application of FPIC protocols	Latin America	Latin America Regional	Gender Justice				60000
Latin America #7	Facilitation	Latin America	Latin America Facilitation			50,000	98,000	
Latin America #8	Planning	Latin America	Latin American Planning			10,000	20,000	
Latin America #9	Travel	Latin America	Latin America Travel			15,000	25,000	

Latin America #10	RRG Latin America Coordination and Technical Assistance	Latin America				178,243	178,243	
	SUBTOTAL					328,243	553,243	153000
SAGE #1	A tenure and learning specialist is hired	Global		All	RRG, TF	FUNDED BY TF		
SAGE #2	TF/RRI learning and exchange strategy is defined and implemented	Global		All				
SAGE #3	Joint management framework between the TF & RRI is developed	Global		All				
SAGE #4	Lessons are captured / documented	Global		All				
SAGE #5	Briefs and factsheets are produced and TF and RRI learning / exchange events are organised and delivered	Global		All				
SAGE #1	Meeting organized in fall of 2018	Global		All	RRG			60000

SAGE #2	<p>Monthly meetings are held with RRI Regional, Communications, and Networking teams</p> <p>Concepts notes for strategic analyses, and draft findings are circulated internally and externally for input</p> <p>Support to regional teams and communications provided to translate research findings into context-specific fact sheets and briefs</p> <p>Matrix teams are fully leveraged</p>	Global		All	RRG			
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SAGE #3	<p>SAGE analyses and knowledge products are actively disseminated to knowledge networks and communities of practice in the climate, conservation, rural land-use and human-rights arenas</p> <p>Web-based monitoring tools are adopted to measure use and citations of RRI analyses in science-based research and technical publications</p> <p>SAGE staff actively engage in and contribute to relevant knowledge hubs, working groups and technical blogs to advance the land rights agenda</p>	Global		All	RRG			
SAGE #4	Finalize the study on the impacts of protected areas on the land rights and livelihoods of Indigenous Peoples and local communities	Global		Realizing Rights, Rights and Climate	RRG		36,000	
SAGE #5	Sage Coordination and Technical Assistance (Travel)	Global		All				20000
SAGE #6	Sage Coordination and Technical Assistance					56,700	56,700	
	SUBTOTAL					56,700	92,700	80000
Tenure Tracking #1	Complete peer reviewed global analysis of the national recognition of communities' freshwater rights.	Global		All				

Tenure Tracking #2	Develop strategy for launch and dissemination of report in collaboration with the RRI Coalition, the Environmental Law Institute and other key advocates for community land and water rights, identifying potential global and regional opportunities for the promotion of findings in 2019 (such as World Water Week, the World Bank Land Conference, and the International World Water Congress).	Global		All		45,000	\$170,000	
Tenure Tracking #3	Identify and engage key institutions and constituencies working in the community water rights space in order to facilitate the endorsement of the methodological framework, and to lay the groundwork for leveraging analysis to support advocacy, strategic collaborations, and forums for engagement at national, regional, and global levels.	Global		All				
Tenure Tracking #4	Conduct additional research to author brief on “legislative best practices” for the recognition of indigenous and rural women’s rights to community lands,	Global						

Tenure Tracking #5	Conduct research and draw upon the expertise and analysis of the RRI Coalition in order to author two briefs that build upon the findings of Power and Potential: one brief examining women's rights to participate in community-based decision-making processes, and the other on women's inheritance rights.	Global						
Tenure Tracking #6	Leveraged findings of All three outputs on rural women's land rights at global forums and regional forums concerning community tenure, climate change, and women's rights, promote the legislative best practices brief at the UN CSW 2018.	Global						
Tenure Tracking #7	Provide support to a hired consultant who will update the Online Tenure Data Tool with the Gender Database content, as published in Power and Potential.	Global		Gender Justice			45,000	
Tenure Tracking #8	Finalize 2017 analysis of expanded and updated Forest Tenure Database	Global				5,000	10,000	
Tenure Tracking #9	Report presenting global findings from 2017 update of Forest Tenure Database	Global						
Tenure Tracking #10	Findings of 2016 depth of rights analysis for 30 low- and middle-income countries are made available through online brief	Global						

Tenure Tracking #11	Update of online Tenure Data Tool to include 2017 forest area and 2016 depth of rights data	Global						
Tenure Tracking #12	Dissemination of data on the recognition of community-based forest tenure in key national, regional, and global venues and outlets, including the 2018 NYDF Assessment Report	Global						
Tenure Tracking #13	RRG participates in LandMark Steering Group and provides input regarding the implementation of recommendations derived from independent evaluation of the platform	Global						
Tenure Tracking #14	Travel						35,000	
#15	RRG Tenure Tracking Coordination and T&A					200,273	200,273	
	SUBTOTAL					250,273	460,273	0
Comms #1	Targeted comms strategies and relevant materials, networking, and training to advance national agendas in priority countries and respond to fast breaking opportunities	Global		All		19,000	40,000	
Comms #2	Meltwater annual membership	Global		All		13,000	13,000	
Comms #3	Launch of concession and forest tenure data	Global		All		20,000	40,000	
Comms #4	Production of concessions data report	Global		All		15,000	15,000	
Comms #5	Production of Forest Area Data report	Global		All		10,000	10,000	

Comms #6	Launch of Mai N'dombe, Carbon Rights report	Global		All		20,000	30,000	
Comms #7	Production of Carbon Rights report	Global		Rights and Climate		8,000	8,000	
Comms #8	Launch of WHRC/WRI/RII carbon paper - REDDX	Global		Rights and Climate		20,000	30,000	
Comms #9	Production of WHRC/WRI/RII carbon paper - REDDX	Global		Rights and Climate		12,000	12,000	
Comms #10	Promotion of the UNSRRIP Conservation paper at UNFPII	Global		Realizing Rights			30,000	
Comms #11	Production of the UNSRRIP Conservation paper	Global		Realizing Rights			10,000	
Comms #12	Production of Water Flagship	Global		Water			40,000	
Comms #13	Production of three gender briefs from P&P (<i>Legislative Best Practices, Governance, & Inheritance</i>)	Global		Gender Justice		9,000	9,000	
Comms #14	Production of Negative Emissions brief	Global		Rights and Climate			3,000	
Comms #15	Crisis/quick action comms plan (i.e. communicating threats, killing, and criminalization of land defenders)	Global		All			5,000	
Comms #16	Maintenance of the RRI Messaging Repository	Global		All		2,000	2,000	
Comms #17	Development of a new Strategic Distribution Strategy, list of "champions" and opportunities for influence	Global		-		-	-	
Comms #18	Production of new "At A Glance" series (revamped <i>Tenure Trends</i> series, replacing Annual Review -- see key strategy 2 above)	Global		All		10,000	20,000	

Comms #19	Develop the audience and unique brand of the IG and more sophisticated targeting of corporate audiences	Global		ATEMs			4,000	
Comms #20	Production of IG positive case studies and summary report	Global		ATEMs		3,000	3,000	
Comms #21	Coordination of Land Rights Now	Global		All			33,000	
Comms #22	Web hosting and technical support	Global		All			15,000	
Comms #23	Constituent management database, editing software, and online outreach (<i>systems used for quarterly newsletter, press release distro, social media, etc.</i>)	Global		All		15,000	15,000	
Comms #24	General (<i>thumb drives, business cards, changes to brand such as adding new Partner, etc .</i>)	Global		All			10,000	
Comms #25	See detailed Tenure Facility workplan							
Comms #26	Annual Independent Monitor	Global		All			50,000	
Comms #27	Production of RRI 2017 Annual Narrative Report	Global		All		3,000	3,000	
Comms #28	Development of Foundation-specific concept notes Refinement of RRI Resource Mobilization Strategy Rebranding options for fundraising are assessed and piloted as appropriate	Global		All		15,000	30,000	
Comms #29	18XT Program Coordination and Technical Assistance (Travel)	Global		All			20,000	

#30	18XT Program Coordination and Technical Assistance (Staff)					478,122	478,122	
	SUBTOTAL					672,122	978,122	0
CSN #1	Implementation of 1-2 Partners and Affiliated Networks meetings	Global		All	RRG	10,000	25,000	.
CSN #2	Development of a system to more proactively disseminate information on programs and research conducted by the Secretariat	Global		All	RRG		5,000	
CSN #3	Facilitation of greater engagement of Partners, Affiliated Networks and Fellows in strategic decisions	Global		All	RRG		15,000	
CSN #4	Implementation of 2-3 Board meetings and 1 Board Training	Global		All	RRG	26,000	20,000	
CSN #5	Organization of the governance meeting	Global		All	RRG	70,000		
CSN #6	Completion of a mapping exercise of the broad RRI Coalition	Global		All	RRG		10,000	
CSN #7	Collaboration with the communications team to develop new strategies and tools to promote engagement and dissemination of information between Coalition members	Global		All	RRG		5,000	
CSN #8	Support participation of networks in key regional or global events	Global		Rights and Climate, Realizing Rights, Gender Justice	RRG, indigenous, community and women networks		35,000	
CSN #9	Greater definition of the concept (TORs, design, members).	Global		All	RRG, consultants, Nestlé, DFID, Sida		10,000	

CSN #10	Organization of the 1st meeting of the high-level partnership	Global		All	RRG, consultants, Nestlé, DFID, Sida		40,000	
CSN #11	Consultation and decision on the value of establishing this partnership in 2019	Global		All	RRG, consultants, Nestlé, DFID, Sida			
CSN #12	Organization of briefings to introduce each instrument to each steering committee and explore collaboration	Global		All	RRG, Tenure Facility, Interlaken Group, MegaFlorestais		20,000	
CSN #13	Identification and support for potential joint activities to take advantage of their complementarity	Global		All	RRG, Tenure Facility, Interlaken Group, MegaFlorestais		20,000	
CSN #14	Workshop on implementation of land reforms and innovations for forest agencies, co-organized by MegaFlorestais, the Tenure Facility and RRI	Global		All	RRG, Tenure Facility, Interlaken Group, MegaFlorestais		100,000	
CSN #15	Organization of the annual meeting of MegaFlorestais in Sweden	Global		All	RRG, Swedish Forest Agency, USFS, MegaFlorestais	40,000	20,000	
CSN #16	Coordination of the network with MegaFlorestais Co-chairs, and support, documentation, and monitoring of activities implemented by members throughout the year, if any.	Global		All	RRG, Swedish Forest Agency, USFS, MegaFlorestais		15,000	
CSN #17	CSN Staff travel	Global				15,000	20,000	
CSN #18	CSN Coordination and Technical Assistance					215,236	215,236	
	SUBTOTAL					376,236	575,236	0

ATEMs #1	Implement Interlaken Group Strategic Workplan by convening formal, bianuual meetings of members, and leveraging the influence of the Group in key international forums.	Global		ATEMs	RRG	15,000	15,000	5000
ATEMs #2	[Malawi] - Catalyze nascent efforts by Interlaken Group members in Malawi to strengthen government and private sector policies and practices around private sector land-based investments through a workshop developing a shared agenda between communities, CSO, and the private sector to advance and ensure full implementation of recently drafted land laws.	Africa	Malawi	ATEMs	RRG, Oxfam	25,000	25,000	5000
ATEMs #3	Follow up on an Interlaken Group pilot country-level engagement from 2017 through a Community Forum on Land-Based Development Projects in East Africa enabling communities to share their experience of large land-based development projects and identify collective strategies to address these projects.	Africa	Kenya, Uganda, Tanzania	ATEMs	RRG, FPP	15,000	15,000	15000

ATEMs #4	Drafting and production of analysis of industrial concession area in the forested developing world to provide advocates with a new advocacy tool and the private sector with better information on land tenure risks.	Global		ATEMs, Climate, Realizing Rights	RRG			10000
ATEMs #5	Conduct a diagnostic assessment of different business models, including outgrower schemes of palm oil companies to identify gaps and propose recommendations to secure community land and forest rights	Africa		ATEMs, Climate, Realizing Rights	RRG, FPP	0	-	30000
ATEMs #6	Update the Interlaken Group work program and protocols to more fully address the gender dimension of community tenure and corporate responsibility to support sustainable land-based investments	Global		ATEMs, Gender	RRG	25,000	25,000	
ATEMs #7	Supplement and complete Interlaken Group Case Studies highlighting recent efforts to implement best practices on community land tenure and meet demand from the private sector for examples and lessons learned through these initiatives	Global		ATEMs	RRG	10,000	10,000	0

ATEMs #8	Develop a monitoring framework to measure and track private sector adoption of key practices and tools and/or other indicators to Allow donors, CSOs, advocates, and the private sector to monitor and demonstrate changed practice	Global		ATEMs	RRG, Landesa	50,000	50,000	20000
ATEMs #9	Pilot the Voluntary Commitments for Responsible Agribusiness in Lao PDR (VCRA) with at least one private sector partner (agro-forestry company operating in Laos) and develop a case study to share lessons learned	Asia	Laos	ATEMs	Village Focus International	30,000	30,000	20000
ATEMs #10	Develop sustainable business partnerships/models between private sector actors and community forest user groups to support the growth of small, medium-sized and community-owned enterprises engaged in forestry and agroforestry, and demonstrate their potential	Asia	Myanmar	ATEMs	RECOFTC	30,000	30,000	20000
ATEMs #11	Ensure the effective implementation of tenure and human rights related commitments in corporate practice through the development of a toolkit and training modules and strengthen capacity in community monitoring	Asia	Indonesia	ATEMs, Climate, Realizing Rights	AsM	30,000	30,000	15000

ATEMs #12	Support the training of forest and agriculture company staff in participatory mapping and emerging corporate best practices on community land rights to follow up on Interlaken Group meeting in 2017	Africa	Cameroon	ATEMs	TBD	0	-	30000
ATEMs #13	Refine and deploy the IAN Investment Tool to demonstrate that tenure risk is not only identifiable, but manageable through a consultative approach that recognizes local communities as counterparties, and empower investors to assess and respond to tenure risks within prospective investments or their existing portfolios	Global		ATEMs	TMP Systems	598,000	598,000	0
ATEMs #14	Stocktaking meeting of leaders from private sector, international organizations, developing country governments, and civil society to brainstorm and develop priorities to support sustainable economic development outcomes under SPIII	Global		ATEMs	Interlaken Group, Megaflorestais, RRI Partners	0	-	15000
ATEMs #15	Support and promote sustainable community forest management and enterprise alternatives through a learning exchange between Guatemala and Peru	Latin America	Peru	ATEMs	SERFOR, RRG, Rainforest Alliance, AIDESEP, CONAP	0	-	35000

ATEMs #16	Promote Community Social Forestry by increasing and facilitating access to public funds to increase strong forest governance and sustainable development	Asia	Indonesia	ATEMs, Gender Justice	SAFIR, ACCA	30,000	30,000	10000
ATEMs #17	Facilitation	Global		ATEMs	RRG	10,000	10,000	30000
ATEMs #18	Website Maintenance	Global		ATEMs	RRG	5,000	5,000	5000
ATEMs #19	Travel	Global		ATEMs	RRG	30,000	30,000	20000
ATEMs #20	RRG ATEMs Program Coordination and Technical Assistance	Global		ATEMs	RRG	181,078	181,078	
	SUBTOTAL					1,084,078	1,084,078	285000
Rights and Climate #1	Continuing efforts from 2017, RRI will assess community contributions to carbon sequestration at a global level, leading to the development of a peer- reviewed publication to more effectively engage UNFCCC processes, supported by a dedicated brief with clear policy recommendations for making IPLC rights a key part of NDCs and international climate investments.	Global		Rights and Climate	RRI, WHRC, WRI	2017 NICFI carry-over + 40K from CLUA / Ford		

Rights and Climate #2	Strategic Analyses (TBD): Securing rights, securing global benefits: community driven solutions to land degradation, forest restoration and the SDGs in the context of climate change; Climate financing accessibility for communities: challenges & opportunities; Landscapes & livelihoods: the impacts of collective tenure rights and traditional livelihoods on climate adaptation & mitigation; Trends in forest restoration and negative emission strategies: threats or opportunities for rights and equity?	Global		Rights and Climate	RRI Coalition	80,000	80,000	
Rights and Climate #3	RRI climate, development and conservation analyses are leveraged in high-level meetings and convenings (e.g., Oslo Tropical Forest Exchange, NDC Global Stocktake, California Global Climate Action Summit, and COP24) to ensure collective tenure security is firmly recognized and supported by national and international climate commitments and priority actions.	Global		Rights and Climate	RRI Coalition, CLARA – Climate-Land-Ambition-Rights-Alliance & the Climate Change and Human Rights Working Group	20,000	20,000	

Rights and Climate #4	Key findings and recommendations on the benefits of secure land and resource rights consolidated in high-level fact sheets for use by policy makers, donors, and international community	Global		Rights and Climate				5000
Rights and Climate #5	RRG Rights and Climate Program Coordination and Technical Assistance	Global		Rights and Climate		141,137	141,137	
	SUBTOTAL					241,137	241,137	5000
Gender Justice #1	Utilize key messages / case studies in global convenings and joint campaigns to influence processes around the SDGs, climate change, and land reform	Global		Gender Justice	RRG, Partners, Affiliated Networks, Gender Advisory Group		40,000	
Gender Justice #2	Organize a meeting in Washington DC with Partners, Collaborators, Affiliated Networks, and resource persons to formalize the RRI Gender Justice Advisory Group, develop a global gender justice strategy for the next five years, and discuss the possibilities of the global partnership	Global		Gender Justice	RRG, Partners, Affiliated Networks, Gender Advisory Group	80,000	100,000	
Gender Justice #3	Produce document with preliminary ideas, feedback, and recommendations for the possible establishment of a global partnership or process to advance indigenous and rural women's rights to community lands, forests, and enterprises	Global		Gender Justice	RRG, Partners, Affiliated Networks, Gender Advisory Group		20,000	

Gender Justice #4	Program Coordination and Technical Assistance (Travel)	Global		Gender Justice		30,000	50,000	
Gender Justice #5	RRG Gender Justice Program Coordination and Technical Assistance	Global		Gender Justice		21,504	21,504	
	SUBTOTAL					131,504	231,504	0
SRM #1	Strategic Response Mechanism	Global		All		241,874	435,480	
SRM #2	SRM Coordination and Technical Assistance	Global				32,861	32,861	
	SUBTOTAL					274,735	468,341	0
FA #1	Accounting, Auditing and Financial Compliance					76,500	76,500	
FA #2	Facilities					324,334	324,334	
FA #3	Existing Fixed Asset Depreciation					105,000	105,000	
FA #4	General Operations and Miscellaneous Expense					140,600	140,600	
FA #5	Human Resources Management and Compliance					35,000	162,000	
FA #6	IT, Systems, & Maintenance					126,874	126,874	
FA #7	New Systems Development and Implementation					60,333	80,333	
FA #8	Staff Development and Capacity Building					20,000	168,200	
FA #9	F&A Salaries and Benefits					992,425	992,425	
	SUBTOTAL					1,881,066	2,176,266	0

Annex 2:

SPIII (2018-2022) Strategic Objectives and Logframe

Strategic Objectives

To seize new and emerging global opportunities to address inequalities, advance gender justice, and scale up global efforts over the next five-year period (2018-2022), RRI will build on proven strategies and programs to prioritize four new strategic objectives:

1. **Scale up global efforts to secure women's property rights, voice, and leadership within community lands and forests.** Women are at the forefront of the struggle for land and forest rights, and are disproportionately affected when communities' land rights are not respected. However, the vast majority of laws are unjust with regard to women's rights within communities, a reflection of the political and social marginalization of women in various countries across the world. Securing these rights is both a matter of gender justice and a key to protecting entire communities and achieving progress on global development and climate goals. RRI is acutely aware that even within communities, women often have an inferior status in terms of property rights, access, and governance. RRI will champion approaches to work with indigenous and community leaders to better enable them to prioritize marginalized women. Within this context, RRI also seeks to do the following:
 - a. Spearhead the development of a new global initiative on gender justice in community land rights at the forthcoming International Conference on Community Land and Resource Rights (October 2017, Stockholm, Sweden). This effort to bring justice into the dominant global narratives on Indigenous Peoples' and local communities' land rights will center on the intersection of women's rights to community land, governance, and enterprise;
 - b. Inform national-level advocacy efforts for gender-equitable policy reforms, particularly in DRC, Liberia, Peru, Colombia, India, Indonesia, and Nepal. In addition, RRI aims to increase awareness in the international development community of the benefits of securing recognition for women's rights within collective tenure systems by leveraging new global data on women's tenure rights; and
 - c. Enhance capacities of RRI Coalition members and other women's networks to effectively promote gender justice within the land and forest rights agenda through the formal establishment of the RRI Gender Justice Advisory Group. This Advisory Group will meet in 2017 to define a gender strategy for the next five years (2018 – 2022) and outline national- and regional-level priorities. This group will also guide the development of the new global initiative proposed above, define its work program, and create platforms to engage critical constituencies at multiple scales.
2. **Strengthen and connect “front-line defenders” to better defend their land and natural resources, and advance their agendas with stronger strategic analysis, communications, and networks.** Information is increasingly consumed in short form, so clear and consistent data-based messages that speak directly to the target audience are an important tool to ensure that new analyses influence both the global narrative and critical country reform processes. This is especially important given the continued rise in the influence of social media as a means of sharing news and amplifying impact. In this context, RRI will strengthen and expand its tenure tracking of land, forest, carbon, and women's rights, and establish a baseline on community water tenure. It will also ensure that national-level data and messaging from these analyses is available and accessible for national-level outreach

and advocacy. In addition, RRI aims to more aggressively engage influential but currently un-supportive constituencies, broker relationships between unlikely allies, and overcome the reverberations of closed policy circles and “[filter bubbles](#)” that inhibit reach to critical constituencies and decision makers. Specifically, RRI will:

- a. Map and connect networks to facilitate communications and mobilization; share learning on strategic communications and new technologies; reach out to new constituencies focused on women’s rights, climate, etc. to highlight the connections to community land rights; and facilitate exchanges between local organizations and networks to build relationships and influence national agendas, regional priorities, and global narratives and actions;
- b. Strengthen global tenure baselines on community land rights, forest tenure, carbon, and women’s rights to community lands, and develop a similar baseline on community water tenure. RRI will use these tested frameworks to track and report on global progress on land-, resource-, and gender-related Sustainable Development Goals.
- c. Develop targeted data-based messaging and engagement opportunities at national, regional, and global levels that strengthen the voice of community and indigenous leaders and showcase community-driven solutions to critical social, economic, and environmental problems; and
- d. Strengthen RRI’s knowledge management and accessibility of critical data and messaging on a host of issues relating to the benefits of secure community tenure (see preliminary efforts on this front [here](#)), as well as on the lessons regarding the implementation of tenure reforms in collaboration with the International Land and Forest Tenure Facility. For example, RRI will analyze the strategies and advances of Tenure Facility projects for lessons on how to further upscale tenure rights recognition.

3. **Transform economic development and conservation practices to respect local land rights by “democratizing accountability,” and support locally defined development models and enterprises.** Transforming market, political, and conservation systems to respect local land rights requires aggressive engagement with companies and investors, more informed and empowered local communities that can identify and manage their own models, and policies and regulatory environments that equitably promote local development initiatives against large scale land acquisitions and investments. Given the multitude of new corporate and government commitments, the vast “implementation gap” between stated ambitions and measurable actions, and the general inadequacy of public accountability mechanisms, RRI will bolster efforts to “democratize accountability” by supporting community-led monitoring of both public and private sector commitments and investments. More specifically, RRI will:

- a. Expand engagement via the Interlaken Group to the country and operational levels, prioritizing strategically influential countries, sectors, and companies that will lead and accelerate broader adoption and transformation;
- b. Support the development of new locally-led or community-based economic and conservation models, and work with governments, investors, corporations, and development organizations to ensure their implementation through multi-level networks aimed at driving progress on these fronts;
- c. Facilitate the establishment and expansion of community-led “early warning systems,” such as the SMS-based system used by AMAN in Indonesia, and the mapping of supply chains to enable community monitoring of public and private sector activities and investments, monitor their performance in real time, and hold public and private sector actors accountable; and

- d. Encourage the development of a new community of practice to advance community enterprises, including collaboration with the Farm and Forest Facility and other leading research organizations and forest owner associations.

4. **Connect, consolidate, and leverage the emerging suite of global instruments to dramatically scale up the recognition of Indigenous Peoples' and forest communities' land and forest rights on the ground.** The many new strategic instruments and initiatives related to community land rights together offer a strong platform for action. Many of these, such as the REDD and FLEGT programs, the NYDF, the Forest and Farm Facility, and the commodity roundtables, have committed to supporting the recognition of community land rights. Others, including the [International Land and Forest Tenure Facility](#), the [Interlaken Group](#), [MegaFlorestais](#), the Global Call to Action on Indigenous and Community Land Rights ([Land Rights Now](#)), and [LandMark](#) are designed to complement and form the basis of a new global support structure for community land rights. In the next five years, the RRI Coalition will focus on the facilitation of this emerging "ecosystem" in which these instruments are connected and leveraged to maximize rights realization by promoting shared learning, connection, and coherence in country programs. Each speaks to a different constituency and addresses a challenge hindering the widespread acceptance of secure community land rights as a lynchpin of the Sustainable Development Goals. These instruments, working with the national tenure coalitions spearheaded by RRI in priority countries, as well as the initiatives, institutions, and commitments created outside the RRI Coalition, can wield much more power, influence, and impact once connected at both the national and global levels. To harness the collaboration and potential of this ecosystem, and leverage the niche of each, RRI will:

- a. Convene and connect the growing number of instruments and initiatives to advance Indigenous Peoples', local communities', and rural women's land rights via the biannual international conference series on community lands and resource rights, as well as develop a new high-level partnership of committed supporters to monitor progress, facilitate collaboration across initiatives, and accelerate progress;
- b. Instigate strategic coordination between the Tenure Facility, the Interlaken Group, MegaFlorestais, RRI-established national tenure coalitions, and other platforms in specific developing countries to advance projects that map and register community forest territories, reform policies, and advance corporate compliance with UNDRIP and the VGGT. This type of coordination began in early 2017 in Cameroon where the Tenure Facility pilot project hosted a joint meeting of the Interlaken Group and the Cameroonian national industrial association to identify steps that national suppliers should take to meet international standards; and
- c. Advance collaboration between the instruments on the technical and policy levels to provide mutual support and learning. For example, LandMark is positioned to become the common, publicly accessible data hub for community maps and corporate concessions, facilitating transparent monitoring by all corporate compliance, and data for advocacy for the Global Call to Action's Land Rights Now campaign. The Farm and Forest Facility is mobilizing support for producer organizations and strengthening their advocacy. MegaFlorestais aims to learn from the experiences of the Tenure Facility and become more directly involved in sharing lessons on the implementation of tenure rights, offering an opportunity to expand influence far beyond the limited investments of the Tenure Facility in developing countries.

RRI Strategic Plan III Logframe

Outcome 1: Indigenous Peoples, local communities, and rural women leverage their capacity, leadership, and rights to transform social, economic, and environmental agendas in support of inclusive and equitable development, sustainable land and resource governance, and accelerated climate actions.		
Sub-Results	2022 Targets/Indicators	Linkages to Key Commitments
1.1 Global efforts to secure rural women's property rights, voice, and leadership within community lands and forests are scaled-up.	<p>1.1.1 A global initiative on gender justice within community lands is established to strengthen advocacy and cross-sector dialogue, advance legal reforms, and support rural women's rights and economic empowerment in land-based investments.</p> <p>1.1.2 Gender equitable tenure and policy reforms are advanced, in consultation with rural women and community leaders across RRI focus countries.</p> <p>1.1.3 A Gender Justice Advisory Group is established to support national initiatives and global engagement.</p> <p>1.1.4 Evidence-based analyses on gender and tenure rights are used to empower rural women's networks and support advocacy and reforms at global, regional, and national levels.</p> <p>1.1.5 Influential investors and companies adopt international standards and rights-based approaches recognizing rural women's rights.</p>	<p>SDG Targets: 1.2; 1.4; 1b; 2.3; 5.5; 5a; 5c; 6.5; 6b; 15.1; 15.5; 16.3; 16.7; 16b; 17.17;</p> <p>Aichi Targets: 4; 5; 7; 14; 18</p> <p>Other: ILO 169; UNDRIP; VGGTs</p> <p>Idem</p>
1.2 Front-line defenders of land and resource rights are better informed, supported, and connected to advance their causes.	<p>1.2.1 Coalition support at national and international levels is enhanced to better connect and leverage indigenous, community, and women's networks, accelerate learning, and strengthen their reach and impact.</p> <p>1.2.2 Global tenure tracking data on forest, land, water, carbon, and gender-justice rights, and management thereof, is extended and updated to monitor implementation of key global commitments and support decision-making needs at multiple levels and scales.</p> <p>1.2.3 RRI Coalition members, governments, investors and the broader international community access and use strategic analyses, tenure data, and lessons from implementation (the Tenure Facility) to inform decisions, investments, and interventions.</p> <p>1.2.4 Community- and indigenous-led solutions and contributions are advanced at local and global levels across sectors and interests.</p>	^

1.3 International support structure for scaling up the recognition, protection, and enforcement of rural land and forest rights is consolidated and leveraged by indigenous and community leaders to advance rights-based approaches and commitments by public and private sector actors.

- 1.3.1 International instruments and initiatives dedicated to the advancement of sustainable land and resource use, tenure reform, and other related goals are better connected and leveraged by community leaders, policy actors, and investors.
- 1.3.2 Coordination between the Tenure Facility, the Interlaken Group, MegaFlorestais, and other Coalition instruments is strengthened to advance community rights, policy reforms, and corporate compliance with UNDRIP and the VGGT at national and international levels.
- 1.3.3 Policy learning on tenure reform and the contributions of tenure security to social, economic, and environmental imperatives is documented, disseminated, and leveraged.
- 1.3.4 Financial and technical mechanisms to support rural community land and resource rights are strengthened and/or developed.
- 1.3.5 Bottom-up, top-down, and horizontal accountability mechanisms are established and leveraged by Indigenous Peoples, local communities, and RRI Coalition members to monitor public and private sector compliance with national and international law, and support implementation of voluntary commitments on the recognition of rural community tenure and resource rights.

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Outcome 2: Governments scale up the legal recognition and enforcement of land and resource rights for Indigenous Peoples, local communities, and women in those communities, as enabling conditions for democratic engagement, inclusive economic growth, sustainable development, and climate change adaption and mitigation.

Sub-Results	2022 Targets/Indicators	Linkages to Key Commitments
2.1 Rural land and resource rights are strengthened to support national priorities and international commitments on climate change, economic growth, sustainable development, and poverty reduction.	<p>2.1.1 Country-specific analyses of the tenure rights of IPs, LCs, and rural women are developed and gaps relative to climate and development ambitions (i.e., Paris Agreement, Sustainable Development Goals, Aichi Targets, UNSPF Global Forest Goals, and commitments on human rights) are identified.</p> <p>2.1.2 Strategic road maps—including tools, methods, or initiatives—to address policy gaps and accelerate reforms to implement global commitments and minimize risks are produced and implemented in collaboration with governments, CSOs, Indigenous Peoples, rural women, and climate / development partners and financing instruments.</p> <p>2.1.3 Convenings on land and forest governance, climate change, and other core development priorities are held at national and international levels to accelerate learning and action on rural land and resource rights.</p> <p>2.1.4 International development and climate initiatives and financing mechanisms adopt institutional safeguards and</p>	<p>SDG Targets: 1.4; 1b; 2.3; 5.5; 5a; 5c; 6.5; 6b; 8.3; 9.3; 10.2; 10.3; 12.2; 13.2; 13b; 16.3; 16.7; 16b; 17.14; 17.17</p> <p>Aichi Targets: 4; 5; 7; 14; 16; 18</p> <p>Other: ILO 169; UNDRIP; VGGTs</p>

	standards to encourage country-level scaling of efforts to recognize and enforce indigenous and community land and resource rights as enabling conditions for more effective action and results. 2.1.5 Political windows to advance collective rights and reduce pressure on community lands and forests are leveraged through RRI's Strategic Response Mechanism.	
2.2 Enabling conditions for the advancement of community-based models and approaches to sustainable resource management, economic development, and biodiversity conservation are established, strengthened, and promoted.	2.2.1 A global community of practice on indigenous and local community enterprise and forestry initiatives is established to develop and pilot initiatives and document lessons learned and policy recommendations. 2.2.2 Legal, policy, and institutional mechanisms to support community-based enterprises and resource management are developed, piloted, and documented. 2.2.3 Community-based enterprises, economic development, and conservation models are identified and promoted by governments.	^

Outcome 3: Investors and companies at national and international levels adopt international standards and rights-based approaches recognizing customary tenure rights, and work with governments, Indigenous Peoples, local communities, and rural women's groups to (i) resolve land tenure disputes and conflicts; (ii) reduce threat of deforestation / land degradation and support sustainable land and resource use; and (iii) support community enterprises and locally determined business and conservation models that enhance local livelihoods.

Sub-Results	2022 Targets/Indicators	Linkages to Key Commitments
3.1 Pre-competitive networks are convened by the Interlaken Group at multiple levels to foster dialogue between investors, companies, governments, IPOs, and CSOs on tenure risks and the resource rights of rural communities and rural women, and responsible land governance and business models.	3.1.1 Pre-competitive networks are established in priority countries to strengthen stakeholder engagement and support the implementation of tenure tools and safeguards, including the VGGTs and other human rights standards and guidelines. 3.1.2 Country-level engagement of the Interlaken Group is expanded to accelerate the transformation of business practices. 3.1.3 Community-led accountability mechanisms are established to monitor public and private sector commitments, and strengthen compliance with legal and voluntary tenure standards and safeguards. 3.1.4 The Interlaken Group expands its reach and influence to new sectors and constituencies, and strengthens engagement and coordination with other public-private platforms and international initiatives.	
3.2 Credible tools and instruments to advance rural land and resource rights, diminish investor / company exposure to tenure risks, strengthen local enterprises, and enhance sustainable	3.2.1 Tenure risk investment screens and due diligence protocols are developed and adopted by companies, investors, governments, and CSOs. 3.2.2 Strategic analyses and tools are developed and used by companies, investors, communities, and governments to address land tenure problems.	

resource governance are developed, adopted, and promoted by companies, governments, and CSOs.	3.2.3 Community-based enterprises and economic development models are identified and promoted by investors and companies. 3.2.4 The IAN Investment Tool is leveraged to support ESG risk management at the global and national levels. ■	
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Annex 3: Criteria for RRI Activities and Engagement

RRI Criteria for Determining “Strategic,” “Value Added,” and “Synergistic”

1. “Strategic”

Strategic thinking is often guided by asking the right questions. These include questions like:

- “Does this move us closer to achievement of our shared goals?”
- “Is there a policy decision that will be made within the next year? Two years? Five years?”
- “Will the activity have policy relevance at the national level?”
- “Does the activity influence the positions and behavior of key decision makers?”
- “Will the potential outcomes be significant for forest tenure and poverty alleviation?”

RRI criteria to determine that an activity is “strategic” include:

- a. Takes advantage of (or creates) a new political opportunity.
- b. Brings multiple actors together to achieve the goals of the Coalition.
- c. Considers the external environment and builds on what is being done by various other actors without duplicating those efforts.
- d. Neutralizes opponents’ narratives, or provides a new narrative for rallying supporters and new key constituencies.
- e. Influences key decision makers at country and regional levels, and opens up opportunity for direct dialogue between civil society, local communities, and/or Indigenous Peoples and their governing bodies.
- f. Creates or takes advantage of new events/institutions to influence “non-traditional” players or processes
- g. The probability of achieving a distinct outcome within a short time frame is high.

2. “Value Added”

RRI operates within a program structure that is at once nimble and clearly focused on specific policy outcomes. As a Coalition, all involved expect that the collective accomplishment toward specified shared goals will exceed the sum of what the Partners and Collaborators could achieve independently. RRI’s value added is more than just capacity building and educating. Actual value added will be determined by an activity’s (or set of activities’) measurement against the following criteria:

1. Achieved effective policy reform at national level to: create commitment, or recognize and establish rights, or enjoy rights or prevent rollback.
2. Created a domino effect by bumping one country into a process because of actions visible or demonstrated in another country.
3. Forced linkages beyond the “comfort zone” by linking individuals and or networks which would not link under business as usual.
4. Enables a further level of analysis (e.g. cross border political, economy, market and investment).

3. “Synergistic”

In the RRI Coalition, synergy is expected to flow from the collaboration. And as it does, the objective becomes more achievable. Effective synergy leads to “value added” results.

For RRI’s purposes, “synergistic activities” can be defined as activities that:

- Combine global, regional, and national programs/activities/key players to maximize influence on policy.
- Take advantage of the inherent comparative advantage of various actors comprising the Coalition and interested in the goals of the Coalitions (Partners, Collaborators, Affiliated Networks, RRG, and others);
- Ensure that viewpoints, efforts, and aspirations of civil society organizations, local communities, and Indigenous Peoples are heard at the national, regional, and global levels.

In addition, activities in RRI priority countries must meet a fourth criteria—to contribute to a national level change with respect to Indigenous Peoples, communities, and/or rural women's land and resource rights. ■

About the Rights and Resources Initiative

RRI is a global coalition consisting of 15 Partners, 7 Affiliated Networks, 14 International Fellows, and more than 150 collaborating international, regional, and community organizations dedicated to advancing the forestland and resource rights of Indigenous Peoples and local communities. RRI leverages the capacity and expertise of coalition members to promote secure local land and resource rights and catalyze progressive policy and market reforms.

RRI is coordinated by the Rights and Resources Group, a non-profit organization based in Washington, DC. For more information, please visit www.rightsandresources.org.

Partners



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