RIGHTS AND
RESOURCES
INITIATIVE

RIGHTS + RESOURCES

*2019*
strategic
priorities,
work plans,
& budget

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# RRI Strategic Priorities for 2019

RRI's strategic priorities and plans for 2019 have been shaped by two major shifts in the global political economy in 2018: 1) the widespread embrace of Indigenous Peoples', local communities', and rural women's land rights by the international development community and progressive private sector actors as key to achieving global climate, conservation, and development goals; and 2) the rise of nationalist governments that directly threaten their rights, lands, and forests, peaking—for now anyway—in the election of Jair Bolsonaro in Brazil in October. Nationalism and growing political acceptance of racism and intolerance have contributed to a shrinking democratic space in many countries, as well as growing violence against indigenous and community land rights defenders. Continued progress in 2019 will require seizing the opportunities created by the growing number of initiatives and organizations pledging to support Indigenous Peoples, communities, and rural women, and ensuring that they do not curtail rights in the pursuit of their own particular objectives. It will also require confronting the immediate rollback of rights in countries most at risk and developing strategies to protect and build support for community rights among the populist and nationalist movements in the longer run.

These shifts and imperatives motivate the following four strategic priorities for the RRI Coalition in 2019:

1. **Scale-up work to confront and counteract the threats of criminalization, violence, and rollback now exacerbated by the rise of nationalist governments.** Growing intolerance, racism, and violence against Indigenous Peoples and local communities has led to a closing political space for legitimate civil society engagement in many countries. To help counter these threats, the RRI Coalition will expand its support to local organizations to identify and deploy tactics to confront growing threats to land rights and land rights defenders in Brazil, Colombia, and other high-risk countries, as well as develop strategies and narratives to engage and shape populist/nationalist movements in the coming years. Steps toward this objective in 2019 will include: (i) supporting greater coordination and collective action by networks of Indigenous Peoples, Afro-descendants, and women in Brazil and Colombia, and their allies at the regional and international levels; (ii) taking stock of experiences and lessons from India and Latin America to use data analytics, social networking, and legal strategies to inspire greater support from governments and political parties in elections, laws, and policies; and (iii) developing new communications strategies to engage nationalist movements in support of human and Indigenous Peoples' rights. These steps will enable RRI to more effectively engage and counteract nationalist threats to the human and land rights movements in 2020 and beyond.

2. **Shape key national and international climate, conservation, and restoration initiatives to fully respect Indigenous Peoples', local communities', and rural women's land rights and governance.** 2019 is critical. The worsening climate crisis, the failure of governments and the private sector to reduce deforestation, and the limited impact of existing approaches have led to a surge of new initiatives. Some—such as the land-based carbon-capture and storage programs—pose great threats to local land rights if executed incorrectly, while others—such as REDD+ and landscape restoration—are positioned to fully integrate programmatic and financial support for land rights in 2019. Steps to seize these opportunities and strengthen ambitions include: (i) fully engaging REDD+ donors and programs—including the Forest Carbon Partnership Facility—to encourage their strong financial support for recognizing rights on the ground; (ii) working with the Global Landscapes Forum and all Charter Members to commit to a rights-based framework for landscape restoration and development; (iii) monitoring the Bio-Energy and Carbon Capture and Storage (BECCS) initiatives and engaging as needed; (iv) conducting a global dialogue in New York during the Climate Summit to advance the demonstrated potential of securing community forest rights as a key strategy to scaling-up climate ambitions;

and (v) advancing rights-based sustainable business models and investment approaches assisted by the Interlaken Group in key countries (Malawi, Liberia, Kenya, Indonesia, Myanmar, Peru, Colombia).

3. **Seize the global momentum on gender justice to ensure broad-scale support for indigenous and community women's rights to secure community lands, territories, and resources, as well as their equal roles in governing those lands.** The rights of women and girls have finally, and fortunately, become a priority in the global development arena. A growing number of international initiatives aim to ensure their rights to land, many of which will be launched in 2019. To succeed—and to not inadvertently undermine collective tenure rights—these initiatives must fully and explicitly embrace and embolden indigenous and rural women's rights to community land and governance. Steps to achieve this objective include: (i) engaging with leaders of international initiatives—such as the global campaign to advance women's land rights spearheaded by Landesa and the World Bank—to adequately incorporate indigenous and rural women's voices and agendas; (ii) conducting a high-level dialogue in London to raise awareness of the real and immediate opportunities to secure indigenous and rural women's land rights, including the debut of new analysis of women's experiences transforming their customary systems to ensure equal rights; and (iii) mobilizing a core group of partners and supporters committed to building and advancing RRI's Gender Justice Strategy in the coming years.

4. **More effectively connect and leverage the growing community of organizations and initiatives supporting the recognition of indigenous and local community land rights to seize opportunities and strengthen impact at national and global levels.** The field of forest tenure reform has changed dramatically since RRI was established in 2005. The large and growing number of organizations and initiatives who've accepted respect for indigenous, community, and women's land rights as key to achieving their mission provides unprecedented opportunity for transformative change across the world. This includes RRI-catalyzed initiatives such as the Tenure Facility, the Land Rights Now campaign, the Interlaken Group, and MegaFlorestais. At the same time, there is a risk of missed opportunities, as well as duplication, competition, and a watering down of rights if funding and recognition is made contingent on local people accepting a lower standard of land rights. In 2019 RRI will: (i) begin to restructure the Coalition to facilitate greater synergy between the many organizations; (ii) catalyze more direct collaboration between the RRI-instigated initiatives; (iii) establish a new platform to raise the global level of effort, learning, coordination, and impact; (iv) leverage more donors to engage and support this agenda; and (v) strengthen the management structure and analytical capacity of the Secretariat to ensure effective delivery of the program. ◼

## Africa

*1. Rationale for Engagement*

Community ownership of forested areas in Africa lags behind Asia and Latin America, with only 5.2 percent of forests owned by communities in 11 countries in Africa. While positive steps have been taken by countries across the continent to legally recognize community-based tenure, implementation has been slow. Since 1945, only 35 new land laws have been adopted and over 50 percent have not been applied. Moreover, African countries still do not adequately protect the community-level inheritance and voting rights of indigenous and rural women. Large-scale land acquisitions have also been a challenge to securing the rights of Indigenous Peoples, local communities, and rural women.

However, recent political gains across the continent indicate that an opportunity for change exists. The 2016 adoption of the Community Land Act (CLA) in Kenya and its subsequent regulations in 2018 allow communities to apply for land titles, and the 2018 passage of the Land Rights Bill (LRB) in Liberia recognizes the importance of FPIC as well as women's leadership roles and ownership rights. These new laws present major, path-breaking opportunities to shift the reality of land reforms in Africa towards full recognition of collective rights and successful implementation by governments and the private sector. Such gains provide important lessons for reforms in countries like DRC, where the government is currently revising its land policy and has begun implementing community concessions. In 2019, RRI will look to capitalize on this environment by engaging in Kenya and Liberia to accelerate implementation and advocate for new progressive legislation and in DRC to shape the new land legislation and implementation of the community forest concession law. These three countries have out-sized in their respective sub-regions (East, West, and Central Africa), and in all of them adequate political will for implementation and a robust civil society. They could set precedent for other countries undergoing the process of rights recognition.

In **Kenya**, implementation of the new CLA regulations and the mobilization of indigenous networks could strengthen the rights of local communities. Community Land Act Now (CLAN), composed of forest dwelling and pastoral communities, will push the government to accelerate implementation and engage with local administration to support titling of Indigenous Peoples' land. The CLAN will popularize the CLA and its regulations among communities and will work with communities and county-level administration to start the registration of community lands. This will provide opportunities to scale up registration of communities' lands with support from the Tenure Facility in 2020. Building on the Interlaken Group meeting held early 2018 in Kenya, the CLAN will reconvene to foster private sector, local administration, and other stakeholders' understanding of the Community Land Act and the relationship between community tenure and private sector investments.

In **Liberia**, collective mobilization has never been stronger. Civil society working groups have organized around key strategic issues, including land, palm oil, and REDD+. These groups will advocate for a participatory and decentralized drafting process for LRB regulations, continuing to engage with communities, government, and donors. They will seek to advise the Tenure Facility project to make sure that it is well-connected and successful. In continuing to advance community tenure rights in the palm oil industry, the CSO Working Group on Oil Palm will convene an international multi-stakeholder dialogue on communities' rights and locally controlled enterprises in the palm oil sector, thereby increasing community engagement with local government and the private sector. They will

also advocate for the protection of local communities' and women's tenure rights throughout the national REDD+ planning phase and connect it to the LRB.

In the **DRC**, the government is undertaking unprecedented reforms in the land and forest sectors.  In particular, the government's drafting of the land policy, review of the forest code, and implementation of the 2014 Community Forest Concession with pilot activities at the provincial level could contribute to securing the rights of communities and Indigenous Peoples. In 2019, our priority will be to shape the implementation of the community forest concession law and the new land policy. In addition, it is critical to verify that the lifting of the forest moratorium will not impede reforms. Following their successful advocacy work from previous years, the women's coalition CFLEDD and the civil society platform on REDD+ (GTCRR) are prepared to develop more tools, engage national stakeholders including the government, and organize communities at the provincial level to elevate pro-poor and rights-based land and forest legislation including REDD+ programs.

**Regionally**, countries are at different stages of tenure reforms. **Madagascar**, like Liberia, Kenya, and the DRC, is one of the countries leading this wave of change. Madagascar has a unique decentralized land governance system, a progressive land policy *(lettre de politique foncière)* and is planning on drafting a new law on community-held land (*terres à statut spécifiques*). A regional workshop in Madagascar will be organized for representatives from 14 participating governments to learn from the host nation and one another, thereby bolstering their land reform processes and renewing commitment by governments to securing the tenure rights of local communities, women, and Indigenous Peoples in their respective countries. The workshop aims to leverage the recent political gains across the continent in the land sector, showcase implementation options with the Tenure Facility, and build on governments' commitments. Hosted by the Madagascar Ministry of Land Affairs, the regional workshop will be organized by RRI in collaboration with the Tenure Facility, the International Land Coalition (ILC), and the Madagascar civil society platform, SIF. Finally, with the relationship between land rights and migration being an important issue in Africa, we will seek opportunities in 2019 to learn more about the issue for a probable engagement in 2020.

## *2. Work Plan*

| Outcome | Outputs | Activities | Implementing Organizations | Country / Region | Theme | Secured Funding | Unfunded Budget |
|---|---|---|---|---|---|---|---|
| **Outcome 1:** Women effectively participate in the consultation process for the 2019 land reform in DRC, and their rights are recognized in the drafts and final version of the DRC land policy | Technical notes for development of land policy and revision of forest code; workshop and provincial consultation reports demonstrating civil society agreement on the new policy | Produce technical notes to inform new land policy with other stakeholders and participate in provincial consultation processes | CFLEDD (women's coalition); Landesa; GTCRR; ILC; CONAREF | DRC | Gender Justice | $30,000 | $5,000 |
| **Outcome 2:** Pastoralist and forest indigenous women's land rights as stated in the regulations of Kenya's Community Land Act (CLA) are implemented, and these women participate throughout the implementation process | Community by-laws that align with county governance; workshop reports on community sensitization on the new law | Organize meetings between communities and county governments; hold sensitization and information sharing workshop(s) on the CLA and its regulations | Community Land Act Now (CLAN); FPP; Katiba Institute | Kenya | Gender Justice |  | $30,000 |
| **Outcome 3:** Gender and women's rights provisions in the Land Rights Bill of Liberia are fully captured with clear implementation mechanisms and safeguards; women's platforms participate in the drafting of regulations | Advocacy strategy to inform and influence future engagement in drafting of regulations; civil Society Working Groupon on Land meeting report | Civil Society Working Group (CSOWG) on Land participates in meetings on drafting of regulations at county and national levels | Civil Society Working Group on Land; RRI Liberia Coalition; women's platforms at county level; Land Authority; FPP; Landesa; EU; World Bank; USAID | Liberia | Gender Justice |  | $10,000 |
| **Outcome 4:** Civil Society Working Group on Land participates in drafting regulations for the Land Rights Bill of Liberia to ensure compliance with community rights | Position statements and technical contributions to regulations; engagement strategy document; meeting and workshop reports | Civil Society Working Group on Land develops an engagement strategy on the drafting of regulations at county and national levels, and submits position statements to the government and Land Authority | Civil Society Working Group on Land | Liberia | Rights and Climate | $12,500 | $5,000 |

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| provisions; enhanced community and civil society understanding of REDD+ procedures and documents to influence drafting of the FPIC framework and the REDD+ planning phase | Training materials; plan of action for community outreach | The Civil Society Working Group on REDD+ conducts trainings to enhance technical understanding of REDD+ and information sharing sessions with communities to ensure their awareness of and engagement with national processes | Civil Society Working Group on REDD+ | Liberia | Rights and Climate | $12,500 | $5,000 |
| **Outcome 5:** All revision processes (land policy, forest code, forest moratorium) respect Indigenous Peoples' and communities' tenure rights as stated in the National REDD+ Framework and the letter of intent cosigned by Central African Forest Initiative (CAFI) and the government of DRC | CSO advocacy strategy for a National Forest Policy; technical contribution to discussions on moratorium | Environmental civil society organizes strategy meetings and workshops, and participates in discussion on moratorium, review of the forest code, and drafting of the new land policy with the government | CFLEDD GTCRR | DRC | Rights and Climate | $5,000 | $10,000 |
| | Provincial analyses and reports from multi-stakeholder dialogues | Continue provincial studies and multi-stakeholder dialogues on the status of tenure rights | CFLEDD GTCRR | DRC | Rights and Climate | $10,000 | |
| | Meeting reports | Communities participate in sensitization sessions on the CLA and its regulation | CFLEDD GTCRR | DRC | Rights and Climate | $5,000 | |
| **Outcome 6:** Pastoralist and forest indigenous communities better understand the provisions in the Community Land Act of Kenya and actively participate in the implementation of CLA regulations. | Training materials used during workshops | Communities build capacity on registration of land, reporting violations of the CLA, and historical injustices via training workshops | Community Land Act Now; FIPN; FPP; Katiba Institute | Kenya | | | $30,000 |
| | Articles/photos/media coverage | Civil society conducts a national public awareness campaign targeting private sector actors and others | Community Land Act Now; FIPN; FPP; Katiba Institute | Kenya | | $25,000 | $25,000 |
| **Outcome 7:** Accountability mechanisms and multi-stakeholder initiatives that protect the customary tenure and human rights in the context of private sector | Monitoring report; training materials; meeting reports | The Civil Society Working Group on Oil Palm builds capacity on monitoring, human rights, and FPIC via trainings. | Civil Society Working Group on Oil Palm | Liberia | ATEMs | $40,000 | |

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| expansion have been applied, tested, and strengthened in Liberia | Recommendations and advocacy strategy | Policy engagement with the national technical working group on palm oil on the National Strategy on Palm Oil and the EPA's FPIC framework | Civil Society Working Group on Oil Palm | Liberia | ATEMs | $20,000 | |
| **Outcome 8:** Catalyze and/or build on local level efforts to engage and influence the private sector and developing country governments to respect community land tenure in Kenya | Strategy documents; meeting reports | Support the development of Community Land Act Now in Kenya to engage with government and the private sector to enact and improve the implementation of the CLA and enable project-affected communities to exchange and identify collective strategies to secure their lands | Community Land Act Now | Kenya | ATEMs | Funded in ATEMs budget | |
| **Outcome 9:** African governments agree on the recognition of local communities', Indigenous Peoples' and women's tenure rights in the formulation and implementation of land legislation | Surveys on the status of legislation in respective countries; work plans for national governments present at the meeting; workshop report and recommendations | Convene 14 African National Land Commissions during a one-week meeting in Madagascar to facilitate cross-country learning and experience sharing on progressive tenure legislation | RRI; Tenure Facility; African NLC's; National civil society platform & Ministry of Land Affairs (Madagascar); ILC; GIZ; a regional African institution (TBD) | Regional (Madagascar) | | | $35,000 |
| Travel | | | | | | $15,000 | $5,000 |
| Facilitation | | | | | | $30,000 | |
| Planning | | | | | | $25,000 | |
| **Total** | | | | | | **$230,000** | **$160,000** |

*3. Risks and Mitigation Strategies*

**Risk 1:** The regulations for the Land Rights Bill in Liberia may be drafted in a way that is not faithful to the spirit or the letter of the law. Slow implementation would negatively impact communities and make them more vulnerable to the development of new concessions and protected areas.

> *Mitigation strategy: The CSO working groups are mobilizing and developing clear strategies to effectively participate in regulation drafting processes, including engagement with the Land Authority and Forest Development Authority (FDA), the private sector, and other major technical and financial partners (EU, World Bank, USAID). They will also be involved with different processes that could be affected by the LRB's regulation, including the Liberia FPIC framework as well as the TFA2020 and the RSPO frameworks.*

**Risk 2:** Implementation of CLA regulations in Kenya may be challenged by a lack of political will or lack of financial or technical resources. Furthermore, the government may not be open to civil society advocacy.

> *Mitigation Strategy: The Community Land Act Now (CLAN) platform will mobilize to work with national and local government and communities for effective implementation of the new regulations and to create accountability.*

**Risk 3:** In DRC, civil society contributions, including Indigenous Peoples', local communities', and women's rights provisions, may not be properly considered during the drafting of the national land policy or the revision of the forest law, or the consultation process on the draft land policy may not be fully participatory, especially for communities and civil society in the provinces. All of the above is at risk if the political situation in the country deteriorates. In addition, the risk of conservation organizations undermining Community Forest Concessions remains very real.

> *Mitigation Strategy: Civil society organizations will produce position papers based on provincial findings and contributions from local communities and submit them to appropriate thematic groups formed by the National Commission on Land Reform (CONAREF) for the revision process. Civil society will continue to coordinate with provincial constituencies and advocate for their participation in the policy consultation phases through information sharing, policy dialogues, and awareness campaigns.*

**Risk 4:** Participants in the 2019 National Land Commissions (NLC) meeting may not commit to the statutory recognition of rural women's, Indigenous Peoples', and local communities' tenure rights in their respective countries, or fail to integrate the lessons learned into their national reform processes.

> *Mitigation Strategy: Delegations participating in the NLC meeting will commit to write a work plan detailing the opportunities for and challenges to recognizing comprehensive tenure rights in their countries, and include steps to achieve policy goals agreed upon as a group.* ■

## Asia

*1. Rationale for Engagement*

The South and Southeast Asia region is home to the largest number of Indigenous Peoples, local communities, and rural women lacking legal rights over their lands and forests in the world, while rates of deforestation and poverty in Asia are among the highest globally. Increasingly, political and corporate leadership in several countries are more amenable to land rights recognition and its role in economic development, and upcoming elections and developments in land and tenure policy offer strategic opportunities for land and forest rights reforms in 2019. Capitalizing on these opportunities is crucial in the face of closing democratic spaces, possible rollback of rights and tenure reforms, expansion of concessions and conservation areas, and increased violence against Indigenous Peoples and local communities.

RRI will intervene in 2019 based on strategic opportunities identified in its annual planning process in three priority countries--Indonesia, India, and Nepal--and respond to emergent opportunities for intervention in other countries including Myanmar, Cambodia, Laos, and Vietnam. Where laws or policies for recognition of community land and forest rights already exist, RRI will work with Partners and Collaborators to facilitate proposals, grounding and implementation of Tenure Facility projects, and the inclusion of gender-equitable land rights reforms in electoral platforms. RRI will also leverage the **Interlaken Group**'s convening power in the Mekong Region to pilot engagement with new private sector actors and local communities.

In **Indonesia,** 2019 is a critical election year and the deadline for a governmental plan to recognize 12.7 million hectares of forests as social forests, including recognition of indigenous forests, and allocate 9 million hectares for a planned agrarian reform. The Government has had limited ability to deliver under these targets mainly due to lack of capacity and coordination with Ministries/Local Governments, corruption, and contradictory often overlapping legal and regulatory frameworks. The recent establishment of the 'Working Group to Accelerate the Establishment of Customary Forests', the moratorium on the expansion of palm oil concessions, and the state commitment to accelerate land redistribution reforms present opportunities to build collective momentum around the tenure agenda in this election year. Based on these recent developments, in 2019, RRI will focus on protecting land rights defenders; support legal strategies for protecting and asserting land rights; and engage with private sector and various levels of government on the tenure rights agenda; and support the upcoming Tenure Facility project for rights recognition in Indonesia.

In **India,** the legal framework provided by the Forest Rights Act (FRA) is an immense opportunity for scaling up community rights, but to date barely 5 percent of the potential for collective rights over 40 million hectares of forestland has been achieved. This is in part because the FRA faces strong opposition from conservationists, the forest bureaucracy, and political elements working with industrialists and conservation groups to file suits challenging the FRA before India's Supreme Court. The government has diluted legal protection to forests and tribal communities, while policy measures such as the $8 billion compensatory afforestation fund (CAF), a new draft National Forest Policy (NFP), and guidelines on Critical Wildlife Habitats (CWH) undermine the land rights of tribal and local communities. In 2018, efforts to engage with the current national government on the FRA led to mixed results; however, efforts to share analysis on the potential benefits of effectively implementing the FRA with all political parties have been more successful. The key elements of RRI's strategy for 2019 therefore consist of: 1) leveraging data and analysis to convince political parties and policymakers of the benefits of implementing the FRA and protecting land rights in an election year; 2) countering the ongoing legal challenges to the FRA in the courts; 3) capacity building for a network of lawyers and activists engaged in legal action to assert and protect land rights; 4) analytical work on CAF, NFP, and CWH guidelines for advocacy on reforming these policies to benefit tribal communities and forest dwellers; and 5) supporting the Tenure Facility project that takes FRA implementation to scale.

While **Nepal** is famous around the world for community forestry, communities' rights over the forest are not legally secure and their ability to freely make plans and use resources to benefit the communities are over-regulated. Fortunately, the recently enacted Constitution allows for a three-tiered government, within which local governments have enormous power to formulate laws recognizing the legal rights of communities, remove regulatory barriers, and provide budgetary support to these groups. Because of the long association of FECOFUN and its members with social movements, more than 1,200 of its members—including 700 women—have been elected to local office. This electoral success and the political momentum behind land issues provides an unprecedented opportunity for local communities to have their forest rights recognized under local laws and develop markets for increased economic prosperity. In 2019, RRI Partners and Collaborators will respond to the demand of these elected representatives to help them with development of a model local law; develop smarter, more community-oriented regulations; and develop the markets for their enterprises.

**In the Southeast Asia region**, recent legal changes supporting the land rights of indigenous and local communities have created windows of opportunity, including opportunities of engagement on tenure reform in **Myanmar, Philippines, Cambodia, Laos, and Vietnam**. However, implementation remains a major challenge and the rapidly increasing promotion of Special Economic Zones (SEZs) to encourage foreign investment is not accompanied by effective environmental and social safeguards. High competition for land in the region means that SEZs often target areas under traditional collective management, Indigenous Peoples and local communities are generally not involved in development planning, and stakeholders have failed to ensure access to information and effective participation at the level of affected peoples and communities. In this context it is critical to engage in the **Mekong Region** with the private sector and with community-based forest enterprise and to monitor policy changes and shifts in land reforms in the region. In 2019, RRI will conduct a scoping mission in the Mekong Region (Myanmar, Laos and Cambodia) based on requests from RRI Partners and Affiliated Networks. RRI will assess the strategic value of engagement with private sector actors and communities seeking to develop equitable and sustainable business partnerships and models. RRI will also continue to engage and support sharing and collaboration between Partners and Collaborators in the region.

*2. Work Plan*

| Outcome | Outputs | Activities | Implementing Organizations | Country / Region | Theme | Secured Funding | Unfunded Budget |
|---|---|---|---|---|---|---|---|
| **Regional** | | | | | | | |
| **Outcome 1:** Tenure rights are implemented as the pillar of locally-owned community forest enterprise and corporate sector engagement | Increased regional coordination and communication to support agribusiness/HR practices in order to recognize forest and land tenure rights | Regional conference in Myanmar on Agribusiness and Human Rights Conference | FPP and National Human Rights Institution of Myanmar | Southeast Asia | ATEMs | | $20,000 |
| | Increased connections and collaborations in Mekong Region with Partners/CSOs/ private sector | Scoping mission to identify opportunities for engagement with private sector and to support rights-based, locally-owned community forest enterprises | RRG | Southeast Asia | ATEMs | $30,000 | |
| | Increased connections and collaborations in Mekong Region with Partners/CSOs/ private sector | Scoping mission follow-up activities | RECOFTC; Landesa; Tebtebba; Samdhana | Southeast Asia | ATEMs | $40,000 | |
| **India** | | | | | | | |
| **Outcome 2:** Legal challenges to the FRA which pose risks to the rights of Tribals and forest dwellers are effectively countered; violations of forest rights are addressed through legal and advocacy interventions | Effective updates and inputs on cases, judgements, and rulings to pro-bono lawyers supporting the FRA in higher courts | Monitoring and action on high court and Supreme Court cases, rulings, and judgements posing a risk to forest rights under the FRA | Legal Resource Center; Lawyers Collective; Vasundhara; TBD | India | | | $50,000 |
| | Effective capacity building and legal support provided to local activists and lawyers to address violations of forest rights | Provide capacity building, training, and support for grassroots legal advocates | Legal Resource Center; Lawyers Collective; Vasundhara; TBD | India | | | $50,000 |
| | | Provide micro-support to grassroots organizations for taking up mobilization and legal action | Legal Resource Center; Lawyers Collective; Vasundhara; TBD | India | | | $50,000 |
| **Outcome 3:** Relevant district- and state-level government actors and civil | Capacity of key actors built through orientation and trainings on the FRA; effective | Trainings and workshops on the FRA; consultations and meetings with state actors, CSOs, and | CFR-LA; TISS; Vasundhara | India | | | $30,000 |

| society organizations actively promote and rapidly scale up FRA implementation in 2019 | guidance and inputs to district- and state-level functionaries, CSOs, and grassroots organizations are provided for effective implementation of FRA | grassroots organizations to provide inputs and support on FRA | | | | | |
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| **Outcome 4:** Land tenure conflict data and analysis is leveraged 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 www.landconflictwatch.org | LandConflictWatch | India | | $60,000 | $15,000 |
| **Outcome 5:** Effective analysis, advocacy, political, and media outreach on the FRA through convenings and release of strategic reports and studies | Analysis, publications, events, media outreach, and political outreach on the FRA | Support research, analysis, strategic release of studies, and implementation of advocacy strategies | CFR-LA; TISS; Vasundhara | India | | | $30,000 |
| **Outcome 6:** RRI strategy is led by the most informed and credible land and forest movement actors in India | Proceedings and recommendations from Advisory Group meetings | Meetings and consultations with the India Advisory Group | Vasundhara | India | | | $10,000 |
| **Outcome 7:** Women's rights under the FRA are promoted | Prioritizing women's' collective and individual rights under the FRA | Support capacity building, training, and advocacy for women's rights under the FRA | CFR-LA; AAA; MAKAAM | India | Gender Justice | | $30,000 |
| **Indonesia** | | | | | | | |
| **Outcome 8:** The tenure agenda is part of the electoral debate in Indonesia through collective engagement of the Tenure Coalition | Strategic plans for meeting priorities are designed, funding raised, and the action plan for achieving joint priorities is effectively implemented | Public campaign to mobilize on the tenure agenda; strengthen coordination, collective engagement, and joint resource mobilization | Tenure Coalition | Indonesia | | $30,000 | $20,000 |
| **Outcome 9:** Tenure rights recognition increased at local level | Raise awareness, commitment, and capacity of local governments on their role in recognizing rights of | Advocacy, capacity building, and constructive engagement with CSOs and communities in local platforms for rights recognition | HuMa; AMAN; KPA; Tenure Facility | Indonesia | | | $30,000 |

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|  | Indigenous Peoples and local communities |  |  |  |  |  |  |
| **Outcome 10:** Increase of tenure security and rights of coastal and small island communities | Legal recognition of indigenous territories in coastal, small islands, and other marine areas is analyzed and documented to support protection of HCV coastal ecosystem; policy brief | Legal analysis and capacity strengthening of maritime communities through education and organization in areas vulnerable to criminalization and intimidation | KIARA; SAINS; Indonesian Human Rights Committee for Justice; Indonesia for Global Justice | Indonesia | Rights and Climate | $10,000 | $10,000 |
| **Outcome 11:** Strengthening of community-based forest enterprises and gender equity | Forest communities in Bengkulu get recognition of rights in managing forest products for equitable gender-based economy | Recognition and legalization of forest products in Bengkulu province (coffee in conservation forest in Kepahiang district, aloes and rattan in *adat* forest in Lebong district) | AKAR; SAFIR | Indonesia | ATEMs; Gender Justice | $10,000 | $30,000 |
| **Outcome 12:** Greater visibility of indigenous women's role and contribution in achieving development goals | Indigenous women database and policy brief for legal advocacy (inclusion of gender perspective in local and national laws) | Preparation of database on indigenous women to complement Indonesian government report at High-Level Political Forum on Sustainable Development, and legal advocacy at national and local levels | Perempuan AMAN | Indonesia | Gender Justice |  | $30,000 |
| **Outcome 13:** Increased support for victims of conflicts and violence | Support to the Anti-Criminalization Emergency Fund to support victims of criminalization | Support preventive action and assistance to victims and additional resource mobilization | KPA; KNPA | Indonesia |  |  | $50,000 |
| **Outcome 14:** Support litigation strategy | Information for the community, CSOs, Regional Governments, business actors on handling tenure conflicts; document mechanisms and successful experiences, Learning Exchanges, network of lawyers | Learning forums on the judicial process (civil, criminal, administrative) and building community of activists and paralegals to share strategies in using court systems and other mechanisms | SAFIR; Epistema; YLBHI; HuMa; AMAN; KPA | Indonesia |  | $40,000 | $10,000 |
| **Outcome 15:** Monitoring of corporate practice in | Monitoring tools and methodology, training of investigators, field monitoring | Training of community investigators; preparing tools field monitoring of the VGGT | AsM with local organizations and | Indonesia | ATEMs | Funded in ATEMs budget |  |

| implementing VGGT commitments | reports, and multi-stakeholder dialogue on documented issues | | communities in area of business operation | | | | |
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| **Nepal** | | | | | | | |
| **Outcome 16:** Increased support and knowledge on draft Community Forest Laws once passed, and the potential rolling out of Community Forest Laws nationally | Adoption or passage of Community Forest Law at the local level | Support the drafting of Community Forest Law and bylaws, and support advocacy and mobilization strategies for rolling out Community Forest Laws | FECOFUN | Nepal | | | $30,000 |
| | | Identify strategies to modify regulations around community-based forest enterprises and forest produce and support advocacy to incorporate modifications into policy | Green Foundation Nepal | Nepal | ATEMs | | $20,000 |
| **Outcome 17:** Forest Rights Law passed at the national level, directly granting secure tenure rights to local communities and Indigenous Peoples | Regular meetings with local and provincial government representatives to ensure their support for the passing of Community Forest Laws and eventually the national Forest Rights Law | Conduct local, regional and national meetings with elected local governments to increase collaboration and to share strategies and increase communication | FECOFUN | Nepal | Gender Justice | | $10,000 |
| Facilitation | | | | | | $70,000 | $42,000 |
| Travel | | | | | | $30,000 | $20,000 |
| Planning | | | | | | $12,000 | |
| **Total** | | | | | | **$332,000** | **$587,000** |

*3. Risks and Mitigation Strategies*

**Risk 1:** In India, state and national elections in 2019 could empower political regimes which have not shown interest in recognizing collective rights and support initiatives which undermine tribal and forest dweller rights.

> *Mitigation Strategy: The data analysis and advocacy on the potential of the FRA will be used to sensitize political leadership and policymakers on the immense potential of collective rights recognition for development, political empowerment, conflict mitigation, climate change, and landscape restoration.*

**Risk 2:** In India, the government has been increasingly cracking down on civil society actors working on rights issues, which poses serious risks for allies of RRI, especially front line land and forest rights defenders.

> *Mitigation Strategy: RRI will support initiatives to legally defend the rights of land and forest defenders and to protect forest and land rights.*

**Risk 3:** In Indonesia, upcoming elections could impede the implementation of Indigenous Peoples' and local communities' land and forest rights recognition, and could cause disruption in various national legislative processes, such as delays in the passage of the Indigenous Peoples Bill, Land Law, or revision of the Forestry Law. Given the uncertainty of 2019 elections and a new government's commitment to the tenure agenda, the emergence of powerful alliances between conservative religious groups, the military, and big corporates may also jeopardize progress and undermine the implementation of the Agrarian Reform and the collective land and forest rights agenda.

> *Mitigation Strategy: The CSO Tenure Coalition will have to speak with one voice and push for "non-negotiable" elements of rights recognition to be included in election campaigns, and within the ruling administration after elections. They will have to leverage their collective political, economic, and knowledge-based power and capacities, including utilizing social media and creative technological solutions. The key is to create extensive knowledge repositories, funds to directly support victims of criminalization that might occur in the run-up to elections and utilize existing synergies to mobilize unconventional actors. RRI will support these various processes, working together with the CSO Tenure Coalition.*

**Risk 4:** 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: The RRI Coalition in Nepal will seek to carry out interactions with local government representatives to obtain their support for increasing autonomy and delegation of powers to Community Forestry Groups. The national draft Forest Rights Law also provides clear legal standing to the Community Forestry Groups to ensure that they retain their authority.*

**Risk 5:** Nepal's new Parliament may not pass the Forest Rights Law.

> *Mitigation Strategy: The RRI Nepal Coalition has a large number of FECOFUN members who have recently been elected into local government positions and have various levels of influence throughout the newly formed government. The RRI Coalition will seek to obtain support for the draft Forest Rights Law by demonstrating success at the level of local governments and eventually by all parties that were represented in the Constitutional Assembly under the previous government structure.* ∎

## Latin America

*1. Rationale for Engagement*

Since the mid-1980s, the Latin America region has been a global leader on forest and land tenure, enacting a series of progressive national constitutions and policy reforms; recognizing collective land rights of Indigenous Peoples, Afro-descendants, and local communities; and adopting international frameworks for the reduction of gender inequality.

This apparent rosy picture, however, has not often translated into reality on the ground. The limited implementation of reforms and international agreements persists; long-standing customary land rights claims remain unresolved; and major new risks of rollback have emerged. In many regions, legal recognition of collective lands has not translated into robust governance or management rights for communities. Also, the continued and increasing pressure on forestlands—for agriculture and infrastructure, as well as mining and energy development—threatens the historical gains in land rights recognition, limiting communities' capacity to govern their territories.

Globally, Latin America leads the rate of criminalization and killing of environmental and human rights defenders. Even more worrisome, recent presidential elections in 2018 have brought back far-right governments that threaten to exacerbate oppression and violence toward land defenders, prompt greater environmental degradation, and roll back hard-won civil rights as well as the rights of Indigenous Peoples, Afro-descendants, and women. The new Colombian president, Iván Duque, has delayed the implementation of the historical peace accord, limited the consultation rights of indigenous and Afro-descendant communities, and announced strict measures to control social mobilization and protest. In Brazil, the president-elect Jair Bolsonaro has announced changes to environmental institutions, threatened the rights of Indigenous Peoples and Afro-descendants, and pledged to open up indigenous lands and the Amazon region to private investors. Given the political weight of Brazil and Colombia in the region, these threats could have serious ripple effects by exacerbating the violation of rights and increasing the vulnerability of indigenous and local communities throughout Latin America and even the world.

In 2019, indigenous, Afro-descendant, women's, and civil society organizations will most certainly face unprecedented threats from the establishment of populist governments. To address these threats, Indigenous Peoples, local communities, and environmental organizations in the region affiliated with RRI have proposed two approaches in 2019: 1) confront new leaders by reminding them of their obligations to fulfil global responsibilities to protect human rights, democracy, and the environment, as well as honor the agreements and conventions they have signed to tackle climate change; and 2) support the emerging social movements that are increasingly more organized and informed, and enable them to undertake targeted actions to protect rights.

However, these movements have limited power in the region to influence critical decision makers, even if better coordinated and more strategic. And even though Indigenous Peoples' and local community organizations are often connected with international human rights organizations to promote the private sector compliance with international frameworks of community rights, these efforts often do not translate to effective remedies at the local level. As a result, there is a growing number of cases of criminalization and violence against land defenders, and it is difficult and costly to respond to individual cases. There is a clear need for a more robust system to support human and environmental defenders and advance legal strategies to defend and advance indigenous and community rights.

To this end, RRI will convene a global workshop hosted in Latin America (with participants from Asia, Latin America, and Africa) to scope the landscape of legal and human rights defense in order to: 1) identify issues and approaches used to support defenders on the ground and ensure robust legal protections; 2) identify the organizations, initiatives, and systems in place to provide legal defense and advance legal recognition of rights as well as their

adequacy in relation to the areas of conflict and risk; and 3) identify where there are gaps and if RRI could add value. RRI will also explore synergies between the emerging suite of "defending the defenders" campaigns and regional programs, as well as the potential utility of the Land Rights Now campaign to assist in defense and advocacy efforts. The Coalition will seek to respond to requests to strengthen and expand alliances to more effectively map key initiatives and actors, apply pressure on key stakeholders, and develop a collaborative mechanism to support communities in the defense of their lands and resources.

While the activities identified above will be helpful, social movements in the region expect the threats to expand and persist, and thus they recognize the need for a more robust strategy to confront violence and rollback in the longer run. For this reason, RRI will support Indigenous Peoples, women, Afro-descendants, and peasants from Mesoamerica to South America to develop a more robust and united strategy for 2019 and beyond.

Despite the growing threats in some countries and regions, there remains significant opportunity to secure tenure rights in others. The Tenure Facility is implementing three projects in Latin America: Peru, Colombia, and Panama, and an additional project in Colombia is in the process of submitting a full proposal. These projects are contributing to close historical gaps in recognition and titling of indigenous and Afro-descendant collective tenure rights. Given existing threats in the region, it is particularly important to ensure the successful implementation of these projects. RRI and the Tenure Facility will work in concert to demonstrate that implementation is feasible, and that it can simultaneously respond to both the needs of indigenous and Afro-descendant communities and the goals of the government, donors, and the international community to achieve sustainable development and reduce conflict.

One of the biggest risks faced by Indigenous Peoples and local communities is the increasingly prevalent narrative that recognizing the rights of indigenous and Afro-descendant communities doesn't allow the rest of society to access resources for development, and that they do not contribute to the economic development of the country as a whole. RRI has worked to confront this narrative in Latin American for a number of years, but there is clearly need to do more on this front. In 2019, RRI will prioritize developing counter-narratives and evidence demonstrating how the territorial use planning and economic initiatives of indigenous and local communities are contributing to national development. The Coalition will facilitate an inter-sectoral and multilevel dialogue between indigenous, Afro-descendant, and women's organizations, the private sector, and government to demonstrate that Indigenous Peoples' protocols on FPIC and women's economic entrepreneurial initiatives are sustainable, redistributive, and viable economic alternatives.

In response to the increasing threats in Brazil and Colombia, as well as threats related to violence, rollback, and migration crisis in Mesoamerica, RRI expects to provide support through the Strategic Response Mechanics (SRM) as unforeseen pressing opportunities for impact emerge, including opportunities brought about by the recently elected Mexican president Andres Manuel Lopez Obrador and other new prospects to further advance pro-community reforms. RRI will continue to monitor governmental decisions to ensure opportunities for using SRM funds are acted upon.

*2. Work Plan*

| Outcome | Outputs | Activities | Implementing Organizations | Country / Region | Theme | Secured Funding | Unfunded Budget |
|---|---|---|---|---|---|---|---|
| **Outcome 1:** Indigenous, Afro-descendant, women's and local communities' organizations strengthen and expand their alliances to craft a more robust advocacy strategy to counter the rollback of their rights and the criminalization of their leaders and to influence the private sector, conservation community, the media, regional justice systems, and urban public opinion | A two-fold robust strategic advocacy and mobilization plan oriented to: a) Strengthening and expanding alliances towards actors: the media, lawyers, church, regional legal networks, academia, human rights organizations b) Influencing sectors such as: urban civil society (public opinion), the conservation sector, governments, media, and the private sector | Mapping of potential partners in order to establish alliances with these actors and communities' initiatives to influence private sector and conservation projects | DAR; CIFOR; PCN; AMPB; COICA; Trineo; ACT; ISA; CONAQ; PRISMA; CNTI; Coalition for Human Rights in Development; Accountability Research Center (American University) | Latin America | | $15,000 | $5,000 |
| | | Develop a regional map and analysis of the violation of rights and criminalization linked to extractive projects in the territories | DAR; CIFOR; PCN; AMPB; COICA; Trineo; ACT; ISA; CONAQ; PRISMA; CNTI; Coalition for Human Rights in Development; Accountability Research Center (American University) | Latin America | | $25,000 | $25,000 |
| | | Generate a space, or take advantage of an existing space, to open dialogue with the business and conservation sectors | DAR; CIFOR; PCN; AMPB; COICA; Trineo; ACT; ISA; CONAQ; PRISMA; CNTI; Coalition for Human Rights in Development; Accountability Research Center (American University) | Latin America | | $0 | $40,000 |
| **Outcome 2:** Indigenous, Afro-descendant, women's, and local communities' organizations advance toward achieving recognition as sovereign authorities over their territories (self-determination), and as actors in regional and global decision-making spaces on | A common agenda between Mesoamerica and South America indigenous-Afro-local community-women organizations on the security of their territorial rights and their governance, good living, and management systems as viable alternatives for conservation and | Prior to COP 2019, facilitate the participation of indigenous, Afro-descendant, women's and local communities' organizations to coordinate a united agenda to position at the COP: a) Existing strategic meetings, such as the meeting of the | PRISMA; AAS; PCN; ONIC; AMBP; COICA; UNICAF - BRP; AIDA; ISA; AIDESEP | Latin America | Rights and Climate | $40,000 | $10,000 |

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| conservation, development, and climate change | mitigation of climate change, to be positioned at the COP 25 | New York Declaration on Forests, the Special Assembly of the Synod of Bishops of the Pan-Amazonian region, the Pan-Amazonian Social Forum<br>b) A coordination meeting among representatives from the different groups to consolidate the united agenda and messages to bring to the COP | | | | | |
| **Outcome 3:** Indigenous, Afro-descendant, women's, and local community organizations advance towards the recognition of their territorial use planning and economic systems as sustainable, redistributive and solidary economic alternatives, and as part of national development strategies | A mechanism for an active intersectoral and multilevel dialogue between indigenous, Afro-descendant, women's, and local communities' groups, and the private sector around community land use planning and economic systems, including protocols for FPIC rights and community - company relations, to improve the exercise of collective tenure and governance rights | Mapping and systematization of lessons learned on women's economic entrepreneurship experiences and organizational structures to define a strategy for continued empowerment | PCN; AIDESEP; AMPB; FIMI; ONIC / MPC; ASO-CIT / CNTI; PUJ-OTEC; MUTESA; TRINEO; CONAQ; UNICAF; COICA; DAR AIDA; CNAMIB; ISA | Latin America | Gender Justice; ATEMs | $20,000 | $10,000 |
| | | Facilitate a space for a multisectoral and multilevel dialogue to exchange community initiatives on private sector relations, women's economic entrepreneurship experiences, and company policies regarding community relations, that serves as a basis to identify a mechanism for an active engagement with private sector actors, including a communication strategy | PCN; AIDESEP; AMPB; FIMI; ONIC / MPC; ASO-CIT / CNTI; PUJ-OTEC; MUTESA; TRINEO; CONAQ; UNICAF; COICA; DAR AIDA; CNAMIB; ISA | Latin America | Gender Justice; ATEMs | $50,000 | |

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| **Outcome 4:** RRI advances toward development of a strategic plan to support land rights, environmental, and human rights defenders across the three regions (Latin America, Africa, and Asia) leveraging experiences from Latin America | A document to orient RRI's strategy of engagement regarding support for land rights, environmental, and human rights defenders, including a plan for strategic engagement with other actors/campaigns in this field | Workshop to capture the information needed to identify issues that land rights defenders are facing; conduct a mapping of actors and strategies being utilized to defend defenders; conduct a mapping of conflict areas; and identify RRI's value add | | Latin America; Asia; Africa | | $30,000 | $35,000 |
| **Outcome 5:** Influential stakeholders from civil society, communities, private sector, and government collaborate to refocus international attention and support towards community-based economic models as a key approach to sustainable resource management, economic development, climate change, and outmigration | Document and demonstrate the potential of community-driven alternative models that are based on strong community tenure, and are inclusive of women and marginalized groups | Support and promote sustainable community forest management and enterprise alternatives through a learning exchange between Mesoamerica and South America | SERFOR; RRG; Rainforest Alliance; AIDESEP; CONAP | Peru; Guatemala | ATEMs | Funded in ATEMs budget | |
| Travel | | | | | | $15,000 | $5,000 |
| Planning | | | | | | $50,000 | $10,000 |
| Facilitation | | | | | | $10,000 | $10,000 |
| **Total** | | | | | | **$255,000** | **$150,000** |

*3. Risks and Mitigation Strategies*

**Risk 1:** Difficulties in reaching agreement among the different needs and interests of indigenous, Afro-descendants', and women's organizations to create a joint advocacy strategy, as well as the risk of creating competing or duplicated agendas.

> *Mitigation Strategy: Coalition members have organized steering committees for each of the strategies with designated focal points to facilitate communication, identification of common interest and needs, and critical moments of advocacy to ensure that the common agenda does not duplicate efforts or interfere with each organization's work plan. RRI will create a plan for achieving concrete steps toward the concerted outcome of each strategy.*

**Risk 2:** Increasing rollback of rights in critical countries, such as Brazil or Colombia, limits the capacity of different constituencies to engage in a broader discussion to consolidate a common regional agenda.

> *Mitigation Strategy: Connecting country constituencies to other platforms at the regional and global level to activate the Coalition's convening power in order to: 1) make visible the rollback issue and 2) gain support at different levels to limit the negative impacts of government decisions on indigenous and local community rights. Specific cases of rollback and/or criminalization can also be used as part of the planned mapping initiative regarding the violation of rights in Latin America.* ■

## Tenure Tracking

*1. Rationale for Engagement*

RRI's Tenure Tracking body of work is the only global initiative to longitudinally track and analyze the legal recognition of Indigenous Peoples', local communities', and rural women's rights to the world's lands, forests, and other natural resources. These analyses advance the global evidence-base needed to promote and scale-up the recognition of community-based tenure at all levels, enabling actors and institutions 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 on sustainable development and climate; and (3) conduct comparative analyses on the performance of different tenure regimes. Given the urgency of approaching global deadlines on climate change mitigation and sustainable development—alongside mounting threats and shrinking civil space facing community land defenders worldwide—updating and expanding the scope of RRI's Tenure Tracking Database while increasing its accessibility and relevance to a variety of stakeholders has never been more important.

In 2019, the Tenure Tracking Program will further advance RRI's position as a credible purveyor of independent and strategic analyses of community-based tenure by developing a pathbreaking qualitative dataset on legally recognized community-based freshwater rights, updating and expanding data on the legally recognized area of community lands, and building on existing 2017 data on women's recognized rights to community forests. These analyses, as well as RRI's recently released data on the extent of legally recognized community forests, will be used in increasingly integrated and stakeholder-specific ways to support the advocacy efforts of community land/resource defenders, influence data-driven global narratives on the state of collective land and resource rights, and demonstrate how securing community-based tenure rights enables the achievement of national and global goals on democratic engagement, inclusive economic growth, sustainable development, and climate change adaptation and mitigation.

The following key strategic objectives will facilitate these outcomes:

1. **Finalize and leverage the long-awaited comparative assessment of legally recognized community-based freshwater rights.** In collaboration with the Environmental Law Institute (ELI), RRI will complete and launch its flagship report on legally recognized community-based freshwater rights in 16 countries. The analysis will map and explore crucial linkages between communities' rights to land, forest, and freshwater resources; highlight the status of rural women's water rights; and provide new insights regarding the procedural obstacles and legislative harmonization needed for communities to secure their water tenure. It will be leveraged to connect advocacy on communities' freshwater rights to pivotal debates on integrated resource governance, emerging concepts of "water tenure," gender justice, rural economic development, and conservation. In addition, key thematic trends will be highlighted in three policy briefs focused on: the intersection between communities' land, forest, and water rights; private sector pressures and threats; and women's specific rights to use and govern freshwater resources.

2. **RRI's Land Tenure Database capturing the extent of rural lands owned by and designated for Indigenous Peoples and local communities will be expanded and updated,** with plans to release this analysis in a 2020 flagship report that will be followed by targeted briefs. Findings will provide critical input for measuring progress toward key global goals on land tenure security and informing future advocacy efforts and strategic analyses on community lands**.** In addition to updating data for 64 countries already featured in the Land Tenure Database, data for 5-10 additional countries will be added to the assessment.

3. **Explore approaches for better equipping front-line land defenders, Indigenous Peoples, local communities, rural women, gender justice advocates, and other local stakeholders with the information necessary to secure, respect, and effectively advocate for community-based tenure, including the tenure rights of rural women.** RRI will work toward restructuring the online Tenure Tool in order to make its tenure data more readily accessible to a wider variety of users. The new Tool will present the most up-to-date forest tenure and depth of rights data, and will include gender data for the first time. In furtherance of the same strategic objective, RRI will support a pilot project by Green Advocates and other local stakeholders in Liberia to develop a tool presenting RRI's qualitative tenure data on Liberia in a more accessible format that will: (a) be reflective of and driven by the needs of local communities; and (b) enable broader learning with respect to strategies for effectively sharing data at local levels. Lastly, the Tenure Tracking Program will produce an analytical brief highlighting successful strategies employed throughout the RRI Coalition to strengthen women's meaningful participation within community-based decision-making processes, in order to facilitate cross-regional learning. The brief will draw on findings from *Power and Potential* concerning indigenous and rural women's rights to govern community forests.

*2. Work Plan*

| Outcome | Outputs | Activities | Implementing Organizations | Country / Region | Theme | Secured Funding | Unfunded Budget |
|---|---|---|---|---|---|---|---|
| **Outcome 1:** Global baseline tracking the legal recognition of Indigenous Peoples' and local communities' water tenure rights is launched and strategically positioned to be leveraged by communities and human rights defenders to advance collective freshwater rights at national, regional, and global levels | A flagship report presenting a global baseline on the legal recognition of Indigenous Peoples' and local communities' freshwater rights is completed | Complete analysis and flagship report on the national recognition of community-based freshwater rights in 16 countries | | Global | All | Funded in Communications budget | |
| | Critical constituencies in both land- and water-oriented spaces are mobilized through strategic engagements at global, regional, and national levels to engage in coordinated advocacy for communities' integrated tenure rights | Collaborate with the RRI Coalition, the Environmental Law Institute (ELI), and other key institutions and constituencies working toward securing the land, forest, and water tenure of communities and rural women, in order to launch and disseminate the flagship report in key global and regional forums for engagement (such as the 63rd Commission on the Status of Women, the World Bank Land and Poverty Conference, the XVII Biennial International Association for the Study of the Commons Conference, and the Women for Rivers Conference) | RRI in collaboration with ELI, CIFOR, International Rivers, and Women for Water Partnership | Global | All | | |
| | | Develop three two-pagers highlighting key thematic findings related to the recognition of community-based water tenure, including in the intersection between communities' land, forest, and water rights; private sector pressures and threats; and | | Global | All | Funded in Communications budget | |

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| | | women's specific rights to use and govern freshwater resources | | | | | |
| **Outcome 2:** RRI's Land Tenure Database tracking the recognition of Indigenous Peoples' and local communities' recognized tenure rights across all rural lands is updated and positioned to impact the global narrative on the status of community rights recognition in 2020 | RRI's Land Tenure Database is updated and expanded | Update of data for 64 countries featured in RRI's Land Tenure Database, and collection of data for 5-10 additional countries | | Global | All | $100,000 | |
| **Outcome 3:** Improved knowledge-sharing tools enable more accessible, effective, and influential dissemination of RRI tenure data to stakeholders at global, national, and local levels | RRI's internal Depth of Rights Database is clarified and consolidated to support restructuring of the Tenure Data Tool and subsequent database updates | Consolidate internal Depth of Rights Database in order to streamline inputs to the restructured Tenure Data Tool and anticipated updates to dataset in 2020 | | Global | | $5,000 | |
| | Update RRI's online Tenure Data Tool | Begin collaborating with the Communications Team to restructure and update RRI's online Tenure Data Tool to present the most up-to-date Forest Tenure and Depth of Rights data, and include Gender data for the first time | | Global | | $25,000 | $20,000 |
| | Pilot tool distilling Tenure Data is developed with Liberia-based RRI Coalition members | Support Green Advocates and other local partners in Liberia to develop a tool presenting RRI's Tenure Data in a more accessible format driven by the needs of a small number of local communities targeted by this pilot exercise | Green Advocates; CSO Working Group on Land | Liberia | | | $15,000 |

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| **Outcome 4:** Draw upon findings from *Power and Potential* to generate analyses that further explore imperatives around the legal recognition and realization of indigenous and rural women's tenure rights within community-based tenure systems; disseminate associated findings at national, regional, and global levels | Brief on strategies to strengthen indigenous and rural women's governance rights is authored | As a follow-up to *Power and Potential*, author a brief analyzing and compiling successful strategies employed by RRI Coalition members and other organizations to strengthen indigenous and rural women's governance rights, both under the law and in practice | Global | Gender Justice | Funded in Communications budget |
| **Outcome 5:** The Tenure Tracking Program furthers the overall mission of promoting community-based tenure rights through strategic support and guidance | External organizations and initiatives receive support and guidance in furtherance of community-based tenure rights | Provide support and guidance to external organizations and initiatives in furtherance of community-based tenure rights; such support includes the revision of policies and compliance frameworks, concept notes, chapters, draft reports, and other materials | Global | | |
| Travel | | | | | $45,000 |
| **Total** | | | | | **$175,000** | **$35,000** |

*3. Risks and Mitigation Strategies*

**Risk 1:** The completion of country analyses associated with the Water Tenure and Land Area Databases may be delayed if a significant number of legislative changes necessitate revision of multiple country-level analyses.

> *Mitigation Strategy: This risk will be mitigated by setting reasonable internal deadlines associated with both studies that account for such unexpected events, alongside reasonable "cut-off dates" after which each study will no longer capture changes to the data stemming from newly passed legislation.*

**Risk 2:** Another risk factor associated with the 2019 Tenure Tracking Program work plan pertains to the Program's internal capacity.

> *Mitigation Strategy: This will be mitigated through advance internal planning, coordination, strategic collaborations with parallel initiatives, and efforts to hire additional internal and external support.*

**Risk 3:** A third risk relates to whether a tool distilling RRI's tenure data for Liberia will effectively respond to the particular needs of the targeted communities.

> *Mitigation Strategy: To mitigate this risk, Green Advocates and other local stakeholders will facilitate the development of this tool, drawing on their prior experiences and scoping meetings with the targeted communities. Local stakeholders will be consulted throughout the tool's development process to mitigate the risk of developing a tool that does not reflect local needs. Additionally, local stakeholder responses and follow-up activities upon dissemination of the final tool will be recorded and evaluated to enable learning by RRI's Tenure Tracking, Africa, and Communications teams, as well as CSOs in Liberia.* ■

# Strategic Communications and Donor Engagement

*1a. Rationale for Engagement – Strategic Communications*

There are a number of major shifts in the political and development arenas—as well as in how people are using technology and engaging in social networking—that shape our strategy and plan for 2019:

1. A continued rise of nationalist governments and a shrinking democratic space threaten the hard-won gains made by Indigenous Peoples, local communities, and rural women. While this trend manifests in India and parts of Africa, it is most immediately worrisome in Latin America. The late-2018 election of President-elect Jair Bolsonaro in Brazil is reflective of a larger movement across the region that unfairly scapegoats Indigenous Peoples as obstacles to social and economic development. These movements use and spread the populist (and racist) argument that emerged in Venezuela, Colombia, Peru, and increasingly North America that land rights for local peoples are "too much for too few." This breeds hostility and violence: 2017 was the most violent year on record for land rights defenders, with Latin America having the highest murder rate. The "success" of these narratives and these regimes risk legitimizing and encouraging similar attacks across the region and possibly the world.

2. The growing number of CSOs, development organizations, and investors that have committed to supporting Indigenous Peoples', local communities', and rural women's rights and are willing to engage, advocate, and mobilize efforts in support of rights recognition offers unprecedented potential to scale global efforts. At the same time, the recognition of rights is a means to another end for many actors in this space, and there is a real risk they will promote compromised, weaker sets of rights for local peoples. Informing, influencing, and leveraging this emerging set of potential allies has become an urgent priority.

3. The development and active use of social networking applications, data, and analytics provide increasing opportunities for advocates to connect, raise awareness, and hold actors accountable. This also provides a means for Indigenous Peoples and local communities to more actively influence elections, as in India and Nepal. At the same time that Facebook has become one of the most popular social network at the global level, changing user experience and decreasing trust in the platform means that many users are turning to other alternatives, such as private messaging platforms and highly curated digital products.

4. A growing body of evidence showing the national and international benefits of recognizing Indigenous Peoples', local communities', and rural women's land rights, with the possibility of substantial and rapid progress to secure rights and protect forests via instruments like the Tenure Facility.

To date, RRI has made great strides in putting community land rights on the global agenda, contributing to legislative breakthroughs in several countries and greater commitments from companies, investors, and conservation organizations. These achievements have been largely designed to either 1) expand awareness among the "like-minded" who are receptive to a rights-based or scientific rationale or 2) engage with laggard governments and/or investors who are not keeping pace with international standards. The effectiveness of both depends on acceptance of international human rights standards, yet the emerging populist movements outright reject that standard.

Learning how to confront Bolsonaro and other nationalists will require major rethinking and adjustment, made even more challenging because the political arguments differ across countries and regions. Progress will require the development of national—and even sub-national—analyses, narratives, and platforms to drive a new generation of rights-based reforms and political narratives from the ground-up. Fortunately, RRI Collaborators across Asia been active on these fronts—with experience and technologies to share.

Also, the number of potential allies who have not yet fully embraced community land rights remains significant. Effectively converting these audiences—and inspiring greater action from those who have already embraced community land rights—will require more effective internal communications across the broad Coalition and increasingly savvy audience assessment to maximize the impact of every dollar spent.

To these ends, RRI's new communications strategy capitalizes on the Coalition's unique positioning, assets, and ability to speak with, influence, convene, and connect a broad variety of audiences. It also expands RRI's unbranded style of communications—putting our narratives, data, tools, and knowledge in the hands of the actors best positioned to drive change, from front line defenders to development finance institutions.

In 2019, RRI will prioritize:

1. Pro-actively disseminating major results and impacts to its growing number of allies—from across the Coalition and beyond—to demonstrate the feasibility and benefits of securing community land rights, as well as mobilize political, financial, and operational support for our agenda.

2. Targeting communications based on the values and beliefs of distinct audiences, including by defining the overlap of "shared language" between each audience's values and the Coalition's core messaging and identity. This requires extensive learning, starting with a mapping and prioritization of the audiences with which RRI will engage. Given that the best messages link to existing core values, it also requires a deep understanding of these audiences; their leading changemakers; and how they think, feel, and respond to social issues.

3. Investing in supporting and equipping champions who effectively communicate to different audiences and who rely on RRI's pathbreaking analyses and expertise. This includes providing potential champions in the private sector, scientific, and women's rights communities—who can speak to the interests of their respective audiences—with tools, messaging, and data that help position them as thought leaders on this issue in their fields. Expanding our understand of these spaces will be key.

4. Learning from colleagues in countries directly confronting the populist threat and supporting their own political and media strategies. This includes fostering learning and exchange between country experts on successful strategies and transformative technology to advance social awareness and increase collective knowledge on engaging political and electoral arenas to support indigenous and community rights.

5. Developing a new and compelling overarching narrative for why secure community land rights is in everyone's interest that appeals beyond RRI's existing "echo chamber," and exploring branding and messaging strategies to publicize this narrative.

*1b. Rationale for Engagement – Donor Relations*

Since 2008, RRI has mobilized and leveraged the collective power of over 200 organizations working on Indigenous Peoples, local communities', and rural women's land rights and effectively influencing the development ecosystem. Influencing the ecosystem at a global level, however, does not equate to irreversibly changing the equilibrium on the ground in countries across the world. Until rights are fully realized, local peoples' culture and livelihoods, and the protection of the forests, water, biodiversity, and climate necessary for human survival, remain fragile at best. The sector, and RRI, are at an inflection point. While the ecosystem has been primed and readied for change and there is new wave of organizations and initiatives now committing to support rights, funding to leverage this opportunity and advance implementation on the ground has not kept pace. And as the political winds shift towards nationalism, progress made in the last decade is at grave risk. As a field, we must both fend off new attacks and protect advancements made to date, as well as pivot to the hard work of moving from awareness to realization of land rights.

To that end, RRI's new resource mobilization strategy centers on the Coalition's demonstrated role as a "field catalyst," a behind-the-scenes convener and influencer that brings all stakeholders toward a defined goal and tips the scales of change.

To achieve this, RRI will survey the ecosystem and engage key existing and new stakeholders to demonstrate how secure community land rights advance their work, values, and goals. RRI's fundraising efforts aim not only to meet the resource requirements of SPIII, but also to fundamentally shift the funding environment by ensuring that diverse donors think of community land rights as a means to achieving larger development goals on growth, food security, climate change mitigation, women's rights, creating stable operating environments, and the SDGs. At the same time, the strategy aims to demonstrate to funders RRI's unique value-add in advancing their goals in these thematic areas.

The intended outcomes of the new strategy include:

·   Partners, Affiliated Networks, and Collaborators—especially Indigenous Peoples, local communities, and rural women—have additional resources to advance their goals.
·   New and influential champions—governments, private sector actors, and foundations—are advancing and protecting Indigenous Peoples and community land rights, driving towards a tipping point to create a new equilibrium.
·   RRI has the resources needed (US$50 million) to fully execute SPIII.

In 2019, RRI will work to ensure that new and influential foundation and bilateral donors incorporate Indigenous Peoples' and community land rights into their agendas; Partners, Affiliated Networks, and Collaborators—especially Indigenous Peoples, local communities, and rural women—have additional resources to advance their goals; and 60 percent of the money needed to fully execute SPIII has been raised.

*2. Work Plan*

| Outcome | Outputs | Activities | Country / Region | Theme | Secured Funding | Unfunded Budget Request |
|---|---|---|---|---|---|---|
| **Outcome 1:** Implementation of RRI's new communications strategy leads to demonstrable wins when responding to fast breaking opportunities to support advocacy initiatives and influence key narratives in priority countries | Audience assessment; production and promotion of the "Big Ideas. In Brief" series; development of new Strategic Distribution Strategy; list of "champions" and opportunities for influence | Targeted communications to advance national agendas in priority countries and respond to unforeseen strategic opportunities | Global | All | $20,000 | $30,000 |
| **Outcome 2:** A wider set of key players adopt Indigenous Peoples', local communities', and rural women's land and resource rights as an effective strategy to achieve climate mitigation, gender justice, resource rights, and human rights | Concessions data report, messaging and distribution materials | Production and promotion of concessions data | Global | All | $2,000 | |
| | Water flagship report, messaging, and distribution materials | Production and promotion of Water Flagship | Global | Water | $30,000 | $12,000 |
| | Production, promotion, and distribution of additional SAGE climate analyses | Climate dialogue—Production of SAGE climate analyses and promotion at UNFCCC and UNGA | Global | Rights and Climate | $20,000 | |
| | Production, promotion, and distribution of gender brief on governance | Gender dialogue—Production of gender brief on governance and media outreach around dialogue | Global | Gender Justice | | $15,000 |
| **Outcome 3:** Indigenous Peoples, local communities, and rural women are equipped with materials to support their advocacy and policy asks, as well as opportunities to bridge local solutions to global challenges and vice versa | Development of country / thematic action kits with easy-to-use data for different themes, regions, and countries to equip champions in their advocacy efforts; piloting an initiative to directly provide communities with data to support their advocacy efforts in Liberia; maintenance of the RRI Messaging Repository; refinement of list of champions/changemakers and targets per theme and priority country | Develop targeted new tools and resources for distribution at national level | Global | All | $15,000 | |
| | Cohort of trained spokespeople equipped with messaging and prepared to discuss scientific findings; NGOs include greater participation | Spokesperson intensive 3-day training (in connection with other Washington meetings) and regular phone or email briefings on new research; positioning of this group | Global | All | | $15,000 |

| | | | | | | |
|---|---|---|---|---|---|---|
| | from indigenous spokespeople in outreach efforts | within outreach efforts by the RRI Coalition and beyond | | | | |
| | RRG-managed websites (RRI, MF, IF, CLR) | Web hosting and technical support | Global | All | $10,000 | |
| | Updated Tenure Data Tool | Tenure Data Tool revamp and inclusion of *Power and Potential* data | Global | All | Funded in Tenure Tracking budget | |
| | Newsletters targeting different audience segments; "Big Ideas. In Brief" series; blog posts; publication designs; media lists; outreach tools; web and social media metrics reporting | Constituent management (Mailchimp), editing software (Adobe Creative Suite), photo and video library (Flickr), media lists and online outreach tools (press release distribution, etc) | Global | All | $10,000 | |
| | Maintenance of the RRI Messaging Repository; RRI branded materials | General (unforeseen translations, thumb drives, business cards, changes to brand such as adding new Partner, etc) | Global | All | $10,000 | |
| **Outcome 4:** In collaboration with their respective leaders, the Strategic Initiatives are leveraged and connected—with one another and with country- and regional-level allies—maximizing their power, influence, and impact through increased coordination and strategic communications | Interlaken Group strategy, website, marketing materials | Update Interlaken Group communications strategy and mechanisms, including website and marketing materials | Global | ATEMs | Funded in ATEMs budget | |
| | Action plan; rapid response mobilization strategy | Scoping/development of plan for digital advancement needed for mass mobilization in support of secure community land rights | Global | All | $5,000 | $5,000 |
| | Explore opportunities to bring Land Rights Now management more closely in line with RRI priorities and annual planning; one global mobilization (likely around the criminalization of Indigenous Peoples and local communities) and 2 country mobilizations | Coordination and management of Land Rights Now | Global | All | $38,000 | |

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|---|---|---|---|---|---|---|
| **Outcome 5:** The Tenure Facility global positioning strategy and communications strategy are aligned to highlight its role as a dedicated financial instrument for supporting indigenous and local community efforts to secure community land rights through thought partnership and collaboration on communications | See detailed Tenure Facility work plan | See detailed Tenure Facility work plan | Global | All | | |
| **Outcome 6:** New and influential foundation and bilateral donors incorporate Indigenous Peoples' and community land rights into their agendas; Partners, Affiliated Networks, and Collaborators—especially Indigenous Peoples, local communities, and rural women—have additional resources to advance their goals; and RRI has raised 60% of the money needed to fully execute SPIII | Concept notes, branded marketing materials | Development of Foundation-specific materials | Global | All | $10,000 | $5,000 |
| | Concept notes, branded marketing materials, new website entry | Rebranding/ fundraising campaign around RRI 2.0 | Global | All | $15,000 | $20,000 |
| | Independent Monitor's Report, APMRs | Annual Independent Monitor | Global | All | | $50,000 |
| | 2018 ANR | Production of RRI 2018 Annual Narrative Report | Global | All | $3,000 | |
| Travel | | | | | $10,000 | $5,000 |
| **Total** | | | | | **$198,000** | **$157,000** |

*3. Risks and Mitigation Strategies*

**Risk 1:** As RRG explores relationships with unconventional allies or audiences in the private sector, faith communities, or governments that have been historically less progressive on indigenous issues, outreach and messaging alienates RRI's core constituency.

> *Mitigation Strategy: Ensure that core messaging reiterating the importance of securing community land rights for different audiences is not lost in specialized or targeted content, and instead work closely with indigenous and community leaders who have already built relationships with these actors to emphasize shared values.*

**Risk 2:** RRI's resource mobilization strategy necessitates the development of a new suite of materials for foundations and targeted campaigns for donors who are not a traditional development audience. This messaging is a departure from RRI's largely tested messaging on other issues and will require an outlay of time and money up front.

> *Mitigation Strategy: In 2019, RRI will leverage its existing regional and programmatic expertise to create and execute targeted engagement plans to cultivate funders based on their interests. RRI will also build development functions by implementing tools, processes, and frameworks to support this work, while building on the complementarity of other communications goals for 2019, such as promoting key staff as thought leaders and "go to" experts and deploying messaging and storytelling efforts to support development efforts.*

**Risk 3:** The communications/donor relations team manages the majority of RRI processes requiring all-staff input. Staff time devoted to these relatively inflexible institutional requirements means that unforeseen opportunities are increasingly difficult to take advantage of, especially when timelines are not adhered to or priorities arise during periods where staff is beyond full capacity. This is increasingly problematic when budget constraints mean more pressure on and less flexibility of staff time.

> *Mitigation Strategy: The communications team provides clear information, timelines, and reminders for all products that require staff input—as well as meets monthly with analytical colleagues who produce RRI products and data to ensure alignment of strategy and delivery. 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. In addition, budget allocated to respond to fast-breaking opportunities ensures some flexibility to reduce the risk of missed opportunities.*

**Risk 4:** Balancing the needs of RRI and other initiatives such as the Tenure Facility and Land Rights Now causes missed opportunities or burnout.

> *Mitigation Strategy: A full-time dedicated communications professional for the Tenure Facility has been hired and efforts to bring them up to speed and transfer responsibilities will continue in 2019. Land Rights Now priorities and campaigns will be more embedded into RRI's communications efforts for 2019, beginning with their involvement in RRI's planning process in late 2018. This will ensure that time spent on supporting LRN is predictable and complements SPIII and 2019 Priority Objectives.*

**Risk 5:** 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 new staff would cut in to this time significantly.

> *Mitigation Strategy: Ensure staff appropriately engaged in the matrix, prioritize professional development, and focus on effective management and delegation.* ■

# Coalition and Strategic Networks

*1. Rationale for Engagement*

To position RRI to deliver on the stated mission of SPIII and its Strategic Objectives, the Coalition and Strategic Networks (CSN) program will focus on four main objectives in 2019:

1. **Scale up rights recognition through greater coordination between the global platform of initiatives supporting community land rights:** 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. In 2018, RRI coordinated the first formal meeting between representatives of these five initiatives who identified fertile ground for collaboration. In 2019, CSN will support greater coordination between these initiatives, enabling them to realize their full potential. A meeting in late 2019 will bring them together again to assess progress and identify new pathways towards mutual gains.

2. **Rethink and update RRI's structure with the active participation and buy in of core members of the Coalition:** With the current RRI Memorandum of Understanding coming to an end in June 2020, consultations will take place throughout the year to identify how RRI should change its structure to adapt to the new global context and improve its collective impact. This process will require the involvement and support of the entire Coalition, and be critical for the future of RRI.

3. **Promote greater coordination between Coalition members:** Now that new constituencies have been fully integrated into the Coalition, collaboration has improved, bringing new energy and momentum. To achieve greater impact in 2019, CSN will ensure Coalition members are able to leverage each other more effectively through new tools and redesigned coalition meetings.

4. **Leverage the MegaFlorestais network to improve forest agencies' support to rights defenders, tenure reform, and gender justice:** For the last decade, RRI has engaged forest agency leaders from 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. The network has become an indispensable forum for candid discussion between civil servants about the transnational challenges facing forest managers, including tenure, gender justice, and climate change. 2018's meeting in Sweden emphasized the role forest agencies can play as supporters of community-led enterprises and catalysts of the bioeconomy. Next year's meeting (to be held in either Brazil or Mexico) comes at a critical juncture for forestry agencies contending with increasing pressure on forest resources and, in some cases, declining political support at the national level. Given the increased trend of criminalization, RRI will push to explore the role of agencies in diminishing the vulnerability of and risks for rights defenders and Indigenous Peoples.

*2. Work Plan*

| Outcome | Outputs | Activities | Implementing Organizations | Secured Funding | Unfunded Budget |
|---|---|---|---|---|---|
| **Outcome 1:** RRI's structure is rethought and updated to deliver greater impact in 2020 | Active participation of core members of the Coalition leads to the identification of RRI's new structure by end of 2019 | Active engagement of core members of the Coalition throughout the year | RRG | | $35,000 |
| **Outcome 2:** Core members of the Coalition are leveraging each other to advance realization of SPIII objectives | Partners, Affiliated Networks, and Fellows are better connected and collaborating with each other thanks to new coordination tools and revamped coalition meetings | Implementation of 1-2 Partners and Affiliated Networks meetings | RRG | $5,000 | |
| | | Greater coordination through joint calendar, mapping tools, and new CRM system | RRG | | $25,000 |
| | | Organization of the January Governance meeting | RRG | $65,000 | |
| | | Organization of the Global Strategy meeting | RRG | $35,000 | |
| | The Board of Directors is properly informed and effectively supports the governance of the Coalition | Implementation of 2 in-person Board meetings; Director's Desk subscription | RRG | $35,000 | |
| **Outcome 3:** Efforts to scale up indigenous and community rights recognition are enhanced through greater collaboration between the global platform of instruments for community land rights | Initiatives within the global platform for community land rights are more connected and leveraging each other - strengthening communications, overarching narrative and joint country-level engagement | Organization of a strategic coordination meeting between representatives of the Strategic Initiatives | RRG; TF; LRN; LM; MF; IG | $10,000 | |
| | | Support for bilateral or multilateral collaboration between initiatives | RRG; two or more Strategic Initiatives | $43,000 | $63,000 |
| **Outcome 4:** Forest agency leaders scale up their support for governmental commitments to indigenous, community and women's land and resource rights | Forest agency leaders play a stronger role in supporting rights defenders and promoting tenure reform and gender justice through their engagement in the MegaFlorestais network and participation in the 2019 annual meeting | Organization of the annual meeting of MegaFlorestais | RRG; host country forest agency | $65,000 | $20,000 |
| | | Coordination of the network with MegaFlorestais Co-chairs; support for documentation, and monitoring of any activities implemented by members throughout the year, including collaboration with the other Strategic Initiatives | RRG | $10,000 | $10,000 |
| Travel | | | | **$20,000** | |
| **Total** | | | | **$288,000** | **$153,000** |

*3. Risks and Mitigation Strategies*

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

> *Mitigation strategy: Consolidate the CSN team and limit the number of meetings and activities in 2019. Find better balance with matrix involvement of team members to avoid heavy workloads, while keeping focus on staff development.*

**Risk 2:** Delivering on outcomes will require reliance on other teams' collaboration and strong support from RRI's leadership.

> *Mitigation strategy: Maintain involvement of RRI's Senior Management Team to ensure these tasks are institutional priorities and receive appropriate support from the other programs.*

**Risk 3:** Much of CSN's budget for SPIII Strategic Objective 4 remains unfunded, potentially limiting capacity to provide direct support to new collaboration between the global platform of initiatives to scale up rights recognition.

> *Mitigation strategy: Building on the 2018 Strategic Coordination meeting, foster bilateral relationships between the initiatives, allowing them to collaborate without direct RRG involvement. Combine Strategic Initiatives meetings with other Coalition events to build synergies and reduce costs. Assist in Donor Relations as necessary to secure funding for future years, in accordance with RRI's Resource Mobilization Strategy.* ■

## Tenure Facility Support Program

*1. Rationale for Engagement*

The Tenure Facility has been incubated by RRI since 2012, through inception, piloting, and establishment. In early 2017, the Tenure Facility was registered as a collecting foundation in Sweden.  The official launch of the Tenure Facility was celebrated at Sida Headquarters in October 2017. Also, in October 2017 the RRG and Tenure Facility Boards approved an MOU to reduce possible risks to both organizations and to guide future collaborations between the two 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.

RRG's work with the Tenure Facility during 2018 contributed to achievement of the SPIII Strategic Objective 4, by connecting the RRI Coalition with new opportunities to scale up the implementation of tenure reforms.  Important steps were taken towards completing the transition required to consolidate the independent Tenure Facility, while also providing key services to the Tenure Facility in the interim.  The operational readiness assessment of the Tenure Facility was completed in 2018 and the Tenure Facility was found to be implementing required internal control systems per their updated Operations Manual. A final assessment of the Grants Management System will be finalized in 2019. RRG assisted the Tenure Facility with refinement of the results framework, refinement of the Monitoring and Evaluation system, assessment of multiple country contexts (Colombia, Peru, Indonesia, DRC and Liberia) and the preparation of a baseline analysis providing results of each of the framework's indicators. In November 2018, the Tenure Facility also participated in a Strategic Coordination meeting with other RRI-established initiatives to assess opportunities for collaboration and to develop a regular process for collaboration to continue.

A total of 6 Tenure Facility projects are currently under implementation (in Peru and India (RRG-funded) and Colombia-PCN, Panama, Mali and Indonesia), an additional half a dozen projects in Asia, Africa and Latin America are under consideration and development. A learning exchange in October 2018, organized by RRG on behalf of the Tenure Facility, brought together leaders and advisors of Tenure Facility projects from Africa, Asia and Latin America at the Indian School of Business in Hyderabad, India to share experiences and learning to date. Lessons and topics included project implementation (i.e. strategy, design, operations); lessons learned about the Tenure Facility itself (as a new international financial mechanism); and topics of interest for future learning. In 2019, RRG will continue to support the Tenure Facility by strengthening synergies and complementarity between the RRI Coalition and the Tenure Facility; enabling the joint exploration of projects and information-knowledge sharing; leveraging the RRG/RRI Coalition's unique convening authority and ability to broaden the reach of the Tenure Facility to include access to ground level intelligence and stakeholders (e.g., government representatives, development partners, project leaders, donors and other key constituencies) and other institutions and initiatives, foster cross-scale learning (vertical and horizontal exchanges), transcend social, political, economic, and geographic boundaries, and strengthen opportunities for collective action and national reforms. RRG will assist the Tenure Facility as required with various documentation, transfer of systems, communications and any other activity managed by RRG to date; managing/providing technical assistance, monitoring and reporting on RRG-funded Tenure Facility projects (Peru and India), taking corrective action as necessary, as well as providing technical assistance to Tenure Facility-funded projects as and when requested. RRG will continue to support the Tenure Facility on the development of learning platforms and strategies; aligning global positioning and communications strategies; monitoring, evaluation and assessment of impact and consolidation and dissemination of lessons and best practices from Facility-supported projects; organizing and managing the 2019 Tenure Facility Learning Exchange, as well as contributing to the organization of other events such as the Madagascar learning event with African nations.

*2. Work Plan*

| Outcome | Outputs | Activities | Implementing Organizations | Country / Region | Secured Funding | Unfunded Budget |
|---|---|---|---|---|---|---|
| **Outcome 1:** The Tenure Facility projects are successfully implemented, maintain high standards, and achieve their objectives | RRG-funded Tenure Facility projects are well managed, supported to continue their innovative approaches, and deliver the promised results | Manage/provide technical assistance to RRG-funded Tenure Facility projects (Peru and India), monitoring, reporting and taking corrective action as necessary | ISB, SPDA, several indigenous and local organizations | India; Peru | | |
| | Tenure Facility-funded projects are provided support to ensure their objectives are achieved | Provide assistance to Tenure Facility-funded projects as and when requested | Project holders that include indigenous and local organizations, civil society and governments | Africa; Latin America; Asia | $70,000 | |
| **Outcome 2:** Lessons, best practices and practical approaches for implementing land and forest tenure reforms resulting from Tenure Facility projects are shared and leveraged by practitioners and stakeholders enabling greater support and investment in securing Indigenous Peoples' and local communities' rights | A high quality 2019 Tenure Facility Learning Exchange held | Organize and manage the 2019 Tenure Facility Learning Exchange | RRG and Tenure Facility secretariats (and consultants if required) | Africa; Latin America; Asia | | $100,000 |
| | Learning strategy/platforms refined | Continue to develop learning platforms and strategies | RRG and Tenure Facility secretariats (and consultants if required) | Africa; Latin America; Asia | | |
| | Syntheses of learning from Tenure Facility and relevant RRI projects for the Tenure Facility and its constituents produced and disseminated | Monitor, evaluate, and assess impact and consolidate and disseminate lessons and best practices from Tenure Facility-supported projects | RRG and Tenure Facility secretariats and consultants | Africa; Latin America; Asia | | |
| | African nations share learning in the Madagascar conference in 2019 | Organize Madagascar event with African nations | RRG and Tenure Facility secretariats and consultants | Africa | | |
| **Outcome 3:** The Tenure Facility is effectively governed and managed independently | Transition completed, and Tenure Facility Secretariat strengthened | Assist the Tenure Facility as required with various documentation, transfer of systems, communications, and any other activities so far managed by RRG | RRG and Tenure Facility secretariats | Global | | |

| | | | | | | |
|---|---|---|---|---|---|---|
| **Outcome 4:** Synergies and complementarity between the RRI Coalition and the Tenure Facility are strengthened | The Tenure Facility is strengthened and a field-level working relationship between the RRI Coalition and the Tenure Facility is achieved | Joint exploration of projects and information-knowledge sharing / RRG-RRI Coalition provides ground level intelligence and work to support the Tenure Facility | RRI Coalition members, RRG and Tenure Facility secretariats | Global | | |
| | The Tenure Facility's role as a dedicated financial instrument for supporting Indigenous Peoples and local community efforts to secure community land rights is known and publicized | Alignment and production of the Tenure Facility global positioning and communications strategies | RRI Coalition members, RRG, and Tenure Facility secretariats | Global | | |
| Travel | | | | | | $100,500 |
| **Total** | | | | | **$70,000** | **$200,500** |

*3. Risks and Mitigation Strategies*

**Risk 1:** Inadequate communications and unclear working relationships between the Tenure Facility and RRG staff risk diminishing the effectiveness of the Tenure Facility. This can be detrimental to the implementation of projects as well as the generation of new ideas, especially in regions where RRG staff has vast networks and knowledge, as well as specific expertise not currently mirrored in the Tenure Facility staff pool. The transition period has been rapid, and a majority of the new Tenure Facility staff are on a steep learning curve during the early days of the organization. Uncoordinated and unilateral steps by the Tenure Facility staff without the benefit and experienced counsel of the RRI network will be a major risk to the Tenure Facility in its attempt to establish itself as a vibrant global financial institution.

> *Mitigation Strategy: A robust arrangement for collaboration between the Tenure Facility and RRI endorsed by the leadership of the two organizations will help mitigate this risk.*

**Risk 2:** RRG's technical assistance and support to the Tenure Facility will not be able to continue past March 2019 due to a lack of funding.

> *Mitigation Strategy: Additional funding should be secured from the Tenure Facility as well as from other donors.* ■

## Operations, Finance, and Administration

*1. Rationale for Engagement*

RRI cannot achieve its global mandate or the ambitious aims of SPIII without efficient, streamlined, and accountable finance and administration processes. To this end, in 2018 RRI prioritized hiring key personnel—including the COO and for the first time ever a dedicated human resources professional—while increasing efficiency through implementation of new financial systems, updated processes, and training. Specifically, a new financial management system has streamlined accounting and better supports reporting against grants. Furthermore, staff training and exposure to the budgeting process has resulted in a much better understanding of the need to identify funding sources prior to committing to expenses, as evidenced by increased interaction between programmatic and finance staff, improved adherence to established procedures, and staff proactively identifying new opportunities for funding. In 2019, RRI will look to build on these advances, implementing new processes, systems, and trainings within the Secretariat to improve the productivity and efficiency of all staff.

To strengthen its financial viability and donor accountability in a world where donors are demanding stronger monitoring and enforcement of financial controls and safeguarding principles for the protection of vulnerable individuals, RRI will prioritize enhancements to contracting and grant due diligence and roll out a new safeguarding policy in 2019. Practically, this will include taking steps to ensure that donors are informed of the safeguarding policy; that language is added to contracts to reflect this policy; that RRG staff are informed and trained in this policy; that Coalition members and other actors who receive funding from RRI are acting ethically and responsibly toward vulnerable individuals; and that where RRI staff see or hear of wrongdoing, they act appropriately to stop this behavior and warn the Coalition.

Facing increasingly tied and restricted funding from donors, RRI must also strengthen its administrative efficiency and internal communications and improve its financial management to meet its financial and administrative obligations with scarce resources. To do so, RRI must continue to make its finance and administration processes more efficient, streamlined, and simplified by integrating new systems for time reporting and work flow automation, fully implementing the new financial management system, and updating financial management guidelines for RRI Collaborators. Ensuring employee engagement and growth will also be crucial to achieving high-level work with scarce resources. RRI will continue to prioritize employee engagement and growth in 2019 to ensure that staff are productive, engaged, and avoiding burnout. This will include ensuring that staff remain adequately supported by benefits (a 2018 benchmark of RRI's benefits found that they compare favorably to the standards of the sector); continuing to make gains in the efficiency of RRI systems to improve work-life balance; and prioritizing training, workshops, and other capacity-building activities for staff.

Additionally, in 2019 we will continue the strengthening of the leadership and senior management teams of RRG by filling existing gaps, enhancing the skills of the Senior Management Team, further clarifying roles and responsibilities across the leadership team, and re-balancing workloads to make optimal use of inherent skill sets.

*2. Work Plan*

| Outcome | Outputs | Activities | Implementing Organizations | Secured Funding | Unfunded Budget |
|---|---|---|---|---|---|
| **Outcome 1:** Strengthen financial viability and donor accountability | Improved planning, monitoring, and reporting process | Fully implement budget to actuals reporting by activity code and funding source; train staff on budget management | Global | | |
| | | Conduct an assessment of the capabilities of each Collaborator and Partner with whom collaborative agreements are established; improve contracts and due diligence procedures, including the addition of safeguarding principles | Global | | |
| **Outcome 2:** Increase administrative efficiency and internal communications via the deployment of new integrated tools | New systems (time reporting and work flow automation) | Implement contracting processing system and a new time reporting system; further refine disbursement request process | Global | | |
| **Outcome 3:** Improve staff retention and wellbeing through career development opportunities and continuous engagement | New performance review process and training; training, workshops, and other capacity-building activities. | Update performance review form; train managers on effective coaching and mentoring | Global | | |
| **Outcome 4:** Improve financial management | Fully implemented new financial management system; updated collaborator financial management guidelines | Implement additional modules in the financial management system; further refine collaborator financial management guidelines | Global | | |
| | New audit team in place for 2019 audit | Put audit services out to bid to ensure continuing rigor in the audit, at a reasonable cost | | | |
| **Outcome 5:** Improve ability to attract diverse, international staff | Establish a satellite office in Montreal | Locate and lease suitable space; hire or relocate staff to Montreal | Global | $30,000 | |
| **Total** | | | | **$30,000** | |

### 3. 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 and 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 and as resources permit.*

**Risk 3:** Delay in full implementation of the new financial management system may hinder planned gains in operational efficiency.

> *Mitigation Strategy: Finance and Administration will continue to focus on the new financial system as a priority, and will recruit additional assistance as needed and as resources permit to ensure that the system is fully operational in 2019.* ∎

## Rights and Climate

*1. Rationale for Engagement*

It is now widely recognized that current international commitments to limit the impacts of climate change are fundamentally inadequate to achieve the goals of the Paris Agreement. The recent IPCC Special Report shows that urgent action is needed to limit global warming to 1.5 degrees Celsius by 2030, and the adaptation and mitigation pathways most likely to accelerate progress toward this goal are those that favor low energy demand; low material consumption; low greenhouse gas-intensive food consumption; and the sustainable management, conservation, and restoration of natural ecosystems in the context of poverty eradication, the reduction of inequalities, and pursuit of the SDGs. Critically, sustainable use and conservation of land and forest could close 30 percent of the mitigation gap needed to limit global warming to 1.5 degrees by 2030. An increasing number of influential organizations and global initiatives now recognize that effective climate-resilient pathways require rights-based actions and investments that enhance protection for the world's natural resource systems and the people who steward, restore, and sustainably use them.

After more than a decade of investment in REDD+ and related interventions, national and international efforts to protect and enhance terrestrial greenhouse gas sinks have yet to produce measurable impacts on the global pace of deforestation and forest degradation. REDD+ has, however, opened unprecedented political space for Indigenous Peoples and local communities, providing a unique platform for them to voice their concerns, raise awareness, foster communication and trust, and strengthen support for the recognition of their rights. As a result, leaders in the climate arena increasingly recognize that securing community tenure rights is not only essential for the pursuit of sound emission-reduction strategies; it represents one of the most efficient, effective, and equitable large-scale climate solutions at our disposal.

In this context, the pendulum appears to be shifting in 2019 in favor of ensuring that communities are able to maintain a viable future for themselves and future generations. Building on the growing body of evidence developed by the RRI Coalition and others, the Governors' Climate and Forest Task Force in 2018 endorsed inclusive principles aimed at making Indigenous Peoples and local communities part of sub-national climate actions. Some 18 philanthropic organizations ramped up their support via the Climate and Land Use Alliance (CLUA) to secure the rights of Indigenous Peoples and local communities as a means of protecting, restoring, and expanding forests, as well as ensuring more sustainable land use. The Forest Carbon Partnership Facility and BMZ positively endorsed the need to prioritize actions to secure community tenure rights in participating REDD+ countries during the second Weilburg Conference in November, and the charter members of the Global Landscape Forum committed themselves to focusing global attention on the central importance of rights-based approaches to social, economic, and biophysical landscapes in 2019.

With growing global recognition that Indigenous Peoples and local communities are key actors and that recognition of their land rights is a necessary step, RRI now needs to articulate how engaging and supporting Indigenous Peoples, local communities, and rural women is essential to:

· Deliver the 30X30 Forests, Food and Land Challenge
· Improve the protection and sustainable use of the world's forests, lands, mangroves, and peatlands
· Curb illegal forest use and forest degradation

- Restore the world's degraded lands and forests
- Strengthen progress toward deforestation-free supply chains
- Support the realization of more ambitious rights-based climate actions overall

RRI will continue to build the evidence base and institutional support for making the case that collective tenure security for Indigenous Peoples, local communities, and rural women is a fundamental prerequisite to meeting the goals of the Paris Agreement. This will be achieved through (i) continued production of high-level 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.

*2. Work Plan*

| Outcome | Outputs | Activities | Country / Region | Secured Funding | Unfunded Budget |
|---|---|---|---|---|---|
| **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 Indigenous Peoples, local communities, and rural women are developed and gaps relative to REDD+ ambitions and other SDGs are identified | See regional work plans | Global | | |
| | Strategic road maps to accelerate community tenure reforms and minimize risk of reversals are produced | See regional work plans | Global | | |
| | Key convenings on forests, governance, and climate change are held at the local and national levels to accelerate learning and consensus on tenure in the context of REDD+ and sustainable forest governance | See regional work plans | Global | | |
| | Opportunities to strengthen community tenure rights, reduce deforestation, and enhance local livelihoods are identified and pursued in target countries. | See regional work plans | Global | | |
| **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 adaptation approaches | Strategic analyses of the linkages between collective tenure security and climate change mitigation and adaptation are produced, disseminated and leveraged | Strategic analyses on forest restoration are developed in collaboration with IFRI and ISB, and study results are leveraged in both national and international dialogues and convenings. Key deliverables include:<br>· Assessment of Global Opportunities Map and linkages to community-based tenure recognition and engagement with front line defenders<br>· The restoration benefits of community ownership are defined / articulated in a peer-reviewed article<br>· A comparative analysis of successful front line defenders by communities is developed and leveraged | Global with regional / country case studies and analyses | $40,000 | $50,000 |

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| | | · Coordination with Coalition contributions are leveraged to showcase community contributions to front line defenders | | | |
| | | Strategic analysis of community contributions to climate change resilience and adaptation is considered | Global | $50,000 | $20,000 |
| | | Support FCPF efforts to: <br> · Assess the impacts of REDD+ on community tenure over the last decade <br> · Develop a map of global opportunities and survey of land tenure situations in REDD+ countries to capture the state of play, challenges, and opportunities | Global | | $80,000 |
| | Dialogues or events on collective tenure security in the context of climate change and sustainable forest governance are held to accelerate learning and consensus on effective and equitable climate actions in tropical forest countries | RRI leverages key global convenings (Global Landscape Forum, UN General Assembly, COP25) to advance the importance of community tenure security, rights-based approaches, and locally-defined alternative economic and conservation models to address international climate priorities and strengthen national ambitions | Global | | |
| | | RRI hosts a one-day dialogue on leveraging international initiatives to advance community tenure rights around the UN General Assembly & Climate Summit in New York City in September-- engaging new audiences and donors to accelerate learning and consensus on effective and equitable climate actions in tropical forest countries | Global | $65,000 | |
| | 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 | RRI engagement strategy with the GCF is defined and implemented in collaboration with key Coalition members engaged in this space | Global | $10,000 | |
| | | Support international REDD+ initiatives in their efforts to address tenure rights across their respective investment portfolios | | $5,000 | |
| **Outcome 3:** Influential companies and investors commit to rights-based approaches and standards, and work | Strategic analyses on tenure risks in key tropical forest countries are developed and made available to companies, investors, | See ATEMs work plan | | | |

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| with governments, CSOs, and rural communities to reduce tenure risks and enhance social and environmental outcomes in key tropical forest countries | communities and governments to appraise and address land tenure problems | | | | |
| | 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 | See ATEMs work plan | | | |
| | Tools and practices (e.g., investment screens, due diligence protocols) are developed and adopted by companies, investors, and governments to manage/ resolve tenure risks in key tropical forest countries | See ATEMs work plan | | | |
| Travel | | | $20,000 | |
| **Total** | | | **$190,000** | **$150,000** |

*3. Risks and Mitigation Strategies*

**Risk 1:** Limited financial resources may limit RRI's ability to deliver and fully leverage strategic analyses and convenings at national and global levels.

> *Mitigation Strategy: Donor restrictions on focus countries and limited resources to support the full breadth of proposed analyses and engagements will require dedicated efforts to secure additional funding, stronger leveraging of synergies with RRI Partners and Collaborators, and more integrated planning and coordination within RRG to maximize the impact of investments made across programs and geographies. Discussions with potential donors for targeted investments are progressing, and in collaboration with Coalition Partners and Collaborators, RRI will prioritize activities that have the highest likelihood of impact.*

**Risk 2:** Limited staff capacity may limit RRI's ability to fully deliver planned Rights and Climate contributions.

> *Mitigation Strategy: RRG will strengthen collaboration with program staff within the Secretariat—building shared ownership and leadership over the Rights and Climate program—and continue building relationships with Coalition Partners and Collaborators that can supplement the work of Secretariat staff.*

**Risk 3:** Limited coordination/synergy between RRI's global engagement and country-level needs and actions may impede uptake and implementation of key recommendations and conclusions from RRI's analyses, strategic convenings, and advocacy efforts.

> *Mitigation Strategy: RRI will continue efforts to foster bottom-up approaches to the identification of key strategic priorities, support the leadership/advocacy needs of front line defenders, and ensure effective collaboration with regional programs.* ■

# Gender Justice

*1. Rationale for Engagement*

The struggle for gender justice has long focused on reproductive rights, political participation, and access to economic opportunities. Yet the fundamental importance of tenure security and other property rights for anchoring women's rights and freedoms has only recently begun to receive the attention it deserves.

Catalyzed by the pressing demands of indigenous and rural women leaders for progress on Sustainable Development Goal (SDG) 5 and effective realization of the Convention on the Elimination of all Forms of Discrimination Against Women (CEDAW), RRI launched the first global analysis of women's forest rights in community-based tenure regimes in 2017. This landmark study helped raise global awareness of the essential role of rural and indigenous women's collective tenure rights in the context of climate and sustainable development imperatives—contributing to the creation of new initiatives (e.g. the global campaign on women's land rights supported by Landesa, the World Bank, and others) and dedicated efforts to operationalize gender justice in key conventions, voluntary agreements, and land use fora (e.g. UNFCCC & CBD, VGGT, Global Landscapes Forum).

Despite these developments, the unique contributions of indigenous and rural women to the management and sustainable use of the world's vast network of community-held lands and territories remains poorly understood and underappreciated. Indigenous and rural women represent more than half of the up to 2.5 billion people who depend on collectively-held lands to support their livelihoods. In the context of limited legal protection for community lands and territories across the developing world, insecure collective tenure rights for women and girls represents a major threat to their families, their communities, and the lands and forests they collectively protect and depend on. Unfortunately, many governments and the international community more broadly have yet to recognize and act upon the injustices that rural and indigenous women face.

While emerging initiatives and campaigns are helping to forge unprecedented opportunities to advance gender justice and the legal recognition of women's tenure rights in particular, they also represent new risks. Unless carefully shaped and executed, the call for women's property rights risks fragmenting community lands and undermining the unique importance of indigenous and rural women's collective land rights. Indigenous Peoples and local communities' rights are essential to saving forests and mitigating the devastating effects of climate change, and women are central to protecting these communities and their lands.

To spearhead global attention and leverage the support rural and indigenous women urgently need, RRI will:

1. Foster dialogue among existing and emerging initiatives in this arena to focus attention on Indigenous Peoples', local communities, and rural women's collective rights.

2. Convene strategic actors from the networks, government, private sector, civil society, and development agencies to influence agendas, platforms, and voluntary guidelines to draw attention to women's land rights on the global stage.

3. Launch the Coalition's new Gender Justice Strategy (2018-2022). The main areas of intervention of this strategy are related to reducing criminalization of women land defenders; increasing women's leadership and participation in decision-making/community level processes; promoting greater economic opportunities; supporting advocacy strategies for legal and policy reform on women's land rights within community-based tenure regimes; and building a global narrative on the importance of indigenous and rural women's tenure rights.

4.  Spearhead the development of a new Global Gender Justice Initiative to build and sustain support among key women's organizations, allies, and financial supporters.

5.  Produce practical analyses and arguments to raise understanding and support for this agenda at the global and local level and equip rural and indigenous women with data to advance their economic empowerment (Latin America, Indonesia), and legal recognition of their rights (India, Indonesia, DRC, Liberia, and Kenya).

To leverage the RRI Coalition's commitments to gender justice within community-based tenure regimes, the new Gender Justice Strategy builds on RRI's work over the past ten years to introduce various dimensions of gender justice into its analysis and advocacy, with the goal of establishing a coalition-wide mechanism to advance gender justice in community lands, forests, and natural resources management. The strategy was developed as a common framework that considers the plurality of context-specific gender justice issues across Africa, Asia, and Latin America. RRI will begin to implement the new strategy at the global, regional, and country levels in 2019.

Through the global-level launch of RRI's Gender Justice Strategy and the establishment of a global initiative, RRI will dedicate greater effort to supporting indigenous and rural women platforms to engage and expand strategic partnerships, leverage common agendas, and participate in landscape restoration efforts and climate change actions. Taken together, these efforts will create a "feedback loop" where work and lessons at the grassroots level will be leveraged in global fora, and global-level tools will flow down to the grassroots level.

*2. Work Plan*

| Outcome | Outputs | Activities | Implementing Organizations | Country / Region | Secured Funding | Unfunded Budget |
|---|---|---|---|---|---|---|
| **Outcome 1:** Rural and indigenous women's rights to community lands and forests are meaningfully incorporated into the emerging ecosystem of global gender justice initiatives, and integrated into dominant development narratives | RRI's Global Gender Justice Strategy is introduced and ready for implementation | In consultation with the Gender Justice Advisory Group, RRI introduces the gender justice strategy | RRG; Partners; Affiliated Networks; Collaborators; Gender Advisory Group | Global | | |
| | A Gender Justice Dialogue strengthens rural indigenous/rural women's governance rights (leadership/decision making) | Convene a dialogue on how to scale up women's governance rights at the local and national level | RRG; Partners; Affiliated Networks; Collaborators; Gender Advisory Group | Global | $30,000 | $25,000 |
| | Charter members of the GLF endorse Gender Justice collective lands rights | Lead a panel on women's rights and leaders at the Global Landscapes Forum | RRG; Partners; Affiliated Networks; Collaborators; Gender Advisory Group | Global | $15,000 | |
| | Existing indigenous women networks are better connected to advance their common agendas | Support networks of women indigenous leaders by identifying and inviting key stakeholders to attend and via global communications activities | RRG; Partners; Affiliated Networks; Collaborators; Gender Advisory Group | Global | $25,000 | |
| | A Gender Justice Global Initiative to fully integrate indigenous and rural women's property rights into the global narrative is clearly articulated and presented to the coalition for feedback | In consultation with the Gender Justice Advisory Group and key stakeholders, the Coalition will establish the mission and goals of a Gender Justice Global initiative | RRG; Partners; Affiliated Networks; Collaborators; Gender Advisory Group | Global | | $20,000 |
| **Outcome 2:** Examples of successful initiatives to transform customary practices and strengthen indigenous and rural women's governance rights are documented and showcased to: 1) promote learning and investment in best practices; and 2) strengthen the narrative that secure community land rights and the legal | Brief on strategies to strengthen indigenous and rural women's governance rights is authored | As a follow-up to Power and Potential, author a brief analyzing and compiling successful strategies employed by RRI Coalition members and other organizations to strengthen indigenous and rural women's governance rights, both under the law and in practice | RRG; Partners; Affiliated Networks; Collaborators; Gender Advisory Group | Global | Funded in the Communications and Tenure Tracking budgets | |

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| advancement of women go hand in hand | | | | | |
| **Outcome 3:** Indigenous and rural women's networks and organizations are equipped with tools, data, and analyses to advance their key regional- and country-level priorities with respect to policy reform, consultation processes, and economic opportunities | | **Africa:** Inform on new land policy in provincial consultation processes (DRC), workshops on CLA regulations (Kenya) and participation in drafting of regulations (Liberia)<br>**Latin America:** Mapping and systematization of lessons learned on women's economic entrepreneurship and organizational structures, document violence against land defenders.<br>**Asia:** Support collaboration and strategies on women's decision making (Nepal), contribute to SDG's report on IP women and support economic opportunities for women (Indonesia) | RRG; Partners; Affiliated Networks; Collaborators; | Global | Funded in the Africa, Asia, and Latin America budgets |
| **Outcome 4:** Companies and investors engaged in the responsible governance tenure adopt or incorporate gender sensitive approaches in their interaction with local communities | Update of Interlaken Group's strategy, leadership structures, and communication processes to position the Group to better deliver on an agenda increasingly focused on country-level impacts and sharing lessons globally | Update Interlaken Group communications strategy and mechanisms, including website and marketing materials | Interlaken Group | Global | Funded in the ATEMs budget |
| Travel | | | | $15,000 | |
| Coordination and Technical Assistance of Matrix Staff | | | | $20,003 | |
| **Total** | | | | **$105,003** | **$45,000** |

*3. Risks and Mitigation Strategies*

**Risk 1:** Despite growing global recognition of the need to realize women's rights to land and resources as a requisite to achieve sustainable development goals, donors and national governments might not provide funding or leverage political will to realize these fundamental rights.

> *Mitigation Strategy: The Coalition will foster dialogues, elevate success stories of rural and indigenous' women contributions to their communities' wellbeing, and document how these women are transforming power relations at the local and national levels to fully integrate these rights into local and global narratives.*

**Risk 2**: The argument that indigenous and rural women's rights to community lands and the advancement of communities' land rights are disruptive to the rights of the community is oftentimes used to hinder the full realization of the rights of all the members.

> *Mitigation Strategy: RRI will continue pushing back against the assumption that these two objectives are necessarily or fundamentally incompatible. The Coalition will demonstrate through narratives and voices from the ground that indigenous and rural women's tenure rights and communities' tenure rights are not disruptive of the rights of their communal livelihoods and rights, as well as continuing to share the results of its groundbreaking gender justice flagship, Power and Potential, which found that the advancement of women's rights and the rights of their communities go hand in hand.*

**Risk 3**: The Gender Justice theme became a full program in 2018, requiring additional dedicated resources to implement an ambitious agenda in a context of competing priorities at the global and regional levels.

> *Mitigation Strategy: The Secretariat's matrix structure and the Coalition's relationships and convening power are essential to implement and monitor the Gender Justice Strategy within community based-tenure regimes. Additionally, RRI is currently working on a resource mobilization strategy to increase funding not only to RRI but also increase donor support and recognition of the importance of women's land and resource rights within community-based tenure regimes to reduce poverty and achieve the SDGs.* ■

## Alternative Tenure and Enterprise Models (ATEMs)

*1. Rationale for Engagement*

Frustration with inadequate action by governments, and the growing market and political power of the private sector, led the development community in recent years to focus on the potential of leveraging the private sector to drive global sustainability outcomes. Recent evidence now indicates that private sector action is likely not a "silver bullet" for reducing deforestation and poverty and mitigating climate change, or at least for realizing these goals quickly. A majority of companies that have committed to the New York Declaration on Forests (NYDF) to reduce deforestation by 2020, along with their NGO and donor partners, recognize that they will not achieve the targets they have committed to meet within the next year.

As the world realizes in 2019 that these targets will not be met there is a major risk of fragmentation of efforts and disillusionment, as well as an even greater interest in alternative approaches. Complex local realities, insecure community land tenure, and evidence of the high cost of truly sustainable commodity production have constrained companies and investors from bridging the "implementation gap" between aspirational policies and field-level challenges. While the private sector has a major role to play in delivering the global climate and forest agenda, company and investor action alone will be insufficient to drive delivery at the speed and scale required to moderate dire climate thresholds. And while the private sector has struggled, tenure reforms have proceeded—albeit unevenly—in developing countries around the world, meaning that communities are gaining stronger rights to rural lands and forests, and building stronger enterprises and economies that are made possible by those rights.

Community-led approaches are emerging as promising alternatives to quickly respond to urgent climate, human rights, and environmental challenges, and are complementary to top-down supply chain and policy initiatives. For example, local control of land and forests is increasingly at the center of proposed climate actions, as demonstrated by commitments from CLUA Foundations and the Governors' Climate and Forest Task Force at the California Climate Action Summit. In countries like Liberia, Kenya, and Colombia, leaders are looking to Mexico for lessons on how to develop and support local enterprise and livelihood models to contribute to sustainability goals. Similarly, companies sourcing sugar, forest products, and palm oil in Malawi, Mozambique, Tanzania, and Indonesia are piloting landscape-level models of production and land use that are predicated upon secure community tenure as a vehicle to deliver on progressive sustainability policies. On the advocacy front, communities across the developing world are utilizing simple technology to drive advocacy to hold these stakeholders to account for impacts on community land and forests.

There is a critical opportunity in 2019 to demonstrate the power of community-based alternative models of economic development and commodity production to substantially contribute to progress towards climate and forest goals. Generation of new ideas and alternatives in 2019 will then be positioned to shape key climate and forest agendas post-2020, including the NYDF and REDD+, among others.

To drive progress towards this opportunity, RRI will prioritize three strategies. First, RRI will support efforts of the RRI Coalition and the Interlaken Group to engage upstream corporate supply chains in Malawi, Liberia, Kenya, Indonesia, the Mekong, and Colombia. These efforts will create new and/or build on existing entry points to engage companies, investors, and government stakeholders to facilitate adoption and implementation of best practices on community land rights, and rapidly scale up sharing of lessons. Second, RRI will facilitate linkages between community organizations in (at least) Liberia and Indonesia who are using technology to monitor the supply chains of Sinar Mas and Golden Agri Resources, as well as implementation of ongoing tenure reforms. By facilitating cross-regional connections and lesson sharing, RRI will help demonstrate the potential for coordinated, bottom-up monitoring of corporate activity and the rollout of policy and legislation. Third, RRI will seek to update global economic and sustainability narratives by reorienting community management and use of land and forests as central to the sustainability, growth, and climate agendas. RRI will work with key thought leaders from within and

outside the Coalition, community organizations, and practitioners to describe the status and potential of community-led alternative economic models in order to influence policymakers, support local advocacy, and identify opportunities for coordination.

*2. Work Plan*

| Outcome | Outputs | Activities | Country / Region | Theme | Secured Funding | Unfunded Budget |
|---|---|---|---|---|---|---|
| **Outcome 1:** Influential companies and investors work with civil society and developing country governments to identify, apply, and share lessons from rights-based business practices and other efforts to enhance local livelihoods, reduce tenure risk, and sustainably use natural resources | Strategic expansion of pre-competitive engagement of private sector, communities, and government in priority countries to identify local constraints to respecting rights in supply chains, build demand for alternative models, and link stakeholders to technical assistance | Support activities to follow up on scoping mission to convene companies, investors, civil society, and government stakeholders around issues of land tenure in the Mekong | Laos/Mekong | ATEMs | Funded in Asia budget | |
| | | Support the design and execution of the annual Southeast Asia Human Rights and Agribusiness Conference to be held in Yangon, Myanmar | Myanmar | ATEMs | Funded in Asia budget | |
| | | Follow up on a 2018 Interlaken Group pilot engagement by supporting the development of a Platform on Responsible Land Based Investments in Malawi | Malawi | ATEMs | $25,000 | $30,000 |
| | | Support the Community Land Act Now (CLAN) platform in Kenya to engage with government and the private sector to enact and improve the implementation of the Community Land Act and enable project-affected communities to identify and undertake collective strategies to secure their lands | Kenya | ATEMs | $30,000 | $30,000 |
| | | Interlaken Group-steered country-level activities to engage and influence producer-level companies and regionally influential investors | Indonesia; Mekong; Colombia; Liberia; Cameroon; TBD | ATEMs | $105,000 | $130,000 |
| | | Facilitate a space for a multisectoral and multi-level dialogue to exchange community initiatives on private sector relations, women's economic entrepreneurship experiences, and company policies regarding community relations, that serves as a basis to identify a mechanism for an active engagement with private sector actors | Latin America | ATEMs | Funded in Latin America budget | |

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| | | Support the training of forest and agriculture staff of influential companies in Indonesia in participatory mapping and emerging practices on community land rights to facilitate local private sector support for community tenure | Indonesia | ATEMs | $30,000 | $22,500 |
| | | Support the Civil Society Working Group on Palm Oil to monitor the implementation of sustainability plans of Liberia-based palm oil companies | Liberia | ATEMs | Funded in Africa budget | |
| | Strategic analyses to address land tenure problems made available to companies, investors, communities, and government | Design and conduct a stocktaking study of progress made on corporate commitments to reduce deforestation and the interrelated nature of constraints to achievement | Global | ATEMs | $20,000 | |
| | | Finalize the update of the Interlaken Group Land and Forests Rights Guidance to more comprehensively address issues of gender and tenure | Global | ATEMs | $20,000 | |
| | | Collect and document case studies highlighting emerging private sector experience implementing commitments on community land tenure, specifically highlighting efforts to strengthen women's rights to land and resources | Global | ATEMs | $20,000 | |
| **Outcome 2:** Global and national platforms/activities for engaging, monitoring, and influencing the impacts of private sector, conservation areas, and tenure reforms are connected to communicate and share information | Update of Interlaken Group's strategy, leadership structures, and communication processes to position the Group to better deliver on an agenda increasingly focused on country-level impacts and sharing lessons globally | 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 | $30,000 | |
| | | Implement Interlaken Group Strategic Work Plan by convening at least one formal meeting of participants, and leveraging the influence of the Group in key international forums | Global | ATEMs | $15,000 | |
| | | Update Interlaken Group communications strategy and mechanisms, including website and marketing materials | Global | ATEMs | $10,000 | |
| | Tools, technical assistance, and other resources designed to address tenure issues are made available to companies, | Per existing donor commitments, refine and deploy the IAN Investment Tool to demonstrate that tenure risk is not only identifiable, but manageable through a consultative approach that | Global | ATEMs | $85,000 | |

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| | investors, communities, and government | recognizes local communities as counterparties; and empower investors to assess and respond to tenure risks within prospective investments or their existing portfolios | | | | |
| | | Regional exchange brings together local organizations from Latin America, West Africa, and Southeast Asia who are utilizing simple technology to monitor implementation of tenure reforms and/or corporate activities, along with global experts, to share experience on emerging practice and identify opportunities to link efforts | Global | ATEMs | $50,000 | 0 |
| **Outcome 3:** Influential stakeholders from civil society, communities, private sector, and government collaborate to refocus international attention and support towards community-based economic models as a key approach to sustainable resource management, economic development, climate change, and outmigration | Document and demonstrate the potential of community-driven alternative models that are based on strong community tenure, and are inclusive of women and marginalized groups | Support and promote sustainable community forest management and enterprise alternatives through a learning exchange between Mesoamerica and South America | Peru; Guatemala | ATEMs | $30,000 | |
| | | Define and develop a global analysis orienting community-led models of economic development at the heart of climate change, poverty reduction, and landscape restoration | Global | ATEMs | | $100,000 |
| | | Mapping and systematization of lessons learned on women's economic entrepreneurship experiences and women's organizations | Latin America | ATEMs | Funded in Latin America Budget | |
| | | Support women-led coffee producers cooperatives in Bengkulu to sustainably co-manage community forests and pilot community investment of public finance into local coffee cooperatives | Indonesia | ATEMs | Funded in Asia Budget | |
| | | Define concept and approach for coordination mechanism to support community-led economic models, following up on 2018 Oaxaca workshop and initiative | Global | ATEMs | $20,000 | $30,000 |
| Travel/Facilitation | | | | | $30,000 | $30,000 |
| **Total** | | | | | **$520,000** | **$372,500** |

*3. Risks and Mitigation Strategies*

**Risk 1:** An ambitious private sector engagement portfolio, coupled with limited personnel and funding in 2019, means that there is a risk of not being able to follow up on resource-intensive country-level engagements, or to capitalize on emerging opportunities.

> *Mitigation Strategy: 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 Coalition among allies. To amplify limited capacity, RRI will partner with and provide steering support to related external initiatives when possible and appropriate.*

**Risk 2:** More coordinated local monitoring of corporate activities might set the stage for more violence against land rights defenders.

> *Mitigation Strategy: Because land rights defenders security may be at risk, RRI will need to be very thoughtful about how, when, and where different monitoring efforts are linked. RRI will also provide collaborators with information on security planning and other strategies for protection.*

**Risk 3:** Raising global interest in and expectations for the potential of community-led alternative economic models risks driving increased deforestation and unsustainable land and natural resource use if not complemented by parallel efforts to coordinate local support for communities.

> *Mitigation Strategy: These initiatives should be coupled with parallel efforts to not only coordinate support but develop capacity for sustainable community-driven enterprise and livelihood planning.* ∎

# Annexes

# Annex 1: 2019 Budget

## RRI

| | | Secured Budget | Unfunded Budget |
|---|---|---|---|
| **Total RRI** | | | |
| **Regional Programs** | | | |
| **Africa** | | **417,232** | **160,000** |
| | Africa | 230,000 | 160,000 |
| | RRG Africa Coordination & TA | 187,232 | - |
| **Asia** | | **602,488** | **608,000** |
| | Asia | 332,000 | 587,000 |
| | RRG Asia Coordination & TA | 270,488 | 21,000 |
| **Latin America** | | **492,478** | **171,000** |
| | Latin America | 255,000 | 150,000 |
| | Latin America Coordination & TA | 237,478 | 21,000 |
| **Strategic Analysis and Global Engagement** | | **1,777,084** | **825,820** |
| | ATEMs/Private Sector | 520,000 | 372,500 |
| | Rights and Climate | 190,000 | 150,000 |
| | Tenure Tracking | 175,000 | 35,000 |
| | Gender Justice | 105,003 | 45,000 |
| | SAGE | - | 20,000 |
| | RRG SAGE Coordination & TA | 787,081 | 203,320 |
| **Coalition and Strategic Networks** | | **609,657** | **153,000** |
| | Coalition & Strategic Networks | 288,000 | 153,000 |
| | RRG CSN Coordination & TA | 321,657 | - |

| | | |
|---|---:|---:|
| **Strategic Communications** | **841,081** | **157,000** |
| Strategic Communications | 198,000 | 157,000 |
| RRG Communications Coordination & TA | 643,081 | - |
| **Strategic Response Mechanism** | **481,344** | - |
| SRM Agreements | 435,000 | - |
| RRG SRM Coordination & TA | 46,344 | - |
| **Tenure Facility Support Program** | **452,160** | **200,500** |
| Tenure Facility Support Program | 70,000 | 200,500 |
| Tenure Facility Support Program Coordination & TA | 382,160 | |
| **Finance and Administration** | **1,642,371** | **380,003** |
| Non Salary Core Operating Costs | 962,791 | 318,003 |
| RRG Finance and Administration | 679,579 | 62,000 |
| **Subtotal of Costs** | 7,315,896 | 2,655,323 |
| **Hedge** | **277,410** | **5,700** |
| **TOTAL** | **7,593,305** | **2,661,023** |

| Program | Activity Code | Planned Activities | Region/ Country | Secured funding | Unfunded Budget Request |
|---|---|---|---|---|---|
| Africa | 19RFCD01 | Produce technical notes to inform new land policy with other stakeholders and participate in provincial consultation processes | DRC | $30,000 | $5,000 |
| Africa | 19RFKY01 | Organize meetings between communities and county governments; hold sensitization and information sharing workshop(s) on CLA and its regulations are held | Kenya | $0 | $30,000 |
| Africa | 19RFL01 | Civil Society Working Group on Land participates in meetings on drafting of regulations at county and national levels | Liberia | $0 | $10,000 |
| Africa | 19RFL02 | Civil Society Working Group on Land develops an engagement strategy on the drafting of regulations at county and national levels, and submits position statements to the government and Land Authority | Liberia | $12,500 | $5,000 |
| Africa | 19RFL03 | The Civil Society Working Group on REDD+ conducts trainings to enhance technical understanding of REDD+ and information sharing sessions with communities to ensure their awareness of and engagement with national processes | Liberia | $12,500 | $5,000 |
| Africa | 19RFCD02 | Environmental civil society organizes strategy meetings and workshops, and participates in discussion on moratorium, review of the forest code, and drafting of the new land policy with the government | DRC | $5,000 | $10,000 |
| Africa | 19RFCD03 | Continue provincial studies and multi-stakeholder dialogues on the status of tenure rights | DRC | $10,000 | $0 |
| Africa | 19RFCD04 | Communities participate in sensitization sessions on the CLA and its regulation | DRC | $5,000 | $0 |

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| Africa | 19RFKY02 | Communities build capacity on registration of land, reporting violations of the CLA and historical injustices via training workshops | Kenya | $0 | $30,000 |
| Africa | 19RFKY03 | A national public awareness campaign targeting private sector actors and others is conducted on the CLA by civil society | | $25,000 | $25,000 |
| Africa | 19RFL03 | The Civil Society Working Group on Oil Palm builds capacity on monitoring, human rights, and FPIC via trainings | Liberia | $40,000 | $0 |
| Africa | 19RFL04 | Policy engagement with the national technical working group on palm oil on the National Strategy on Palm Oil and the EPA's FPIC framework | Liberia | $20,000 | $0 |
| Africa | | Support the development of Community Land Act Now in Kenya to engage with government and the private sector to enact and improve the implementation of the CLA and enable project-affected communities to exchange and identify collective strategies to secure their lands | Kenya | ATEMs Budget | $0 |
| Africa | 19RFR01 | Convene 14 African National Land Commissions during a one week meeting in Madagascar to facilitate cross-country learning and experience sharing on progressive tenure legislation | Regional (Madagascar) | $0 | $35,000 |
| Africa | 19RFT | Travel | | $15,000 | $5,000 |
| Africa | 19RFF | Facilitation | | $30,000 | $0 |
| Africa | 19RFP | Planning | | $25,000 | $0 |
| Africa | 19RFS | Coordination and Technical Assistance | | $187,232 | $0 |
| **Africa Subtotal** | | | | **$417,232** | **$160,000** |
| Latin America | 19RLR01 | Mapping of potential partners in order to establish alliances with these actors and communities' initiatives to influence private sector and conservation projects | Latin America | $15,000 | $5,000 |
| Latin America | 19RLR02 | Develop a regional map of the violation of rights and criminalization linked to extractive projects in the territories | Latin America | $25,000 | $25,000 |
| Latin America | 19RLR03 | Generate a space, or take advantage of an existing space, to open dialogue with the business and conservation sectors | Latin America | $0 | $40,000 |

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| Latin America | 19RLR04 | Prior to COP 2019, facilitate the participation of Indigenous Peoples, Afro-descendants, women's organizations, and local communities to coordinate a united agenda to position at the COP:<br>a) Existing strategic meetings, such as the meetings of the New York Declaration on Forests in NY; and the Special Assembly of the Synod of the Bishops of the Pan-Amazonia Region, Pan-Amazonian Social Forum.<br>b) A coordination Meeting among representatives from the different groups to consolidate the United agenda and messages to bring to the COP | Latin America | $40,000 | $10,000 |
| Latin America | 19RLR05 | Mapping and systematization of lessons learned on women's economic entrepreneurship experiences and organizational structures to define a strategy for continued empowerment | Latin America | $20,000 | $10,000 |
| Latin America | 19RLR06 | Facilitate a space for a multisectoral and multi-level dialogue to exchange community initiatives on private sector relations, women's economic entrepreneurship experiences, and company policies regarding community relations, that serves as a basis to identify a mechanism for an active engagement with private sector actors, including a communication strategy | Latin America | $50,000 | $0 |
| Latin America | 19RLR07 | Workshop to capture the information needed to identify issues that land rights defenders are facing; conduct a mapping of actors and strategies being utilized to defend defenders; conduct a mapping of conflict areas; and identify RRI's value add | Latin America | $30,000 | $35,000 |
| Latin America | 19RLT | Travel | Latin America | $15,000 | $5,000 |
| Latin America | 19RLF | Facilitation | Latin America | $50,000 | $10,000 |
| Latin America | 19RLP | Planning | Latin America | $10,000 | $10,000 |
| Latin America | 19RLS | Coordination and Technical Assistance | Latin America | $237,478 | $21,000 |
| **Latin America Subtotal** | | | | **$492,478** | **$171,000** |

| Asia | 19RSR01 | Regional conference in Myanmar on Agribusiness and Human Rights | Southeast Asia | $0 | $20,000 |
|------|---------|------------------------------------------------------------------|----------------|------|----------|
| Asia | 19RSR02 | Scoping mission to identify opportunities for engagement with the private sector and to support rights-based locally owned community forest enterprise | Southeast Asia | $30,000 | $0 |
| Asia | 19RSR03 | Scoping mission follow-up activities | Southeast Asia | $40,000 | $0 |
| Asia | 19RSIN01 | Monitoring and action on high court and Supreme Court cases, rulings, and judgements posing a risk to forest rights under FRA | India | $0 | $50,000 |
| Asia | 19RSIN02 | Provide capacity building, training, and support for grassroots legal advocates | India | $0 | $50,000 |
| Asia | 19RSIN03 | Provide micro-support to grassroots organizations for mobilizing and legal action | India | $0 | $50,000 |
| Asia | 19RSIN04 | Trainings and workshops on FRA; consultations and meetings with state actors, CSOs, and grassroots organizations to provide inputs and support on FRA | India | $0 | $30,000 |
| Asia | 19RSIN05 | Support the national network collecting land conflict data and maintain www.landconflictwatch.org | India | $60,000 | $15,000 |
| Asia | 19RSIN06 | Support research, analysis, and the strategic release of studies, and implement advocacy strategies | India | $0 | $30,000 |
| Asia | 19RSIN07 | Meetings and consultations with the India Advisory Group | India | $0 | $10,000 |
| Asia | 19RSIN08 | Support capacity building, training, and advocacy for women's rights under FRA | India | $0 | $30,000 |
| Asia | 19RSID01 | Public campaign to mobilize on tenure agenda; strengthen coordination, collective engagement, and joint resources mobilization | Indonesia | $30,000 | $20,000 |
| Asia | 19RSID02 | Advocacy, capacity building, and constructive engagement with CSOs and communities in local platforms for rights recognition | Indonesia | $0 | $30,000 |
| Asia | 19RSID03 | Legal analysis and capacity strengthening of maritime communities through education and organization in areas that are vulnerable to criminalization and intimidation | Indonesia | $10,000 | $10,000 |

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| Asia | 19RSID04 | Recognition and legalization of forest products in Bengkulu province (coffee in conservation forest in Kepahiang district, aloes and rattan in *adat* forest in Lebong district). | Indonesia | $10,000 | $30,000 |
| Asia | 19RSID05 | Preparation of database on indigenous women to complement Indonesian government report in High Political Forum on Sustainable Development, and legal advocacy at national and local levels | Indonesia | $0 | $30,000 |
| Asia | 19RSID06 | Support preventive action and assistance to victims (and additional resource mobilization) | Indonesia | $0 | $50,000 |
| Asia | 19RSID07 | Learning forums on judicial process (civil, criminal, administrative) and building community of activists / paralegals / communities to share strategies in using court system and other mechanisms | Indonesia | $40,000 | $10,000 |
| Asia | 19RSID08 | Training of community investigators; preparing tools; field monitoring of Interlaken Standards | Indonesia | ATEMs Budget | $0 |
| Asia | 19RSNP01 | Support the drafting of Community Forest Law and bylaws, and support advocacy and mobilization strategies for rolling out Community Forest laws | Nepal | $0 | $30,000 |
| Asia | 19RSNP02 | Identify strategies to modify regulations around community-based forest enterprises and forest produce and support advocacy to incorporate modifications into policy | Nepal | $0 | $20,000 |
| Asia | 19RSNP03 | Conduct local, regional, and national meetings with elected local governments to increase collaboration and to share strategies and increase communication | Nepal | $0 | $10,000 |
| Asia | 19RSF | Facilitation | | $70,000 | $42,000 |
| Asia | 19RST | Travel | | $30,000 | $20,000 |
| Asia | 19RSP | Planning | | $12,000 | $0 |
| Asia | 19RSS | Coordination and Technical Assistance | | $270,488 | $21,000 |
| Asia Subtotal | | | | $602,488 | $608,000 |
| Tenure Tracking | | Complete analysis and flagship report on the national recognition of community-based freshwater rights in 16 countries | Global | See Communications budget | $0 |

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| Tenure Tracking | 19TX01 | Collaborate with the RRI Coalition, the Environmental Law Institute, and other key institutions and constituencies working toward securing the land, forest, and water tenure of communities and rural women, in order to launch and disseminate the flagship report in key global and regional forums for engagement (such as the 63rd Commission on the Status of Women, the World Bank Land and Poverty Conference, the XVII Biennial International Association for the Study of the Commons Conference, and the Women for Rivers Conference) | Global | $0 | $0 |
| Tenure Tracking | | Develop three two-pagers highlighting key thematic findings related to the recognition of community-based water tenure, including in the intersection between communities' land, forest, and water rights; private sector pressures and threats; and women's specific rights to use and govern freshwater resources | Global | See Communications budget | $0 |
| Tenure Tracking | 19TX02 | Update of data for 64 countries featured in RRI's Land Tenure Database, and collection of data for 5-10 additional countries | Global | $100,000 | $0 |
| Tenure Tracking | 19TX03 | Consolidate internal Depth of Rights Database in order to streamline inputs to restructured Tenure Data Tool and anticipated updates to dataset in 2020 | | $5,000 | $0 |
| Tenure Tracking | 19TX04 | Begin collaborating with the Communications Team to restructure and update RRI's online Tenure Data Tool to present most up-to-date Forest Tenure and Depth of Rights data, and include Gender data for the first time | | $25,000 | $20,000 |
| Tenure Tracking | 19TX05 | Support Green Advocates and other local partners in Liberia to develop a tool presenting RRI's Tenure Data in a more accessible format driven by the needs of a small number of local communities targeted by this pilot exercise | Liberia | $0 | $15,000 |
| Tenure Tracking | | As a follow-up to *Power and Potential*, author a brief analyzing and compiling successful strategies employed by RRI Coalition members and other organizations to strengthen indigenous and rural women's governance rights, both under the law and in practice | Global | Funded in Communications budget | $0 |
| Tenure Tracking | 19TX06 | Provide support and guidance to external organizations and initiatives in furtherance of community-based tenure rights; such support includes the revision of policies and compliance frameworks, concept notes, chapters, draft reports, and other materials | Global | $0 | $0 |

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| Tenure Tracking | 19TXT | Travel | Global | $45,000 | $0 |
| Tenure Tracking | 19TXS | Coordination and Technical Assistance | | $216,773 | $0 |
| **Tenure Tracking Subtotal** | | | | **$391,773** | **$35,000** |
| Comms | 19X01 | Targeted communications to advance national agendas in priority countries and respond to unforeseen strategic opportunities | Global | $20,000 | $30,000 |
| Comms | 19X02 | Production and promotion of concessions data | Global | $2,000 | $0 |
| Comms | 19X03 | Production and Promotion of Water Flagship | Global | $30,000 | $12,000 |
| Comms | 19X04 | Climate dialogue -- Production of SAGE climate analyses and promotion at UNFCCC and UNGA of additional SAGE climate analyses | Global | $20,000 | $0 |
| Comms | 19X05 | Gender dialogue -- Production of gender brief on governance and media outreach around dialogues | Global | $0 | $15,000 |
| Comms | 19X06 | Develop targeted new tools and resources for distribution at national level | Global | $15,000 | $0 |
| Comms | 19X07 | Spokesperson intensive 3-day training (in connection with other Washington meetings) and regular phone or email briefings on new research; positioning of this group within outreach efforts by the RRI Coalition and beyond | Global | $0 | $15,000 |
| Comms | 19X08 | Web hosting and technical support | Global | $10,000 | $0 |
| Comms | | Tenure data tool revamp and inclusion of *Power and Potential* data | Global | Funded in Tenure Tracking budget | $0 |
| Comms | 19X09 | Constituent management (Mailchimp), editing software (Adobe Creative Suite), photo and video library (Flickr), media lists, and online outreach tools (press release distribution, etc) | Global | $10,000 | $0 |
| Comms | 19X10 | General (unforeseen translations, thumb drives, business cards, changes to brand such as adding new Partner, etc) | Global | $10,000 | $0 |
| Comms | | Update Interlaken Group communications strategy and mechanisms, including website and marketing materials. | Global | Funded in ATEMs budget | $0 |
| Comms | 19X11 | Scoping/develop plan for digital advancement needed for mass mobilization in support of secure community land rights | Global | $5,000 | $5,000 |

| Comms | 19X12 | Coordination and management of Land Rights Now | Global | $38,000 | $0 |
|--------|-------|-------------------------------------------------|--------|---------|-----|
| Comms | | See detailed Tenure Facility work plan | 0 | $0 | $0 |
| Comms | 19X13 | Development of Foundation-specific materials | Global | $10,000 | $5,000 |
| Comms | 19X14 | Rebranding/ fundraising campaign around RRI 2.0 | Global | $15,000 | $20,000 |
| Comms | 19X15 | Annual Independent Monitor | Global | $0 | $50,000 |
| Comms | 19X16 | Production of RRI 2018 Annual Narrative Report | Global | $3,000 | $0 |
| Comms | 19XT | Travel | Global | $10,000 | $5,000 |
| Comms | 19XS | Coordination and Technical Assistance | 0 | $643,081 | $0 |
| **Strategic Communications and Donor Engagement** | | | | **$841,081** | **$157,000** |
| CSN | 19QP01 | Active engagement of core members of the Coalition throughout the year | Global | $0 | $35,000 |
| CSN | 19QP02 | Implementation of 1-2 Partners and Affiliated Networks meetings | Global | $5,000 | $0 |
| CSN | 19QP03 | Greater coordination through joint calendar, mapping tools, and new CRM system | Global | $0 | $25,000 |
| CSN | 19QP04 | Organization of the January Governance meeting | Global | $65,000 | $0 |
| CSN | 19QP05 | Organization of the Global Strategy meeting | Global | $35,000 | $0 |
| CSN | 19QP06 | Implementation of 2 in-person Board meetings; Director's Desk subscription | Global | $35,000 | $0 |
| CSN | 19QP07 | Organization of a strategic coordination meeting between representatives of the Strategic Initiatives | Global | $10,000 | $0 |
| CSN | 19QP08 | Support for bilateral or multilateral collaboration between initiatives | Global | $43,000 | $63,000 |
| CSN | 19QP09 | Organization of the annual meeting of MegaFlorestais | Global | $65,000 | $20,000 |
| CSN | 19QP10 | Coordination of the network with MegaFlorestais Co-chairs; support for documentation, and monitoring of any activities implemented by members throughout the year, including collaboration with the other Strategic Initiatives | Global | $10,000 | $10,000 |
| CSN | 19NT | Travel | | $20,000 | $0 |
| CSN | 19NS | Coordination and Technical Assistance | | $321,657 | $0 |
| **Coalition and Strategic Networks Subtotal** | | | | **$609,657** | **$153,000** |
| SAGE | | Travel | | $0 | $20,000 |
| SAGE | | Coordination and Technical Assistance | | $72,576 | $0 |

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| **SAGE Subtotal** | | | | | |

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| Rights & Climate | 19TC01 | Strategic analyses on forest restoration are developed in collaboration with IFRI and the ISB, and study results are leveraged in both national and international dialogues and convenings. Key deliverables include:<br>- Assessment of Global Opportunities Map and linkages to community-based tenure recognition and engagement with front line defenders<br>- The restoration benefits of community ownership are defined / articulated in a peer-reviewed article<br>- A comparative analysis of successful front line defenders by communities is developed and leveraged<br>- Coordination with Coalition contributions are leveraged to showcase community contributions to front line defenders | Global with regional / country case studies and analyses | $40,000 | $50,000 |
| Rights & Climate | 19TC02 | Strategic analysis of community contributions to climate change resilience and adaptation is considered | Global | $50,000 | $20,000 |
| Rights & Climate | 19TC03 | Support FCPF efforts to:<br>- Assess the impacts of REDD+ on community tenure over the last decade<br>- Develop a global opportunities map and survey of land tenure situations in REDD+ countries to capture the state of play, challenges, and opportunities | Global | $0 | $80,000 |
| Rights & Climate | 19TC04 | RRI leverages key global convenings (Global Landscape Forum, UN General Assembly, COP25) to advance the importance of community tenure security, rights-based approaches, and locally-defined alternative economic and conservation models to address international climate priorities and strengthen national ambitions | Global | $0 | $0 |
| Rights & Climate | 19TC05 | RRI hosts a one-day dialogue on leveraging international initiatives to advance community tenure rights around the UN General Assembly & Climate Summit in New York City in September--engaging new audiences and donors to accelerate learning and consensus on effective and equitable climate actions in tropical forest countries | Global | $65,000 | $0 |
| Rights & Climate | 19TC06 | RRI engagement strategy with the GCF is defined and implemented in collaboration with key Coalition members engaged in this space | Global | $10,000 | $0 |
| Rights & Climate | 19TC07 | Support international REDD+ initiatives in the efforts to address tenure rights across their respective investment portfolios | Global | $5,000 | $0 |

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| | 19TCT | Travel | | $20,000 | |
| | 19TCS | Coordination and Technical Assistance | | $192,632 | |
| **Rights and Climate Subtotal** | | | | **$382,632** | **$150,000** |
| Gender Justice | 19TG01 | In consultation with the Gender Justice Advisory Group, RRI introduces the gender justice strategy | Global, Regional (Africa, Asia, Latin America) | $0 | $0 |
| Gender Justice | 19TG02 | Convene a dialogue on how to scale up women's governance rights at the local and national level | Global, Regional (Africa, Asia, Latin America) | $30,000 | $25,000 |
| Gender Justice | 19TG03 | Lead a panel on women's rights and leaders at the Global Landscapes Forum | Global, Regional (Africa, Asia, Latin America) | $15,000 | $0 |
| Gender Justice | 19TG04 | Support networks of women indigenous leaders by identifying and inviting key stakeholders to attend and via global communications activities (e.g. social media, web presence, general publicity, and promotion) | Global, Regional (Africa, Asia, Latin America) | $25,000 | $0 |
| Gender Justice | 19TG05 | In consultation with the Gender Justice Advisory Group and key stakeholders, the Coalition will establish the mission and goals of a Gender Justice Global initiative | | $0 | $20,000 |
| Gender Justice | | As a follow-up to *Power and Potential*, author a brief analyzing and compiling successful strategies employed by RRI Coalition members and other organizations to strengthen indigenous and rural women's governance rights, both under the law and in practice | | Funded by Comms and Tenure Tracking programs | $0 |

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| Gender Justice | | Africa: Inform on new land policy in provincial consultation processes (DRC), workshops on CLA regulations (Kenya), and participation in drafting of regulations (Liberia)<br>Latin America: Mapping and systematization of lessons learned on women's economic entrepreneurship and organizational structures, document violence against land defenders.<br>Asia: Support collaboration and strategies on women's decision making (Nepal), contribute to SDG's report on indigenous women and support economic opportunities for women (Indonesia) | | Funded by Regional Programs | $0 |
| Gender Justice | | Update Interlaken Group communications strategy and mechanisms, including website and marketing materials | | Funded by ATEMS | $0 |
| Gender Justice | 19TGT | Travel | | $15,000 | |
| Gender Justice | 19TGS | Coordination and Technical Assistance | | $99,062 | $103,320 |
| Gender Justice | 19TGS-M | Coordination and Technical Assistance of Matrix Staff | | $23,003 | $0 |
| Gender Justice Subtotal | | | | $204,064 | $148,320 |
| ATEMs | 19TA01 | Follow up on a 2018 Interlaken Group pilot engagement by supporting the development of a Platform on Responsible Land Based Investments in Malawi | Africa/Malawi | $25,000 | $30,000 |
| ATEMs | 19TA02 | Support the Community Land Act Now (CLAN) platform in Kenya to engage with government and the private sector to enact and improve the implementation of the Community Land Act and enable project affected communities to identify and undertake collective strategies to secure their lands | Africa/Kenya | $30,000 | $30,000 |
| ATEMs | 19TA03 | Interlaken Group-steered country-level activities to engage and influence producer level companies and regionally influential investors | Indonesia, Mekong, Colombia, Liberia, Cameroon, TBD | $105,000 | $130,000 |

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| ATEMs | 19TA04 | Support the training of forest and agriculture staff of influential companies in Indonesia in participatory mapping and emerging practices on community land rights to facilitate local private sector support for community tenure | Asia/Indonesia | $30,000 | $22,500 |
| ATEMs | 19TA05 | Design and conduct a stocktaking study of progress made on corporate commitments to reduce deforestation and the interrelated nature of constraints to achievement | Global | $20,000 | $0 |
| ATEMs | 19TA06 | Finalize the update of the Interlaken Group Land and Forests Rights Guidance to more comprehensively address issues of gender and tenure | Global | $20,000 | $0 |
| ATEMs | 19TA07 | Collect and document case studies highlighting emerging private sector experience implementing commitments on community land tenure, specifically highlighting efforts to strengthen women's rights to land and resources | Global | $20,000 | $0 |
| ATEMs | 19TA08 | 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 change in practice | Global | $30,000 | $0 |
| ATEMs | 19TA09 | Implement Interlaken Group Strategic Work-plan by convening at least one formal meeting of participants, and leveraging the influence of the Group in key international forums | Global | $15,000 | $0 |
| ATEMs | 19TA10 | Update Interlaken Group communications strategy and mechanisms, including website and marketing materials | Global | $10,000 | $0 |
| ATEMs | 19TA11 | 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 | $85,000 | $0 |

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| ATEMs | 19TA12 | Regional exchange brings together local organizations from Latin America, West Africa, and Southeast Asia who are utilizing simple technology to monitor implementation of tenure reforms and/or corporate activities, along with global experts, to share experience on emerging practice and identify opportunities to link efforts | Global | $50,000 | $0 |
| ATEMs | 19TA13 | Support and promote sustainable community forest management and enterprise alternatives through a learning exchange between Mesoamerica and South America | Peru and Guatemala | $30,000 | $0 |
| ATEMs | 19TA14 | Define and develop a global analysis orienting community led models of economic development at the heart of climate change, poverty reduction, and landscape restoration | Global | $0 | $100,000 |
| ATEMs | 19TA15 | Define concept and approach for coordination mechanism to support community-led economic models, following up on 2018 Oaxaca workshop and initiative | Global | $20,000 | $30,000 |
| ATEMs | 19TAT | Travel/Facilitation | Global | $30,000 | $30,000 |
| ATEMs | 19TAS | Coordination and Technical Assistance | | $206,038 | $100,000 |
| **Alternative Tenure and Enterprise Models Subtotal** | | | | **$726,038** | **$472,500** |
| TF | | Manage/provide technical assistance to RRG-funded Tenure Facility projects (Peru and India): monitoring, reporting, and taking corrective action as necessary | India, Peru | $0 | $0 |
| TF | | Provide assistance to Tenure Facility-funded projects as and when requested | Africa, Latin America, Asia | $70,000 | $0 |
| TF | | Organize and manage the 2019 Tenure Facility Learning Exchange | Africa, Latin America, Asia | $0 | $100,000 |
| TF | | Continue to develop learning platforms and strategies | Africa, Latin America, Asia | $0 | $0 |
| TF | | Monitor, evaluate, and assess impact and consolidate and disseminate lessons and best practices from Tenure Facility-supported projects | Africa, Latin America, Asia | $0 | $0 |
| TF | | Organize Madagascar event with African nations | Africa | $0 | $0 |
| TF | | Assist the Tenure Facility as required with various documentation, transfer of systems, communications, and any other activities so far managed by RRG | Global | $0 | $0 |

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| TF | | Joint exploration of projects and information-knowledge sharing / RRG-RRI Coalition provides ground level intelligence and work to support the Tenure Facility | Global | $0 | $0 |
| TF | | Alignment and production of the TF global positioning and communications strategies | Global | $0 | $0 |
| TF | | Travel | | $0 | $100,500 |
| TF | | Coordination and Technical Assistance | | $382,160 | $0 |
| **Tenure Facility Support Program Subtotal** | | | | **$452,160** | **$200,500** |
| SRM | | Strategic Response Mechanism | | $435,000 | $0 |
| SRM | | Coordination and Technical Assistance | | $46,344 | $0 |
| **Strategic Response Mechanism Subtotal** | | | | **$481,344** | **$0** |
| F&A | 18OA | Accounting | | $60,000 | $0 |
| F&A | 18OO | Facilities (adds Canada) | | $259,874 | $85,000 |
| F&A | 18OD | Fixed asset depreciation | | $152,000 | $0 |
| F&A | 18OE | Donor Engagement | | $0 | $0 |
| F&A | 18OF | Fundraising | | $24,000 | $30,000 |
| F&A | 18OG | Gen ops/supplies | | $80,000 | $20,003 |
| F&A | 18OH | HR | | $20,000 | $30,000 |
| F&A | 18OT | Technology | | $110,000 | $10,000 |
| F&A | 18OTS | New Systems Development | | $45,000 | $60,000 |
| F&A | 18OS | Staff Development | | $10,000 | $15,000 |
| F&A | 19Z | Administrative Personnel Costs | | $679,579 | $62,000 |
| F&A | 19POS | Program Leadership/Management | | $201,917 | $68,000 |
| **Operations, Finance and Administration Subtotal** | | | | **$1,642,371** | **$380,003** |
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| | | TOTALS | | $7,315,896 | $2,655,323 |

# Annex 2: Strategic Objectives for Strategic Program III (2018-2022)

## 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 <u>prioritize four new strategic objectives</u>:

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

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. ∎

## 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. ■

RRI identified **five Programmatic Objectives** for 2018. The below captures the progress made against the annual priorities for year one (2018) of the five-year Strategic Objectives defined in Strategic Program III (2018-2022).

| 2018 Programmatic 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.** |

Gender justice is a critical theme running throughout all RRI's work at all levels. After a two-year process that included three regional convenings and one global meeting, RRI developed the **Gender Justice Strategy** in close consultation with rural, Afro-descendant, indigenous, and community organizations from across the world. It aims to scale up global efforts to secure rural and indigenous women's tenure rights, voice, and leadership within community land and forests. Core goals include reducing and preventing the criminalization of women land defenders; increasing economic opportunities for indigenous and rural women; increasing women's leadership in their communities and forest management structures; developing a shared "narrative" on women's collective tenure rights; and enabling indigenous and rural women to participate in national reform processes and policy formulations. The review, implementation, and monitoring of the Gender Justice Strategy will be one of the mandates of the recently reconvened **Gender Justice Advisory Group**, composed of Coalition members from Africa, Asia, and Latin America. Members of the Coalition agreed on pursuing a **Global Initiative** aimed at better connecting diverse initiatives on gender justice in collective lands and forests for greater impact.

To further the strategy and strengthen RRI's network of organizations working on gender justice, RRI held its first dialogue exclusively focused on gender justice: "Land Rights as a Gender Justice and Climate Mitigation Strategy." The event engaged key constituencies on the importance of women's rights within collective tenure systems and identified collaborative opportunities to scale up recognition of their rights. RRI also built stronger relationships with the SDG and gender justice communities—including Women Deliver and the FAO—to further this work in 2019. RRI was invited to become an Ally of Women Deliver's Deliver for Good Campaign, as well as to join the FAO's Global Campaign for the Empowerment of Indigenous Women for Zero Hunger. After co-organizing a side event at the Global Landscape Forum (GLF) on the connection between women's rights and long-term restoration targets, diverse stakeholders are developing a GLF Gender Constituency aimed at ensuring that gender equality is addressed in restoration policy and action.

Making the business case for gender-inclusive operating models for companies and investors was central to RRI's work with the private sector in 2018, and remains a priority in 2019. Progressive companies and investors increasingly recognize that integrating respect for women's land rights into their operations is key to meeting their broader commitments on land and environmental, and social performance. The Interlaken Group's 2018 meetings provided companies a forum to exchange knowledge on how to implement gender-

inclusive land rights considerations in their operations going forward. One of the tools discussed was an update to previously published guidance on implementing the Voluntary Guidelines on the Responsible Governance of Tenure (VGGT) to ensure that women and marginalized groups are prioritized. This update will be finalized in 2019.

Elements of the strategy are already being tested and achieving results at the country level, as well. Examples include:

**Asia**

- In **India**, RRI leveraged the power of the National Women in Agriculture Grassroots Network (MAKAAM), which acted as a force multiplier to push forward the agenda of gender and forest rights. MAKAAM initiated a national process of consultation on women and forest rights and is taking the lead to advocate and mobilize additional grassroots networks for individual and collective forest rights for women. Data collection and analysis on women's rights and titling under the Forest Rights Act support these efforts.

- In **Indonesia**, RRI supported women-led coffee producer groups in Bengkulu, Sumatra to receive funds from the Public Service Unit (BLU) of the Ministry of Environment and Forests (MoEF). The BLU is a public fund that had never before been accessed by communities with Community Forest (HkM) titles. In November, a financing agreement was signed between the coffee producer cooperative and the MoEF for IDR7 billion, almost US$500,000. This money will help producers to renew their plantations, cultivate indigenous coffee varieties, and market their unique product. Together, secure rights and support for women-led locally based forest enterprises set an example for other HkM and customary forest areas interested in accessing BLU funds to improve their livelihoods and protect their lands.

- In **Nepal**, RRI Partner FECOFUN has been advocating for the passage of the draft Forest Rights Law, which would recognize community forest rights throughout the country. With RRI support, FECOFUN also led on efforts to ensure the incorporation of women's land rights in the Forest Rights Law, including through meetings with the government and creation of a watchdog committee on gender and land issues.

**Africa**

- In **Liberia**, a decade-long effort supported by RRI and led by Liberian civil society to pass the Land Rights Bill (LRB—formerly called the Land Rights Act or LRA) was ultimately successful, and the Bill was signed into law in September 2018. In addition to providing a path to recognition of community lands, the efforts of RRI's collaborators in Liberia ensured that the LRB included significant gender provisions and protections for marginalized youth—something that previous draft versions of the Bill failed to do. RRI has provided direct support to local CSOs advocating for recognition of community land rights in Liberia since 2008, as well as international media support and a Land Rights Now mobilization in 2018 to increase pressure on President George Weah to pass the Bill.

- In **DRC**, the Coalition of Women Leaders for the Environment and Development (CFLEDD) achieved a breakthrough with the enactment of a provincial decree in the province of Equateur recognizing women's right to own land—making Equateur the first and, to date, only province in DRC to do so. This breakthrough resulted from advocacy and campaigning conducted by CFLEDD and supported by RRI since 2016. While no national legal framework exists for the recognition of women's land rights in DRC, CFLEDD is building on this success to influence the national land reform process currently underway to include women's rights.

**Latin America**

·   In **Peru**, the national indigenous and Andean women's network, ONAMIAP, worked in alliance with the Pacto de Unidad to influence donors and implementing organizations involved with a suite of community land titling projects. The organizations became members of the working group for one of the largest titling projects, PTRT3, which includes representatives from the Inter-American Development Bank (IDB) and implementing firms. As members of this working group, ONAMIAP and Pacto de Unidad influenced the content of guiding documents to include gender-sensitive provisions, including trainings for community women and awareness-raising workshops and trainings with local governments and implementing institutions on gender equity and interculturality to ensure understanding and compliance with gender policies and indigenous rights. As a result, ONAMIAP was included in the "Dialogue round-table," a consulting body for the implementation of other ongoing titling projects. In this role, the organization has ensured the integration of indigenous women's perspectives in the implementation of these projects.

In March 2018, RRI released Legislative Best Practices, a brief highlighting key attributes of national laws that protect indigenous and rural women's rights to community forests and other community lands. This brief was promoted alongside findings from RRI's gender justice flagship report (Power and Potential) at the 2018 UN Commission on the Status of Women and used to support advocacy efforts in all the countries highlighted above.

| 2018 Programmatic 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.** |

RRI's strategic analysis continued to provide vital underpinning for Coalition advocacy at all levels.

In 2018, RRI completed analyses on the impact of REDD+ projects on Indigenous Peoples and local communities in Mai-Ndombe in **DRC** and the rights to carbon in countries engaged in REDD+. These were leveraged to successfully open space for dialogue on REDD+—including with the funders of the World Bank's Forest Carbon Partnership Facility program in DRC—on the importance of community land rights to the program's success.

RRI co-authored a brief on the impact of conservation on Indigenous Peoples and local communities with the UN Special Rapporteur on the Rights of Indigenous Peoples, which was launched at the Oslo Tropical Forest Forum. The launch ensured that news stories and discussion around the forum included not only the importance of forests but also the key role of the Indigenous Peoples and local communities who protect them.

RRI also finalized the expansion and update of its database tracking the forest area legally designated for and owned by Indigenous Peoples and local communities. The update covers nearly 92 percent of global forest area and finds that the forest area legally recognized for communities across countries has grown nearly 40 percent since 2002—to a total of 15 percent of forests globally. The data featured in the forest tenure update was subsequently leveraged to produce *A Global Baseline of Carbon Storage in Collective Lands*, which found that communities manage nearly 300 billion metric tons of carbon in their lands and forests.

At the request of numerous RRI Affiliated Networks, these two reports constituted the primary scientific evidence underpinning the RRI Coalition's advocacy and awareness-raising efforts at the Global Climate Action Summit. Indigenous leaders used the research in their interviews with media and in direct advocacy with changemakers, including the governor's task force, which announced at the Summit a commitment to partner with forest peoples to advance climate action. The collaborative engagement with other organizations around this message led to a massive breakthrough in mainstream coverage of respecting rights as a climate solution. The research also fed into other reports and media efforts, including the New York Declaration Progress Assessment of Goal 10, which was released in advance of the COP in November.

The collaborative communications efforts around the Summit are an example of RRI's new communications strategy—currently in development. The new strategy aims to better support front line defenders; encourage greater action from governments and private sector actors who have committed to respecting land rights but have been slow to implement; and persuade new allies that securing community land rights is a solution to myriad problems they face in their own lines of work. To achieve these goals, RRI will target its distribution tactics and adjust its messaging to "meet people where they are," appealing to target audiences' values while remaining true to RRI's core messaging. For example, RRI will reach key audiences in the outlets they read, use direct communications/advocacy where most effective, and ensure the messenger is one that target audiences will be receptive to. RRI tested these strategies in 2018 through building partnerships to more effectively influence narratives and reach key constituencies; adjusting tactics by audience; expanding its "unbranded" communications that puts data and tools in the hands of actors best positioned to use them to drive change; and elevating its new digital strategy.

These tactics and learning are evident in RRI's support to UN Special Rapporteur on the Rights of Indigenous Peoples Victoria Tauli-Corpuz, who was criminalized by the Philippines government. RRI engaged in target outreach to key stakeholders, which led a resolution from the European Parliament; numerous statements of support, including from private sector actors; and high-level media outreach including a feature in the New York Times and an op-ed in the Financial Times. The Special Rapporteur has since been removed from the terrorist list. RRI also responded to the increase in extrajudicial killings of community and social leaders in Colombia with an op-ed in the New York Times; and supported the launch of the Special Rapporteur's new UN report on the impact of criminalization on Indigenous Peoples, including through the creation of a dedicated website at www.theyshouldhaveknownbetter.com in both English and Spanish. These combined efforts drew significant international attention to this crucial issue.

Further leveraging the Coalition is key for this strategy to successfully increase respect for and recognition of indigenous and community land rights. As such, greater connections between coalition members were made around key events, launches, and policy opportunities (e.g. the carbon report launch, the LRB campaign in Liberia, the Oaxaca workshop, and the Ottawa gender dialogue, as discussed under priority objectives 1, 2, and 3). Through an SRM, RRI supported a meeting that brought together indigenous leaders from around the world so UN Special Rapporteur on the Rights of Indigenous Peoples Victoria Tauli-Corpuz could hear their testimony on the violence and legal persecution they face for defending their lands. The meeting—held in March in Geneva—helped inform her report and website on criminalization mentioned above, in addition to social and digital outreach that helped draw more attention to this issue.

Numerous advancements were made at the country level as well. Examples include:

· In **Indonesia**, RRI continued to support front line defenders through a criminalization fund that provides emergency support to defenders who have been arrested. It is administered through a coalition of movements and civil society organizations, showcasing how collective networked action can be leveraged to protect rights defenders.

- In **India**, RRI supported Land Conflict Watch, which has become the most important source of data and analysis for land conflicts in the country and has helped shaped the rights-based discourse in India through extensive citations in analysis and stories in major media outlets. It has become the hub of a larger network of front line activists and researchers engaging with rights issues. RRI's analysis and advocacy were also successfully leveraged by CSOs and forest-related networks to delay the launch of the US$8 billion Compensatory Afforestation Fund (CAF), which would have had negative implications for forest rights; and push back the pro-corporate Draft National Forest Policy, which would be a major threat to the forest rights of more than 150 million tribal and forest dwellers.

- In **Colombia**, indigenous and Afro-descendant organizations strengthened their role within the Ethnic Commission for Peace to ensure implementation of the peace agreement's rural agrarian reform process. The National Organization of the Indigenous Peoples of Colombia (ONIC), Traditional Indigenous Authorities of Colombia, and the Platform of the Afro-Colombian Peace Council (CONPA) finalized two reports measuring progress in implementing the peace agreement and provided recommendations to the government to strengthen implementation.

  Through their work in the High-Level Ethnic Commission, indigenous and Afro-descendant organizations also succeeded in establishing an agreement with the new government for the inclusion of the Ethnic Chapter's commitments in the country's next five-year National Development Plan (2018-2022). Successful international advocacy efforts also contributed to the creation of a new international entity charged with monitoring the government's accountability toward the implementation of the peace agreement and the Ethnic Chapter. The new entity, referred to as the "inter-agency" and comprised of 27 international agencies, will be launched in December and work in direct coordination with the High-Level Ethnic Commission.

- In **Liberia**, RRI Collaborator Foundation for Community Initiatives (FCI) led efforts to secure community tenure rights throughout the implementation of REDD+ frameworks. This includes the formation of a REDD+ civil society working group. The group's trainings and review of the status of national REDD+ implementation this past year will allow them to mediate interactions between the government and communities. Additionally, Liberia's Oil Palm Working Group has secured a seat at the Tropical Forest Assessment 2020 (TFA2020) APOI secretariat. In this capacity, they can ensure community voices are represented in the national implementation of TFA2020 and secure wider community engagement throughout the oil palm sector.

- In **Kenya**, RRI Partner Forest Peoples Programme (FPP) made significant progress to secure tenure rights for the Ogiek and Sengwer communities through ongoing court cases at both the national and regional levels. Notably, FPP has also managed to suspend EU funding for the WaTER project managed by the Kenya Forest Service, as the current structure of the project does not guarantee the protection of forest-dwellers' rights. With FPP support, the Ogiek and Sengwer have also begun mapping and registering ancestral lands and applying for land titles.

- In **Ghana**, RRI Partner Civic Response has successfully renewed discussions between government and civil society on tree tenure guidelines and benefit sharing regulations. Having convened a legal working group with the Ministry of Land and Natural Resources, parties agreed to repeal the Concession Act of 1962, which gives ownership of all naturally occurring trees to the President, and to push for a holistic, temporary benefit sharing scheme until the Act is repealed.

To further these connections, RRI completed a Coalition visualization exercise to display the geographic and thematic engagement of RRI and its key Coalition members. RRI also collated internal Coalition contacts in preparation for the implementation of a Constituent Relations Management (CRM) system next year, which will facilitate contact management, enhance RRG's view of the Coalition, and hold the potential to scale up

information gathering and resource mobilization. Lastly, RRI is working with Partners on a map showing the engagement of each organization and a joint calendar to promote greater coordination going forward.

<table>
<tr><td><strong>2018 Programmatic Objective 3</strong></td></tr>
<tr><td><strong>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.</strong></td></tr>
</table>

RRI seeks to engage the top-down forces influencing community rights to land and forests (developing country governments and the private sector), while also promoting the bottom-up alternatives (from community management and use of natural resources to community led enterprise). RRI therefore both supports the development and adoption of alternative economic approaches and contributes to a sense of urgency that change is required; both are required to incentivize changes in stakeholder behavior.

To influence developing country governments and the private sector, RRI carried out activities in **Malawi, Liberia, Cameroon, Kenya, Indonesia, Laos,** and **Colombia** in 2018. These engagements validated the value of country-level platforms to engage with and influence upstream producers and investors. Country-level platforms represent compelling new entry points to facilitate implementation of best practices on community land rights in upstream supply chains. RRI Partners initiated activities with companies in **Cameroon** to follow up on the Interlaken Group workshop in Douala in February 2017. RRI continued to allocate resources to support country-level platforms in **Malawi** and **Kenya** and is working with collaborators on parallel engagements in Liberia and Indonesia. RRI also developed a concept note for a possible Interlaken Group country-level engagement in **Colombia** in 2019 and is collecting feedback from the Group and in-country Partners. SRM funding supported advocacy in **Laos** to ensure that language on responsible land-based investment is included in the revision of the Land Law.

In addition, RRI refined a concept to "democratize accountability" and monitor the impacts of investment, conservation, and new legal reforms on community lands and forests using simple technology. Data from this community monitoring can be used to raise pressure on corporate supply chains, the conservation sector, and developing country governments responsible for implementing reforms.

At the global level, the Interlaken Group was actively approached by parallel processes like the Tropical Forest Alliance 2020, Global Agribusiness Alliance, and Consumer Goods Forum, whose memberships are challenged to implement sustainability and deforestation reduction commitments in part because of insecure community land tenure. These represent important new venues and audiences whose agendas might be shaped through communication of the concrete lessons resulting from country-level engagement. The Group was hosted by Proparco and the EIB in Paris and Luxembourg respectively, and welcomed new participation from EBRD, PepsiCo, Miro Forestry, and NewForests. In 2018, the Interlaken Group initiated a "refresh" to better deliver an ambitious agenda and prioritize emerging opportunities for engagement at the country level. A strategy and implementation plan to deliver on a growing locally-focused agenda and to sustain the attention of new and current private sector participants will be completed in early 2019.

To complement this work, RRI also began to develop its strategy and role to support community-led enterprises. RRI and Rainforest Alliance, with steering support from IIED, FFF, and the Tenure Facility, hosted a workshop in Oaxaca in August to develop a collective agenda to influence policy and regulations inhibiting the success of community forest enterprises. These initial activities represent an important bottom-up complement to the top-down private sector engagement. In **Indonesia**, women-led cooperatives piloted a new approach and unlocked nearly US$500,000 in previously untapped government finance under social

forestry. In **Peru**, RRI Partners are planning a forum to discuss community forest management, current initiatives, the development of a legal framework for forests, and how to increase support for indigenous economic initiatives. This Forum is slated to take place in early 2019. Finally, in **Myanmar**, RRI supported partners to conduct regional workshops to link Community Forest User Groups to national-level private sector industry associations in bamboo, rattan, and timber, important entry points for communities to domestic companies and investors.

## 2018 Programmatic 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**.

RRI supported implementation of the 2018 transition plan and development of key Tenure Facility projects. The Tenure Facility has assumed direct responsibility for most of its administrative functions, financial responsibilities (except for the grants directly made to RRG), and grant management systems. The Tenure Facility Secretariat has also hired several key staff members to facilitate its independence and growth, including a Head of Programs; a Head of Strategic Communications and Outreach; and a Monitoring, Evaluation, Learning, and Reporting Manager.

RRI supported the Tenure Facility Secretariat in 2018 through its programmatic and regional expertise, which played a key role in helping the Secretariat vet potential projects and work with project leaders to develop those projects. RRI also facilitated the Tenure Facility's growth as a learning institution. A Learning Exchange convened Tenure Facility project leaders from nine countries in India. Co-hosted by RRI, the Tenure Facility, and the Indian School of Business, the exchange illustrated the complementarity between the respective roles of RRI and the Tenure Facility, and highlighted the enormous potential of the Tenure Facility to key audiences in the development world.

Greater collaboration between the Interlaken Group, MegaFlorestais, and the Tenure Facility took place during the year: the Tenure Facility participated in the 2018 annual meeting of MegaFlorestais, and a joint Tenure Facility and Interlaken Group panel was organized at the TFA2020 General Assembly in Accra to highlight trends in corporate adoption of tools and solutions to secure rights on the ground.

To build on these experiences, an initial meeting of representatives from the Tenure Facility, Interlaken Group, Land Rights Now, LandMark, and MegaFlorestais took place in November to determine a way forward for collaboration and leveraging each initiative's ability to influence key constituencies and scale up community land rights. Initiatives identified specific opportunities for bilateral collaboration to explore further in 2019. The group also agreed to adopt common language to highlight how they are linked to each other, facilitate greater connection on work in focus countries, and meet again next November.

## 2018 Programmatic 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.**

In 2018—with support from Coalition members—RRG developed a strategy for resource mobilization that aims to not only meet RRI's resource requirements but fundamentally shift the funding environment for community land rights by ensuring that diverse donors think of community land rights as a means to achieving larger development goals on growth, food security, climate change mitigation, women's rights, creating stable operating environments, and the SDGs. To execute this strategy and further build out RRG's donor relations capacity, hiring for a permanent development position is underway.

RRI automated several key finance and administration processes this year, including the piloting of online budget to actuals reporting, online credit card expense reporting with receipt imaging, and rollout of the initial stage of an intranet.

The COO undertook a benchmark of RRG benefits, including vacation time and usage, all showing positive comparisons. Through interviews with staff, RRI determined three key development priorities for staff: 1) core RRG process awareness/training (e.g. contracts, expense policies, etc); 2) delegation and project management; and 3) coaching/staff management. Delegation and project management training was provided to all staff, and RRI began developing key process training/handbooks. Additionally, RRI identified the need for media/public speaking training for several key staff members and contracted external training in time to prepare staff for the November planning meetings.

RRG has also moved forward in the process of setting up an international satellite office in Montreal, completing the process for legal registration with the government of Quebec, establishing a local payroll provider, and setting up new Canadian currency-based bank accounts. The grant application to Montreal International was completed and we are awaiting a decision from their board for an acceleration grant. ∎

# Annex 5: Report on 2018 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 January 2018, the RRI Board authorized a budget of US$435,000 for SRM activities; however, this amount fell short due to the heavy demand for SRM projects beginning early in the year.  Consequently, in February 2018 the RRI Board resolved to adopt temporary measures for funding of SRM proposals during 2018, including limiting the individual SRM funding to US$50,000 per activity.

A total of nine SRMs were approved and contracted during 2018 for a total of $438,560, including a $3,560 budget reallocation to supplement the small shortfall to cover one last activity. An additional nine requests for SRM funding were received during the year for consideration, but had to be declined in large part because of the budget shortfall.

The following table provides a summary of each 2018 SRM activity and the results that have been reported as of December 15, 2018.

## SRMs Issued in 2018

| Proponents | Country/ies impacted | SRM Project and Objectives | Status | Evidence of Achievement | Amount ($) |
|---|---|---|---|---|---|
| **Centre pour l'Information Environnement ale et le Développement Durable (CIEDD)** | Central African Republic (CAR) | **Project**: securing Indigenous Peoples', women's, and local communities' rights under a new legal land framework in CAR, and supporting the establishment of REPAR-CAR to monitor the land reform process<br><br>**Objective:** gather feedback for inclusion on the new draft land law from Indigenous Peoples' and civil society actors; establish a parliamentary network to champion and monitor the land law | **Completed**<br><br>Contract End Date:<br><br>30 June 2018 | CIEDD made significant progress in evaluating and responding to the proposed land law, demonstrating the need for a comprehensive land law that supports the rights of marginalized people including Indigenous Peoples and women in CAR. Furthermore, CIEDD successfully fostered a network of CAR parliamentarians (REPAR-CAR) to champion the land law. Social unrest and insecurity prevented the lawmakers from deciding on the draft land law before the end of their session; however, CIEDD will continue to foster relationships with members of REPAR-CAR and civil society to keep this crucial piece of legislation in the limelight. The group has planned to continue to work with lawmakers during several extraordinary sessions scheduled post the SRM period to push for the passage of a comprehensive land law that supports the rights of Indigenous Peoples, women, and rural communities. | 32,321 |
| **Forest Peoples Programme (FPP)** | Kenya | **Project:** responding to evictions of Sengwer people by Kenya Forest Service during 2017 end of year holidays<br><br>**Objective**: secure the tenure rights of customary forest dwelling communities in Kenya through advocacy at the national and European Union levels, and advance Sengwer and Ogiek applications for community land titles | **Completed**<br><br>Contract End Date:<br><br>30 November 2018 | Local advocacy activities were bolstered by national and international advocacy, including the Amnesty International report launch in May 2018 and related press. Local and international outcry at the 2017 Christmas Day evictions, coupled with FPP's ongoing direct engagement with the European Union (EU) led to the its suspension and review of its WaTER Programme and funding of the Kenya Forest Service (KFS). This contributed to the firing of the director of the KFS and the demotion of the local officer responsible for the evictions. Furthermore, the EU has agreed to continue with the project suspension until it is restructured with a human rights approach.<br><br>In terms of the activities focused on obtaining community land titles for the Ogiek and the Sengwer, court cases have not yet been settled, but should be resolved early 2019. Both groups have made significant advances in mapping and registering lands, as well as applying for land titles. More Sengwer community leaders and activists are willing to be named as petitioners and witnesses in this and future cases, including a significant number of women. Three briefs have been prepared and | 64,919 |

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| | | | | published. There is momentum behind the creation of a Bungoma County Forest Act which would address the issues of community land titles. | |
| **Village Focus International (VFI) / Land Information Working Group (LIWG)** | Lao People's Democratic Republic | **Project**: supporting CSO efforts to integrate sustainable land-based investment and responsible agricultural investment (RAI) principles into the National Land Law revision in Lao PDR<br><br>**Objective:** form a 'Focal Group' that will include representatives from various government entities, CSOs, private companies, and development partners who have been working on responsible investment and community land rights in Laos, and develop a policy brief that can feed into the Land Law revision process | **In progress**<br><br>Extended Contract End Date:<br>25 February 2019 | A multi-stakeholder 'Focal Group on Sustainable Land-Based Investment' was formed under the Land Sub-Sector Working Group (LSSWG), which created a Terms of Reference (TORs) and Action Plan required for the Focal Group to gain official approval. At present, the Focal Group is waiting on the official letter from the government as a final endorsement and 'on paper' authorization of the Group and its work. The TORs will help to the group continue its work even after the SRM period ends. LLSWG guided the Focal Group to define Responsible Agricultural Investment (RAI) principles, and to focus on an output-based structure. The Focal Group created the Turning Land Into Capital Report, and is currently working on revising a policy brief related to the Land Law revision process. The report has led to the increased collaboration with Institute of Legislative Studies (ILS) under the National Assembly and has led to several small-scale studies on cases of land compensation. VFI, in collaboration with the Land Issues Working Group (LIWG), has been using the report and draft policy brief to influence the ongoing legislation, like the Forestry Law, that is also undergoing revisions.<br>The SRM has been delayed because the National Land Law is still in a draft form, and revisions or changes have not been made public. Another LSSWG meeting is planned to be held by the first quarter of 2019, with hopes of providing clarity and content of the revised National Land Law. | 48,936 |
| **Tebtebba Foundation** | Global | **Project**: supporting the United Nations Expert Meeting on "Criminalization, violence and other risks faced by indigenous peoples defending their rights: Proposals for action"<br><br>**Objective**: raise global awareness of the criminalization of Indigenous Peoples and spur government and institutional responses to minimize the | **Completed**<br><br>Contract End Date:<br>30 September 2018 | The overall objective for this SRM was for the UN Special Rapporteur on the Rights of Indigenous Peoples to produce and submit to the UN Human Rights Council a thematic report on criminalization and attacks against Indigenous Peoples in order to raise global awareness on the issue and spur government and institutional responses to minimize such threats and attacks. The consultation meeting conducted under this project directly contributed to this objective by providing empirical evidence to the thematic report, especially in cases where Indigenous Peoples were criminalized or attacked because of their defense of, or assertion of, their rights to their lands, territories, and resources.  This meeting also demonstrated how the capacity of Indigenous Peoples to assert these rights is being undermined by actions taken by states and other non-state actors. The thematic report that was produced includes recommendations addressed to states, corporations, CSOs, and Indigenous Peoples on | 48,300 |

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| | | threats faced by Indigenous Peoples | | measures needed to protect indigenous communities from criminalization and end impunity. The meeting was essential for the participants to learn from each other's experiences. The report has since been officially submitted to the UN Human Rights Council and a website about the report and key findings has been created and circulated. It can be accessed at www.theyshouldhaveknownbetter.com. | |
| **Federation of community Forestry Users Nepal (FECOFUN)** | Nepal | **Project**: engaging with and capacity building of local governments in Nepal to support community forestry<br><br>**Objective**: convene, train and orient local government representatives on the community forestry issues to ensure that the interests of the Community Forest User Groups (CFUGs) are protected and enhanced in the local government regulations and policies; create model community forest laws to empower CFUGs and remove regulatory barriers and initiate implementation of the model laws within their jurisdiction | **In Progress**<br><br>Contract End Date:<br>31 December 2018 | Through the SRM, RRI is supporting work to engage with newly elected government officials in the context of Nepal's transition to a three-tier government structure. Results to date include:<br>· One national level, and three regional forums were held with various government officials, FECOFUN, Green Foundation Nepal's leadership, forestry experts, and other CSOs to clarify the role of local government officials and FECOFUN under the new government structure. It was decided that sustainable forest management and forest protection will be nationally led by FECOFUN. Discussions around technical implementation of the local level model Act at the regional level were also held.<br>· Ten municipalities were selected to participate in the implementation of the model community forest law, and five local governments have begun collaborating with the mayors and deputy mayors to prepare for implementation.<br>· An awareness-raising event was held in Kathmandu, attended by the Federal Minister of Forestry, where details around restructuring the forestry sector to be more oriented towards local and indigenous communities were discussed in depth.<br>· The 'Women First Campaign' was attended by over 200 women from CFUGs, CSOs, and government officials. The campaign celebrated the contributions that women have made to forestry in Nepal and focused on knowledge sharing about the draft Forest Rights Law and the specific caveats for women's individual and collective forest rights. | 48,811 |
| **CSO Oil Palm WG (CSO-OPWG)** | Liberia | **Project**: following up on the Roundtable on Sustainable Palm Oil (RSPO) Complaints Panel (CP) decision on Golden Veroleum | **Completed**<br><br>Contract End Date: | In July 2018, following the RSPO CP's rejection of GVL appeal, and GVL's subsequent withdrawal from the RSPO, the CSO OPWG was forced to adapt quickly and change some of the activities without straying from the spirit and overall objective of the SRM. Widespread consciousness-raising has been conducted at target counties to make community members aware of their rights in the areas that GVL is working. At the national level, | 49,473 |

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| | | Liberia (GVL)'s Complaints in Liberia<br><br>**Objective**: make affected communities aware of the RSPO Complaints Panel (CP) decision, to engage with GVL, and support communities to monitor Golden Veroleum Liberia's (GVL) implementation of the RSPO CP decision | 15 December 2018 | a campaign was conducted to raise awareness with government institutions about CSO work in the oil palm sector, and the realities for communities on the ground. This was based on frank conversations with key actors and resulted in requests from different government entities for more information on the sector, including, most notably, a request from the Ministry of Agriculture (chair of the oil palm technical working group) for a review of the concession agreement between GVL and the government of Liberia. | |
| **Coalition des Femmes Leaders pour l'Environnement et le Développement Durable (CFLEDD)** | DRC | **Project:** Supporting the Congolese environmental civil society's advocacy around the major ongoing reforms in the forest sector: drafting of the new Forest Policy; revision of the Forest Code; and lifting the moratorium on the issuance of new logging concessions<br><br>**Objective:** integrate women's rights into the Forest Code and the new national forest policy, and ensure that local communities' and Indigenous Peoples' tenure rights are considered when the moratorium on logging concessions is lifted | **Completed**<br><br>Contract End Date:<br>1 October 2018 | There was an initial series of meetings, attended by approximately 115 participants, dedicated to the creation, editing and finalizing of a strategic advocacy plan and unified action plan for use by civil society groups to ensure community involvement in the revision of DRC's national Forest Code.<br>In three corresponding revision meetings, some 20 delegates from regional environmental networks, NGOs, and civil society groups participated. These activities received ample media coverage.<br>CFLEDD then hosted a national validation meeting to affirm the policy notes (formatted into user friendly brochures, which can be more widely distributed to the public). To conclude their validation processes, CFLEDD had exchanges with FONAREDD (Fonds National REDD+) and Congolese parliament.<br>As a result of the work of this SRM, civil society is much more strongly implicated in the advocacy process for forest governance policies. Moving forward, the biggest concern is that civil society not only stays involved, but also stays informed. | 35,000 |
| **Coordenação Nacional de Articulação das Comunidades Negras Rurais Quilombolas** | Brazil/Colombia | **Project:**<br>Fostering governmental commitments toward the collective titling of Quilombola and Afro-Descendant | **In Progress**<br><br>Contract End Date: | CONAQ, PCN, INCRA, ANT Colombia and Brazil held their first meeting to distil the existing lessons and challenges of collective ownership and institutions of the two countries. As part of the CONAQ advocacy strategy before the new government of Brazil, a second exchange meeting is scheduled to be held on December 13-15, where participants plan to create | 44,896 |

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| **(CONAQ) (Brazil) / Proceso de Comunidades Negras (PNC) (Colombia)** | | community lands in Brazil and Colombia<br><br>**Objective:** Influence the drafting of a plan to resume the collective titling processes of Quilombola communities' land in Brazil as instructed by the Brazilian Federal Supreme Court ruling on the constitutionality of the Decree 4887 of 2003 | 31 December 2018 | a proposal to be presented to the new government (the Public Ministry of Brazil). | |
| **RAKATA Training Center and Collaborators** | Indonesia | **Project:** Strategic support for creating co-management forest systems within protected areas and national parks<br><br>**Objective:** Support development of co-management agreements and systems for protected areas in collaboration with Indigenous Peoples and local communities and the private sector in protected areas of Indonesia | **Stalled**<br><br>Contract End Date:<br>30 June 2018 | Thus far, through the SRM, Rakata has organized a meeting with Atainamu Organization and other influential people in which they identified Naususu camp as a key focal area and created a plan for tourism activity and fresh water installation. The project also identified the potential of ecotourism in Tambora and Lore Lindu national parks. The Ministry of Environment and Forestry Conservation agreed to provide office space which will also be used to collect information and knowledge related to national parks to be shared with interested parties.<br><br>This project was slated to end in June 2018. As project implementers have failed to communicate progress, no additional information can be reported at this time. Should this situation continue, the activity will be suspended, and no additional payments will be made. | 65,904 |
| **2018 Total** | | | | | **438,560** |

## SRMs Issued in 2017 and 2016 Active in 2018*

*Not included in 2018 Totals or Budget*

| Proponents | Country/ies impacted | SRM Project and Objectives | Status | Evidence of Achievement | Amount ($) |
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| **AIPP/CIYA** | Cambodia | **Project:** Supporting collective movement of indigenous Kui and other communities to claim their rights over land and natural resource in Preah Vihear<br><br>**Objective**: To 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 plantation companies in Preah Vihear | **Completed**<br><br>Extended Contract End Date:<br>March 30, 2018 | This SRM was approved in June 2017. To counter the detrimental effects of the economic land commissions (ELC), this activity supported a training of 20 indigenous youth from Preah Vihear on local, national and international law; various policies pertaining to Indigenous Peoples; and the utilisation of social media as a monitoring tool. The youth were supplied with smart phones and cameras to monitor ELCs and the expansion of concessions. CYIA together with local community members organized several meetings with community members, government officials, and CSOs to create a petition against the ELC. CIYA mapped the land of the Kui communities on the border of the ELC, and the coordinates were added to the petition and sent to the UN OHCHR in Phnom Penh.<br><br>CIYA was able to build the capacity of the Kui indigenous youth by conducting legal and social media trainings and initiating a radio talk program to discuss indigenous land issues. It has strengthened the Indigenous Youth Network in remote areas of Cambodia, and built solidarity among indigenous youth, local communities, and local authorities. Due to the enforcement of the Law of Associations and NGOs (LANGO), an inter-ministerial committee to manage the activities of international NGOs including the Interior Ministry established on December 5th, 2017, activities of this SRM were stalled and restricted. The project team faced safety and security risks while on the ground and thus faced challenges reaching the final outcomes for this SRM. | 9,800 |
| **Yayasan Lembaga Bantuan Hukum Indonesia (LBH). LBH is a** | Indonesia | **Project:** Strategic support to Kendeng communities in their struggle to defend their lands against construction of a cement factory | **Completed**<br><br>Contract End Date:<br>31 March 2018 | Through this SRM, approved in August 2017, a coalition of legal aid organizations including Indonesia Legal Aid Foundation (YLBHI), the Semarang Legal Aid Institute, and various public interest lawyers were able to successfully work on two specific cases of community members who had been criminalized during the Kendeng protests. These cases were: the Joko Prianto Case, pertaining to an environmental land rights defender; and the Surokonto Case, a class action case pertaining to three | 59,718 |

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| **member of AMAN** | | **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 | | villagers. Multi-stakeholder coordination meetings were key to the success of these cases. LBH collaborated and consulted with a diverse set of actors, ranging from: environmental lawyers and organizations, local community members and CSOs, and the Ministry of Law and Human Rights. LBH created a large repository of documents, infographics, and analysis about the environmental and social impact of the proposed cement project, to garner support and raise awareness. The activity also supported several cultural events, trainings, and workshops that incorporated traditional practices of the Kendeng and created awareness of PT Semen Indonesia case. Attended by hundreds of community members, the event was closed by the ritual *lamporan*, to repel pests from agricultural fields (including PT Semen). Under this activity, other mass mobilizations were organized to increase public awareness and support for the case.<br><br>Because of this SRM, the Indonesian public and civil society is more aware and involved in the Kendeng case, and the Kendeng communities have built internal capacity and knowledge on litigation strategy and mass mobilization to hold PT Semen accountable. | |
| **Innovation et Formation pour le Développement et la Paix (IFDP)** | DRC | **Project:** Support for a provincial legal framework to recognize and secure local communities' and Indigenous Peoples' land rights in South Kivu Province<br><br>**Objective:** to integrate women's rights into the Forest Code and the new national forest policy, and to ensure that local communities' and Indigenous Peoples' tenure rights are considered when the moratorium on logging concessions is lifted | **Completed**<br><br>Contract End Date:<br>1 May 2018 | This SRM was approved in August 2017. As a result of the implementation of the project: (a) a unified advocacy strategy document of Congolese CSOs to influence the drafting of the new forest policy, the revision of the Forest Code, and the lifting of the moratorium on the issuance of new logging concessions is made available and validated; (b) three technical notes/position papers have been produced and validated by CSOs nationally as CSOs' contributions to the three processes mentioned above. These position papers contribute to the integration of women's rights as well as local communities' and Indigenous Peoples' tenure rights into the Forest Code and the new national forest policy, while providing recommendations regarding the completion of the geographic planning (zoning process) prior to the lifting of the moratorium on the issuance of new logging concessions. The position papers have been officially discussed with and submitted to the national Parliament, the Ministry of Environment and Sustainable Development, and the DRC National Fund for REDD+ (FONAREDD) – which are, at different levels, involved in and in charge of the three targeted processes. The contributions are received and accepted by the three bodies, and a monitoring effort by CSOs is | 45,022 |

being conducted now to ensure that the contributions are well taken into consideration and integrated.

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| **Inclusive Development International (IDI)** | Guinea | **Project:** Seizing opportunities for advancing the rights of guinean communities affected by AngloGold Ashanti<br><br>**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 | **Completed**<br><br>Contract End Date:<br>30 September 2018 | This SRM was approved in August 2017.<br><br>The use of the SRM by IDI resulted in: 1) mapping of community interactions with AngloGold Ashanti, which informed preparation for mediation between communities and the mining company; 2) intensive capacity building and evidence collection activities with communities, and finally; 3) pre-mediation meetings and formal mediation sessions with AngloGold Ashanti, IDI and local communities. Overall, the project has informed IDI's outlook on mediation, and allowed the communities of Kintinian to understand the approach of AngloGold Ashanti moving forward. For the company and its investors, mediation is a conciliatory method of problem solving, while for the communities it is a process for determining reparations for the injustices they've suffered. These differences have meant that private companies like AngloGold and the communities they interact with often clash. Nevertheless, the work carried out by IDI has allowed Kintinian communities to approach the mediation process and future conflict resolution mechanisms from a position of strength, with clearly delineated complaints and requests as well as an understanding of effective negotiation tactics. Already, communities have reached a preliminary agreement concerning water access at a resettlement site. A second round of mediation was scheduled after the end date of the SRM in which community members hoped to discuss infrastructure, transparency, loss of assets and income, and human rights abuses. | 49,975 |
| **Vasundhara** | India | **Project:** Campaign to safeguard tribal and forest dwellers rights in the Compensatory Afforestation Fund Rules<br><br>**Objective:** Support the CSOs in India in their struggle to ensure that the Compensatory Afforestation Fund (CAF) rules incorporate safeguards including FPIC, and protect the rights and powers of local governance bodies (Gram | **Completed**<br><br>Contract End Date:<br>30 September 2018 | This SRM was approved in October 2017. Activities and results included:<br>· 130 documented case studies on the impact of Compensatory Afforestation plantations on land and forest rights, livelihoods, and the environment across the states of Odisha, Jharkhand, Chhattisgarh, Maharashtra, Andhra Pradesh, and Gujarat<br>· Interactive website of satellite imagery from 17 select CA plantation sites in Jharkhand, Chhattisgarh, Odisha, Madhya Pradesh, and Andhra Pradesh launched – indiacaf.wix.com/mysite<br>· One-day consultation on Compensatory Afforestation and Rights of Forest-Dwelling Communities organized in Delhi, attended by | 25,498 |

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| | | Sabhas) and right holders vested under FRA and control of Gram Sabhas over the CAMPA funds | | · more than 60 state groups, community representatives, activists, researchers, lawyers, journalists and NGOs working on forest rights<br>· Reached 45-50 parliament members, state legislatures and political parties' functionaries to seek their support for ensuring compliance of CAF rules with FRA<br>· Workshop for 10 research fellows of members of parliament on Forest Rights Act: Prospects and Challenges on 18 March 2018<br>· Several petitions and objections to relevant government bodies submitted, including a petition demanding MoEFCC deliver on its assurance ensuring compliance of CAF rules with FRA<br>· Considerable media coverage achieved | |
| **Yayasan Hutanriau** | Indonesia | **Project:** Safeguarding protected forests through mapping and NTFP harvesting and community forest enterprises<br><br>**Objective:** Strategically respond to an immediate and sustained threat to *adat* 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 | **Completed**<br><br>Contract End Date:<br>31 March 2018 | This SRM approved in October 2017 was completed in March 2018.<br><br>The project successfully mapped 550 hectares of Bukit Betabuh protected forest to complete the application for a Social Forestry permit, as well as the planting of approximately 30 hectares of jernang, an important forest product in the area. Forest farmer groups are patrolling the jernang with the added benefit of monitoring illegal logging and encroachment in the protected forest. Because of this project's activities, a new forest farmer group with 27 members was formed in a neighbouring village. Finally, the project identified NTFPs with the potential of being cultivated in the protected forest. Of the initial nine proposed, community members settled on sialang (Koompassia excelsa) tree cultivated honey.<br><br>See also: Protecting Forests, Protecting Dragon's Blood | 9,900 |
| **Green Foundation** | Nepal | **Project:** Exposure visit of Nepali Parliament members, policymakers, and civil society leaders to Mexico<br><br>**Objective:** Nepali Parliament members and senior bureaucrats learn, review, and reflect on the processes and mechanisms of the current | **Completed**<br><br>Extended Contract End Date:<br>30 April 2018 | This SRM was issued in October 2016.<br><br>In April 2018, after a three-year delay as a result of political changes in Nepal, eight elected officials from federal, provincial, and local levels of government travelled to Mexico for a week-long exchange. The Nepali delegation met with Mexican government counterparts, held a press conference about community forestry, and visited four community forestry areas around Puebla del Norte province.<br><br>See also:<br><br>If Not Us Then Who interview with Mayor Ghanshyam Pandey | 49,950<br>(2016) |

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

If Not Us Then Who web article

RRI Photoblog by Natalie Campbell

Recorded Press Conference with Mexican delegates (SPANISH) ∎

## About the Rights and Resources Initiative

The Rights and Resources Initiative is a global Coalition of more than 200 organizations dedicated to advancing the forestland and resource rights of Indigenous Peoples, local communities, and rural women. Members capitalize on each other's strengths, expertise, and geographic reach to achieve solutions more effectively and efficiently. RRI leverages the power of its global Coalition to amplify the voices of local peoples and proactively engage governments, multilateral institutions, and private sector actors to adopt institutional and market reforms that support the realization of rights. By advancing a strategic understanding of the global threats and opportunities resulting from insecure land and resource rights, RRI develops and promotes rights-based approaches to business and development and catalyzes effective solutions to scale rural tenure reform and enhance sustainable resource governance.

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.

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