Rights and Resources Initiative
Framework Proposal: 2013-2017

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**Accelerating Reforms in Forest Rights, Governance, and Markets
to Meet Global Challenges to Reduce Poverty, Conflict and Climate Change**

A Framework proposal from the Rights and Resources Initiative: 2013 - 2017

Submitted by:

Andy White, PhD
Coordinator, Rights and Resources Initiative
President, Rights and Resources Group
1238 Wisconsin Ave NW, Suite 300
Washington, D.C. 20007

awhite@rightsandresources.org
P: +1 202.470.3890 | F: +1 202.944.3315
www.rightsandresources.org

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EXECUTIVE SUMMARY

Total Request: US$12,000,000 per year over five years, for a total of US$60,000,000.

Project Duration: Five years — 2013-2017

Rationale

1. **There is unprecedented global interest in community lands and resources that threatens local, national and global security and development.** *Forests and drylands in developing countries constitute almost 40 % of the Earth's land surface (almost 6 billion hectares) and house over 40% of the Earth's population. These more than 3 billion people are among the world's poorest and most marginalized, with legally unrecognized customary land and resource rights and thus vulnerable to land-grabbing, deforestation and ecosystem degradation. In Africa alone, the area for which access and rights are governed by customary land tenure extends to almost 1.5 billion hectares - three fifths of the continent. And yet, those areas are becoming even more important in the fight against climate change. Forests in the developing world continue to be cleared at a rate of approximately 13 million hectares a year, but are key to carbon storage. As of 2005, 67% of the world's carbon was stored in forests and drylands.*

2. **Insecure and unjust tenure and weak governance undermine progress on global goals of alleviating poverty, advancing women's rights and gender equity, and reducing illegal logging, conflict and greenhouse emissions.** *Rapidly rising global demand for agricultural land, bio-energy, minerals, water and other natural resources, and related speculative investment, is driving an unprecedented rush for rural land and resources. The projected US$ tens of trillions of investment in developing country infrastructure and mining alone over the next several decades vastly surpass investments in forest conservation and climate change and present a major, existential threat to remaining tropical forests, cultures that reside within them, and rural ecosystems globally.*

3. **There is unprecedented demand from key governments, conservation and development organizations, and private investors for technical support and investment on tenure and governance reforms.** *This demand translates into an historic opportunity to mobilize action to secure lands in coming years and to improve livelihoods for hundreds of millions of forest dependent people. Inadequate action now will risk the rollback of rights and continued, if not accelerated, forest clearance and billions of tons of CO2 emissions.*

4. **There has been significant progress in recent decades in recognizing local tenure rights, addressing illegal logging and trade, and transforming forestry and agricultural supply chains to adhere to social and environmental standards.** *The innovative approaches, partnerships, standards and tools that have produced these achievements can be scaled up to convert the demand for resources into a force for positive development.*

RRI's Performance

Since establishing the coalition 6 years ago RRI is recognized as the world's leading network on forest tenure and governance and for catalyzing major shifts in tenure and governance policy in China, Indonesia, Brazil, and Nepal among other countries. *The independent, Mid-Term Evaluation found that "RRI's strategic and relentless catalytic focus on these rights appears unique and highly appreciated"… And "in the team's measured judgment, RRI has done more to foster these results on a global basis, and within selective countries,*

than any other."[1] RRI is a coalition of 14 leading developing country and international organizations and over 140 collaborating organizations in 16 countries. Since 2008 has conducted over 500 activities, with 60% of all income supporting activities at the country and regional level. RRI received a total of US$27 million from bilateral aid agencies of Norway, the U.K, Sweden, Finland and Switzerland, as well as the Ford Foundation, for its first framework program between 2008 and 2012.

Proposal

RRI is now proposing to scale up to meet this global opportunity for impact, to mobilize greater global action to confront land and resource grabbing and to recognize and strengthen customary rights to rural lands*. RRI will develop new collaboration and commitment in a broader arena by leading development, conservation and private sector organizations to prioritize recognition of community lands. Likewise, RRI will deepen engagement in globally strategic countries, developing stronger linkages with FLEGT, VPA and REDD initiatives, strengthening its programs to support women's networks and enterprises, and new programs to influence and leverage private investment. RRI is requesting increased levels of support from its current financial supporters, and will leverage this commitment to gain support from donors in the U.S. and Asia.*

Key Measurable Results

Key, quantifiable results for the next 5 year period include an increase of 100 million hectares of forest owned or administered by Indigenous Peoples and other local communities, which will bring the total such forest area in developing countries to 35% of the total developing country forest estate, up 8% from the 2008 baseline of 27%. In addition, over the next five years, RRI will play a key role in improving the livelihoods and income of 500 million forest dependent people. Robust systems to monitor and ensure performance are in place and being further strengthened.

Outputs

1. Tenure legislation, policy and regulatory frameworks recognize and strengthen the rights of local communities and Indigenous Peoples in a subset of countries in Africa, Asia, and Latin America.

2. Markets, trade, investment or conservation legislation and policies adopted or implemented by governments that strengthen Indigenous Peoples and local communities' rights, enterprises, benefits and incomes in a subset of countries in Africa, Asia, and Latin America.

3. Strategic national level coalitions of CSOs and global climate and trade initiatives actively committed to and engaged in advancing national-level tenure and governance reforms.

4. Private sector entities actively support tenure and governance-related reforms, and support community governed production and management in the countries where they operate.

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[1] RRI (2011). The Challenges of Growing with Complexity: Mid-Term Evaluation of the Rights and Resources Initiative. Prepared by J. Gabriel Campbell, Kirsten E. Andersen, Marlene Buchy, Robert Davis and Jorge Recharte, The Mountain Institute.

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GLOSSARY

ACICAFOC	Coordinating Association of Indigenous and Community Agroforestry in Central America - *RRI Partner*
ATEMs	Alternative Tenure and Enterprise Models (an RRI initiative to examine and promote pro-poor tenure and enterprise models in Africa, Asia and Latin America)
CBD	Convention on Biological Diversity
CSAG	Civil Society Advisory Group, to the International Tropical Timber Council (an independent advisory group facilitated by RRI)
CSO	Civil Society Organization
DFID	Department for International Development (UK)
DRC	Democratic Republic of the Congo
FAO	Food and Agriculture Organization of the United Nations
FCPF	Forest Carbon Partnership Facility
FECOFUN	Federation of Community Forest Users (Nepal) - *RRI Partner*
FIP	Forest Investment Program (World Bank)
FLEGT	Forest Law Enforcement, Governance and Trade Action Plan of European Union
FPCD	Foundation for People and Community Development (Papua New Guinea) - *RRI Partner*
FPIC	Free, Prior and Informed Consent
FPP	Forest Peoples Programme - *RRI Partner*
ICRAF	World Agroforestry Centre - *RRI Partner*
IP	Indigenous Peoples
ITTC	International Tropical Timber Council
ITTO	International Tropical Timber Organization
IUCN	International Union for Conservation of Nature - *RRI Collaborator*
MDGs	Millennium Development Goals
MegaFlorestais	An informal network of public agency leaders from large forested countries to advance international dialogue and exchange on forest governance. A network guided and facilitated by RRI.
NGO	Non-Governmental Organization
NORAD	Norwegian Agency for Development Cooperation
RECOFTC	Regional Community Forestry Training Center for Asia and the Pacific, *RRI Partner*
REDD+	Reducing Emissions from Deforestation and Forest Degradation
RRG	Rights and Resources Group (the coordination mechanism of the RRI)
RRI	Rights and Resources Initiative
Sida	Swedish International Development Cooperation Agency
UBC	University of British Columbia - *RRI Collaborator*
UNDRIP	United Nations Declaration on the Rights of Indigenous Peoples
UNFCCC	United Nations Framework Convention on Climate Change
UNREDD	United Nations Collaborative Programme on Reducing Emissions from Deforestation and Forest Degradation in Developing Countries
VPA	Voluntary Partnership Agreement

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BACKGROUND AND RATIONALE

NEW THREATS AND CRISIS

Despite decades of international development efforts, the vast majority of rural resources and lands continue to be contested. Forests and drylands in developing countries constitute almost 40 % of the Earth's land surface (over 6 billion hectares) and house over 40% of the Earth's population. [2] These more than 3 billion people are among the poorest and most marginalized, with legally unrecognized customary land and resource rights and thus vulnerable to land grabbing, deforestation and ecosystem degradation. In Africa alone, the area for which access and rights are governed by customary land tenure potentially extends to almost 1.5 billion hectares[3]. In Sub-Saharan Africa, some 5% of all lands have been "grabbed" in the past 5 years alone.

And yet, those areas are becoming even more important in the fight against climate change. Forests in the developing world continue to be cleared at a rate of approximately 13 million hectares a year, but are key to carbon storage. As of 2005, 67% of the world's carbon was stored in forests (638 GtC) and drylands (1430 GtC).[4] It is difficult to imagine any substantial progress on food, climate, and political insecurity without dealing with land security. The human rights of hundreds of millions of Indigenous Peoples (IP) and local communities are denied, with women often suffering the greater burden of abuse and disproportionately deprived of economic, social and political opportunities.[5]

THE CRITICAL INTERCONNECTIONS OF RIGHTS, RESOURCE SUPPLY AND CLIMATE CHANGE

The future supply of many natural resources, the mitigation of global climate change, and the rights and livelihoods of local forest people are all intertwined. Rapidly rising global demand for agricultural land, bio-energy, minerals, water and other natural resources, is driving an unprecedented rush for rural land and resources. Speculative investment and industrial exploitation of rural lands and natural resources have sharply increased over recent decades. The projected US$ tens of trillions of investment in developing countries in infrastructure and mining (US$25 trillion in infrastructure alone) over the next several decades vastly surpass investments in forest conservation and climate change and present a major existential threat to remaining tropical forests, cultures that reside within them, and rural ecosystems globally. The fact that much of the agricultural land, minerals, oil, water, and hydropower sites sought by investors are in forest areas has threatened local rights, fueled deforestation, and created social and political conflict.

Such tragic outcomes are the product of government control and claims of ownership over the majority of natural resources, economic development policies that industrialize them and subjugate the rights of local people to illegal, and unaccountable and unsustainable investments, businesses and markets. These longstanding patterns of exploitation have reached a scale at which they have become major causes of food insecurity, national political instability, conflicts, and global climate change.[6] Globally, we are witnessing

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[2] UNSO. 1997. Office to Combat Desertification and Drought. Aridity Zones and Dryland Populations: an Assessment of Population Levels in the World's Drylands. New York: UNSO/UNDP. 23pp

[3] Liz Alden Wily and Jeffrey Hatcher, Rights to Resources in Crisis, Reviewing the Fate of Customary Tenure in Africa, Brief #1 of 5, Rights and Resources Initiative, 2011.

[4] United Nations Decade for Deserts and the Fight Against Desertification:
http://www.un.org/en/events/desertification_decade/value.shtml.
UNFCCC: http://unfccc.int/files/press/backgrounders/application/pdf/fact_sheet_reducing_emissions_from_deforestation.pdf.

[5] Kenneth Chomitz, Piet Buys, At Loggerheads? Agricultural Expansion, Poverty Reduction, and Environment in the Tropical Forests. The World Bank (2007).

[6] Chatham House and Rights and Resources Initiative. (2011). Resources, Rights and Development in a Changing World: Blue Skies Meeting Summary. London and Washington, D.C.

arguably the largest ever transfer of lands, resources and natural wealth from least developed countries to newly emerged rich countries - and within these least developed countries, from poor and rural areas to industrial and urban zones.

AREAS OF PROGRESS IN TENURE AND GOVERNANCE REFORMS

There has been progress in recognizing rights, setting up systems of governance in forest areas, and reducing forest poverty over recent decades. Most notably, Brazil and China have strengthened local rights over hundreds of millions of hectares of forest while reducing deforestation and raising rural incomes[7]. Nepal and Mexico have encouraged community forest management and enterprises and achieved increased forest cover and incomes, and strengthened roles for women in community organizations and enterprises[8]. Government initiatives to secure land rights, often coupled with local demands, played a key role in all the cases. Over the past two decades more than 70 countries shifted from net deforesters to net forest growers– indicating that deforestation can be reversed and restoration achieved with political will and civic action[9].

A number of major countries have recently overturned colonial land legislation and are strengthening or recognizing local forest and land rights – including India in 2009 and Kenya in 2010[10]. In 2011 the governments of Indonesia and Laos announced that they too will launch a forest tenure reform process[11]. These more recent gains were preceded in many countries in Latin America that recognized IP and community land rights and where these forests are now among the most well protected in the region[12]. Addressing tenure insecurity has become a component of the peace agenda in forest-rich, post conflict countries including Mozambique, the DRC and Liberia.

Local peoples and their representatives in community, women's and Indigenous Peoples organizations, are connected and engaged in national and international policy formulation like never before. This is largely a product of local demand and emerging democratic space at the national-level and the political space and opportunity opened by international processes, including the CBD, UNFCCC, and UNDRIP. IP and community representatives serve on advisory boards of World Bank's Forest Investment Program (FIP) and the Forest Carbon Partnership Facility (FCPF) and UN-REDD. Some conservation organizations are beginning to recognize the importance of human rights and traditional knowledge.

The global climate change, conservation and forest development communities have begun to understand tenure reform as a prerequisite for decreasing deforestation and degradation at a globally significant scale, and for equity in forest areas. Private sector carbon investors find widespread tenure insecurity to be a major obstacle to investments or market development.[13] The finding that community ownership is a low-cost approach to secure forests[14] is increasingly understood by the REDD+ community. The World Bank's FIP has

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[7] Jintao, Xu, Andy White, and Uma Lele. (2010). China's Forest Tenure Reforms: Impacts and Implications for Choice, Conservation and Climate Change. Rights and Resources Initiative, Washington, D.C.

[8] Governments of the United Kingdom and Nepal. (2009). *Community Forestry for Poverty Alleviation: How UK Aid has Increased Household Incomes in Nepal's Middle Hills*. Livelihoods and Forests Programme, LFP Monitoring Report Series. http://www.lfp.org.np/publications.php?id=25

[9] Gregersen, Hans, Hosny El-Lakany, and Luke Bailey. (2011). The Greener Side of REDD. Rights and Resources Initiative, Washington, D.C.

[10] Sarin, Madhu, et al. *Redressing 'historical injustice' through the Indian Forest Rights Act 2006: A Historical Institutional analysis of contemporary forest rights reform*. http://www.rightsandresources.org/blog.php?id=477; Mwathane, Ibrahim. (2009). *What's in the Land Policy*. Daily Nation. Printed on 1 July 2009.

[11] Stecker, Tiffany. *FORESTS: Indonesia announces 'unprecedented' expansion of land rights*. Climate Wire. Printed 18 July 2011.

[12] Chomitz, Nelson. (2011). *Effectiveness of Strict vs. Multiple Use Protected Areas in Reducing Tropical Forest Fires: A Global Analysis Using Matching Methods*. PLoS ONE 6(8): e22722. doi:10.1371/journal.pone.0022722.

[13] Diaz, David, Katherine Hamilton, and Evan Johnson. (2011). State of Forest Carbon Markets 2011: From Canopy to Currency. Ecosystem Marketplace/Forest Trends, Washington, D.C. http://www.forest-trends.org/publication_details.php?publicationID=296

[14] Hatcher, Jeffrey. (2009). Securing tenure rights and reducing emissions from deforestation and degradation (REDD): Costs and lessons learned. Social Development Papers: Social Dimensions of Climate change. Paper no. 120. World Bank, Washington, D.C. http://www.rightsandresources.org/documents/files/doc_1474.pdf

agreed to address tenure insecurity in some country programs and the FCPF and UN-REDD have allocated some funds for tenure studies. The world's major conservation organizations are beginning to understand the importance of land rights and to think beyond the traditional protected area models, to better integrate local people into conservation schemes. The ITTO and FAO recently published new analyses of forest tenure and publicly called for governments to pursue reforms and strengthen local rights.

GROWING DEMANDS FOR SOCIAL AND ENVIRONMENTAL STANDARDS IN TRADE, INVESTMENT AND SUPPLY CHAINS

After years of dedicated investment and advocacy, global forest markets are shifting toward legal and sustainable supply. Consumers in developed countries, and increasingly in developing countries, are demanding products from legal and certified "sustainable" sources. The private sector is more aware of the financial and reputational risks of ignoring local people's rights. A growing number of international firms and investors have committed to transparency and social and environmental safeguards and there are new NGOs expert in working with businesses and shifting their supply chains.[15]

The FLEGT process, VPA trade agreements and REDD+ discussions are becoming levers for policy and market change in many forest countries. Emerging, middle-income countries are starting to examine their importance for their own foreign direct investment decisions.[16] Dramatic leaps in communication and spatial technologies have made monitoring of government action and rural trends more affordable and accessible to civil society as well as government and scientists.

Private investors in agribusiness, infrastructure and extractive sectors are beginning to sense the substantial financial risks of insecure tenure. Major international forest companies, including Stora Enso and Sino Forest, have suffered reputational and financial loss due to a lack of appreciation for local land rights in China. Major commodity roundtables – such as the Roundtable on Sustainable Palm Oil (RSPO) – now include minimal standards for respecting local land rights. Investors in infrastructure are surprised by the massive local resistance to a road in Bolivia planned through the TIPNIS indigenous reserve. There is now a clear opportunity to quantify these costs and to factor them into the cost of capital for these projects, enabling the possibility of converting these major investors into allies for tenure reform.

NEW, INNOVATIVE INITIATIVES: PARTNERSHIPS ENABLING GREATER EFFECTIVENESS AND SCALED UP IMPACT

There are many, promising collaborative initiatives that have created in recent years or are just now reaching scale. Examples include:

- NGOs, including TFT (formerly the Tropical Forest Trust), have leveraged substantial commitment and support from private actors engaged in the production of natural resource products and RSPO is advancing safeguards for private investors. The Private Infrastructure Development Group (PIDG) and the GAVI Alliance (formerly the Global Alliance for Vaccines and Immunization) have demonstrated the possibility of leveraging large amounts of private capital to deliver global public goods and press corporate actors toward greater accountability and transparency.

- The African Women's Network for Community Management of Forests (REFACOF) and the Meso-American Alliance of People and Forests[17] are examples of multi-country community initiatives advancing new, scaled-up vehicles for raising awareness, preventing reversals, and advising policy.

- The RRI coalition is now recognized as a highly credible and effective initiative. Partners and Collaborators have established new platforms for strategic planning and program delivery between diverse local and international organizations in major tropical forest countries. Most major

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[15] Global Witness. (2011). Making the Forest Sector Transparent: Global Transparency Report 2010.

[16] Chatham House. (2010). Illegal Logging and Related Trade – Indicators of a Global Response.

[17] African Women's Network for Community Management of Forests (REFACOF). http://www.rightsandresources.org/publication_details.php?publicationID=2114; Mesoamerican Community Carbon Corridor. MesoCarbon.

development organizations and environmental groups now recognize the importance and necessity of strengthening local rights, and there is unprecedented potential to mobilize this interest to finally raise the recognition of community lands to a global development priority and muster much more concerted effort.

GOING FORWARD: A PRECARIOUS WORLD WITH POSSIBILITIES FOR PROGRESS

The convergence of climate, financial, demographic and political forces risk overwhelming the progress outlined above and reversing the gains in forest areas. Analysts predict that the next two decades will be defined by volatility and a restructuring of global finance, trade, and governance.[18] There is also a dawning comprehension of the interconnectedness of economies and natural resource use and promising opportunities to secure gains and advance progress. **Rural and forest areas are playing an increasingly decisive role in global attempts to control climate change, limit conflicts, and supply natural resources.** The interplay and outcomes of these dynamics hinge on the future of rights and governance.

Climate change is already causing social havoc, generating political-economic shocks, and increasing human and ecosystem vulnerability, and international responses remain inadequate. With no global agreement on emissions nor a system for offsets or a global carbon market, the world is beginning to reconsider how to deliver needed emissions reductions. **There is growing frustration with the slow pace of existing international initiatives set up to reduce emissions from forests and growing calls for more innovative approaches that deliver results.**

Concurrently, climate-related disasters are forcing developing country governments and communities to focus on adaptation, the integral role of agriculture, and urgent needs for greater social and environmental resilience. These catastrophes also create political opportunities for reform. The historic forest fires in Russia in 2010 led the Russian government to strengthen the autonomy of the Federal Forest Agency, enabling it to undertake new initiatives. The 1998 floods in China prompted billions of dollars of investments in restoration and tenure reform. These experiences demonstrate that future crises can lead to far-reaching institutional reforms if innovative ideas are available "on-the-shelf" and coalitions of critical constituencies are ready.

Resource scarcity and limited access are driving conflicts, and shaping international politics and national security agendas.[19] Increased local and global demands for land, water, food, fuel, fiber, and minerals have created a new global political economy of resource scarcity, characterized by rising rents, greater speculation, more violence, and widespread expectations of increased competition and conflicts.[20] Resource scarcity is expected to sharpen dramatically as the global middle class grows from 1.8 to 5 billion by 2030[21]. **At the same time, there will be hundreds of millions of additional people and a "youth bulge" in rural and forest areas by 2030**. And they will not only have expectations of jobs and justice but also directly compete with urban and global demand for resource use. Even Latin American countries that had led forest reforms in past decades are now expanding extractive industry and infrastructure into Indigenous Peoples' and community lands. **Yet, national security planners, statesmen and some investors are increasingly aware that locally supported and decentralized resource governance can serve rural jobs and produce goods and services more sustainably, without costly conflict.**

[18] Evans, Alex. (2011). *Food Security: Are we Nearly There Yet?* Presentation at Tenth RRI Dialogue on Forests, Governance, and Climate Change. The Hague, The Netherlands. http://www.rightsandresources.org/~rightsan/documents/index.php?pubID=2659

[19] Time to Wake Up: Days of Abundant Resources and Falling Prices are Over Forever. GMO Quarterly Letter. (April 2011).

[20] Boy, Nina, J. Peter Burgess & Anna Leander. (2011). The Global Governance of Security and Finance: Introduction to the Special Issue. *Security Dialogue* 42(2): 115–122. Peace Research Institute of Oslo (PRIO).

[21] Kharas, Homi (2010), *The Emerging Middle Class In Developing Countries,* OECD Development Centre: Working Paper No. 285:27is http://www.oecd.org/dataoecd/12/52/44457738.pdf (Page 27)

THE RIGHTS AND RESOURCES INITIATIVE: AN INNOVATIVE APPROACH FOR CHANGE

STRATEGIC STRUCTURE AND APPROACH

RRI began operations in 2006 and now comprises 14 Partner organizations[22], over 140 Collaborating organizations, a set of 10 international Fellows, a coordination unit in Washington, DC and an independent executive Board of Directors. It is the world's largest action-oriented network advancing forest tenure, governance and market reforms (*more information on RRI Partners and their roles can be found in Annex 3*). RRI has expanded purposefully and systematically over the same period to engage critical constituencies that shape forest resource use and are necessary to more achieving solutions faster, more effectively and more efficiently.   The RRI monitors, assesses and reports on global progress on its goals, and is recognized as the global node of expertise on forest tenure, poverty and policy issues.

RRI pro-actively and strategically engages governments, civil society and private sector actors to consider and adopt institutional reforms. RRI advances a strategic understanding of the global threats, opportunities, and promising models of tenure and business, and catalyzes effective and efficient intervention on rural tenure and governance globally.

RRI supports communities, national and local research, advocacy and outreach organizations, governments, donors and international institutions to achieve two targets within the framework of the MDGs:
1. To substantially increase the forest area under local ownership and administration, with secure rights to conserve, use and trade products and services; and
2. To dramatically reduce poverty in the forested areas of the world.

RRI is a strategic coalition of predominantly "southern" NGOs and community organizations, going beyond the traditional set of international development actors to involve a wide spectrum of organizations, each of which occupies a critical niche and provides a critical perspective in the larger chain of actors necessary to advance change. Partners span the range from research to advocacy; from local community to international; and from human rights to conservation. Partners span the globe — organizations from Asia, Africa and Latin America contribute regional expertise and knowledge of political contexts, while Partners based in Europe and the United States engage with donors and other international organizations to transform their roles in policy dialogue.

The coalition operates within a program structure that is at once nimble but clearly focused on specific policy outcomes, coordinated by a staff dedicated to, and evaluated on their effectiveness and progress on, the targets, and held directly accountable to the coalition Partners. RRI's niche, the ability to catalyze, and then capitalize on opportunities for major reform, is due to the fact that we are strategically connected, and influential, at all levels of action and across countries and sectors. RRI amplifies the impact of Partner- and Collaborator-led activities by:

1. Building robust and collaborative working relationships with CSOs and IP organizations at local and international levels.
2. Establishing constructive relationships with private companies and government officials.

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[22] RRI's 14 Partner organizations based around the world include ACICAFOC (The Coordinating Association of Indigenous and Community Agroforestry in Central America), CED (Centre for Environment and Development, Cameroon), Civic Response, Ghana, FECOFUN (Federation of Community Forestry Users, Nepal), IFRI (International Forestry Resources and Institutions), Forest Peoples Programme, Forest Trends, FPCD (Foundation for People and Community Development, Papua New Guinea), HELVETAS Swiss-Intercooperation, PRISMA (Salvadorian Research Program on Development and Environment), Tebtebba (Indigenous Peoples' International Centre for Policy Research and Education, Philippines), RECOFTC: The Center for People and Forests, Thailand, The Samdhana Institute, Indonesia, and the World Agroforestry Centre, Kenya.

3. Providing a strong analytical base for supporting increased action on forest tenure and rights around the world.
4. Supporting the proven networks that catalyze learning across constituencies and regions.
5. Convening key constituencies, identifying and framing solutions, and mobilizing action.

The value proposition of the Initiative is that with a limited incremental investment in strategic planning, coordination and analysis these existing organizations, together with the global secretariat, can dramatically increase their impacts in favor of the world's poor and disenfranchised.

Over the past six years, RRI has developed robust collaborative, working relationships with civil society and Indigenous Peoples' organizations across the developing world and at the international level, as well as strong credible relationships with private companies and government agencies in order to accelerate the rate of recognition and securing of land rights that must accompany tenure reforms on the ground.

RRI operates at the global, regional and national levels, focusing on the strategic actors and fora at each level, and engaging them to help move the agenda forward within their sphere of influence, recognizing that policy makers respond to political stimuli either from below, above, or "horizontally" from their global "competitors." Simultaneous intervention at these multiple levels greatly enhances the efficiency of intervention — enabling a mutually supportive set of interventions, arguments and incentives. A key characteristic of the RRI approach is that it sets in motion various processes with multiple actors to advance the global goals of tenure reform and poverty alleviation. It does not attempt to undertake everything on its own, but helps create spaces where those actors directly responsible for and affected by the outcomes start playing their roles more effectively.

To promote consideration of and progress on reforms, RRI establishes and strengthens strategic networks of target constituencies as well as platforms to catalyze collaboration between Partners and Collaborators in target countries. RRI's four key program areas include:

1. **Supporting policy and market reforms in key countries** – via a strengthening of local civil society, policy analysis and advocacy, opening political space, practical, path-breaking pilots;
2. **Generating globally strategic analyses** of policy and market issues impacting livelihoods and sustainable forest use, inspire action;
3. **Strengthening strategic networks** of community, policy and civil society leaders to more effectively advance reforms;
4. **Mobilizing greater global awareness** of the policy and market reforms necessary to advance rights and reduce poverty in forest communities.

The strategic approach of the RRI is to motivate and stimulate a broad set of actors to tackle politically contentious issues around land rights and resource governance, open political space for dialogue on those topics, and strengthening processes by which national and local level constituencies can discuss and decide upon their reform options. The basic operational strategy follows a three-step process, which is repeated as issues evolve and new themes emerge:

1. Conduct political analyses to identify priority policy constraints, policy outcomes, and leverage points, identifying the key decision makers, their interests and concerns, how and from whom they learn;
2. Conduct or commission research or learning exchanges to bring in new, credible information and narratives to advance the desired policy outcomes, by organizations and from countries deemed credible to the decision-makers; and
3. Conduct communication or dialogue processes to transmit strategic messages and gather feedback from the decision-makers engaged.

RRI focuses its efforts in developing countries where the following conditions are met:

1. Where a significant global-level impact can be achieved by reforming rights (either in terms of real change for poor people *in situ*, or where the experience show promise for influencing other governments and decision-makers);
2. Where there is a real political opportunity for substantial reforms (e.g., new legislation, or regulatory framework, new implementation, new opportunities to change dialogue and shift in a new direction); and
3. Where there is a strong demand from highly credible local civil society organizations and or governments with interest and capacity to engage and contribute.

RRI also conducts activities in major cities around the world that are influential in shaping development policy, media and development narratives. To date, these criteria have led us to work in:
1. East and South Asia, with activities underway in China, Indonesia, Vietnam, Laos, Papua New Guinea, Thailand, Nepal, and India;
2. Central and West Africa, with activities underway in Cameroon, Ghana, Democratic Republic of Congo, Liberia, Mali and Burkina Faso; and in
3. Mesoamerica and the Amazon, with activities underway regionally and in Guatemala, Nicaragua, Bolivia, Brazil, Colombia, and Peru.
4. Major cities around the world, including Addis Ababa, London, New York, Washington, Oslo, Stockholm, The Hague, Beijing, Bangkok, Mexico City, St. Petersburg, Brasilia, Vancouver and Yaoundé.

After six years in official operation, it is clear that the RRI is in high demand and is beginning to address felt needs of activists, communities, governments and the private sector interested in advancing reform. The recently concluded Mid-Term Evaluation confirmed RRI's theory of change and great potential to scale up and achieve even greater global impact

ROLE AND RESPONSE OF RRI: 2008 – 2012

Between 2008 and 2012 RRI received framework funding from DFID, Ford Foundation, SIDA, NORAD, the Ministry of Foreign Affairs of Finland and SDC for a total of US$27 million. Annual independent monitoring of results and a newly completed Mid-Term Evaluation confirm RRI's many major impacts, high level of efficiency and effectiveness, strong financial management record, and notable degree of appropriation and ownership by Collaborators in developing countries and Partner organizations.[23]

The independent Mid-Term Evaluation of RRI conducted throughout 2011 found "*that the RRI is widely acclaimed for its critically important relevance to local, regional and global policy agendas for forest tenure reforms, increasing development opportunities, addressing tenure issues in climate change responses, and improving governance. While other organizations are also championing the importance of securing forest tenure rights as part of their work, RRI's strategic and relentless catalytic focus on these rights appears unique and highly appreciated. RRI is acknowledged as a key knowledge leader in this field." And "in the team's measured judgment, RRI has done more to foster these results on a global basis, and within selective countries, than any other organization. As almost every one of the over one hundred twenty people interviewed stated, without RRI this agenda would be severely diminished to the detriment of people and forests worldwide. That these remarkable results have been accomplished with such a limited amount of budget and staff resources*

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[23] See the RRI website for the annual reports of the Independent Monitor and The Mid Term Evaluation (http://www.rightsandresources.org/pages.php?id=69) The following quotes are from the executive summary, "*The TMI MTE team found that the RRI is widely acclaimed for its critically important relevance to local, regional and global policy agendas for forest tenure reforms, increasing development opportunities, addressing tenure issues in climate change responses, and improving governance. While other organizations are also championing the importance of securing forest tenure rights as part of their work, RRI's strategic and relentless catalytic focus on these rights appears unique and highly appreciated. RRI is acknowledged as a key knowledge leader in this field." And "in the team's measured judgment, RRI has done more to foster these results on a global basis, and within selective countries, than any other organization. As almost everyone one of the over one hundred twenty people interviewed stated, without RRI this agenda would be severely diminished to the detriment of people and forests worldwide. That these remarkable results have been accomplished with such a limited amount of budget and staff resources is a tribute to the vision, strategic thinking, broad coalition of support, and hard work of the highly committed staff.*"

is a tribute to the vision, strategic thinking, broad coalition of support, and hard work of the highly committed staff."[24]

The Mid-Term Evaluation confirmed that RRI is:
- Playing a key role in driving major forest tenure reforms and governance achievements in China, Brazil and Indonesia (among other countries);
- Establishing new collaborative networks of strategic players in the originally disconnected development landscape in the forested countries where the Coalition is active; [25]
- Mainstreaming calls for forest tenure reform among international organizations at the global level and leading more informed and strategic action by civil society in advocating for tenure reform in many countries
- Becoming the global reference point for forest tenure data and expertise; its methods and findings have been adopted by leading international researchers on forest tenure and governance, international donors, and organizations such as the World Bank, FAO, ITTO, CIFOR and IUCN alike.
- Increasing public forest agency consideration and support for reforms in China, Brazil, Indonesia, Cameroon and Peru, via the MegaFlorestais[26] initiative. RRI is increasingly seen by public agencies in forested developing countries as the NGO that concerns itself with critical public challenges, and a credible source of information and training for global issues in governance, trade and tenure.

Between the 2008-2011 period in particular, RRI:
- Worked intensively in 8 priority countries, engaged extensively in 8 more, as well as conducted strategic support activities or events in another 9 middle-income or developing countries and organized seminars or dialogues in a total of 7 OECD countries; [27]
- Catalyzed and promoted over 500 activities, with 60% of all revenues spent on Partner and Collaborator activities at the country and regional levels;
- Supported 20 strategic opportunities to advance reforms in 13 countries and committed over US$800,000 via its Strategic Response Mechanism, a rapid source of funding to convert opportunities into reforms;
- Convened 11 timely, targeted, and effective public dialogues on forest rights, governance, and climate change on 5 continents.
- Produced and distributed 120+ short policy briefs, full reports, annual trend reports, and brochures in 8 languages. RRI strategic analysis or opinion was mentioned and/or quoted in 360+ earned media stories across 30 countries in 15 languages.[28] Monthly traffic to the RRI website has increased 103 % since its launch in March 2008 (with an average of 3700+ unique visits a month) and has been accessed from 175 different countries. The RRI Quarterly e-mail update reaches 4100+ readers in 3 languages (a 21-fold increase in readership since the first newsletter in April 2008).

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[24] Mid-Term Evaluation

[25] More information on RRI's networking support can be found on the RRI website: http://www.rightsandresources.org/programs.php?id=49.

[26] MegaFlorestais is a network of public forest agency leaders from some of the worlds' most forested countries, dedicated to advancing international dialogue and exchange on forest governance and public forest agency reforms. This group provides the opportunity for its members to share their experiences and challenges in a frank, open and technical manner. http://www.rightsandresources.org/programs.php?id=82

[27] The 8 priority "Tier 1" countries include: China, Indonesia, Nepal, Bolivia, Guatemala, Cameroon, Liberia and Mali. The 8 "Tier 2" countries include Peru, Nicaragua, Laos, Thailand, India, Burkina Faso, Ghana and the Democratic Republic of Congo. The other developing or middle-income countries where we have directly intervened include: Brazil, Mexico, El Salvador, Colombia, Belize, Honduras, Panama, Papua New Guinea, and Ethiopia. The developed countries where we have conducted seminars or dialogues include the UK, the USA, Canada, Russia, Norway, Netherlands and Sweden.

[28] A few sources repeatedly covering RRI's work included Reuters, BBC, Associated Press, Agence France Presse, Inter Press Service, The Guardian (UK), New York Times, Nature, National Public Radio, Der Spiegel, Deutsche Welle, and the Economist.

Coalition interventions are identified on an annual basis with representatives of Partners, Collaborators and Donors – enabling flexible and strategic prioritization and focus on the areas of greatest opportunity for achieving longer term goals. The annual strategic planning process cooperatively combines country, regional and global level analyses of program performance, lessons learned, and emerging threats and opportunities for strategic action.

The Coalition has earned a strong reputation for strategic analysis, convening key constituencies, and mobilizing the action needed for results both on the books and on the ground. RRI is recognized as well for its aggressive pragmatism, and for filling a critical niche as a flexible mechanism for action in a quickly changing world.

LESSONS LEARNED AND EMERGING STRATEGIC OPPORTUNITIES

1. In 2011 RRI undertook a "Rethink and Renew" process to critically evaluate our performance to date, challenge our current world view and assess our potential role in the future. This included a series of "Blue Skies" brainstorming sessions with major thinkers from the private sector and development organizations, a Mid-Term Evaluation and discussions with Partners, Collaborators and Fellows across the world.

   Key consensus findings include:
   - RRI is on the right track but that the opportunities for influence are now far greater than what we, or others, can currently meet;

   - New global challenges require expanding our points of engagement and portfolio of strategies to work with more global actors, including private investors and in emerging countries (BRICs) to catalyze new, more effective instruments that achieve tenure reform and transform forest markets; and

   - RRI's characteristic approach of being opportunistic, strategic and nimble, and deploying the synergistic capacities of its Partners and Collaborators, was central to its success and efficiency.

2. The "Rethink and Renew" process also generated two basic lessons:
   - The first is that although the reform of tenure and governance is a long-term socio-political process, it is possible to accelerate reforms. Acceleration requires strategic, sophisticated and sustained engagement with veto players and the capacity to conduct this strategic approach is not widespread.

   - The second lesson is that now, finally, after years of struggle by many people and organizations, there is growing appetite and demand for the implementation of broad scale tenure reforms, and that globally influential constituencies, including major conservation organizations, financial investors and governments, can be mobilized to support and champion reforms. Engaging and influencing these new constituencies will be akin to launching campaigns to legalize and make transparent the global forest trade, initiated some 15 years ago, and requires sustained commitment, learning, and adjustment.

3. Preventing further dispossession of rural, forest and drylands – and avoiding billions of tons of CO_2e emissions from deforestation and degradation, further exclusion of women, deepened poverty and increased violent conflict – will require building on prior progress in forest tenure and trade, quickly scaling-up the implementation of strategic, high-impact activities, mobilizing greater effort on this front by development and conservation organizations and governments, and developing new mechanisms to leverage and influence the private investments in infrastructure and extraction that will shape forests and forest livelihoods for decades to come. All of this of course needs to be delivered via an approach that demonstrates results and value for money, and is incrementally adopted and supported in the middle-income countries that are playing a growing role in global governance.

4. <u>RRI now proposes to accelerate forest tenure, governance and market reforms in key, forested, developing countries over the five year period of 2013 to 2017.</u> These reforms will lead to substantial increases in the value of forests benefitting forest-dependent people, a reduction of illegal logging and conflict, a reduction in deforestation and degradation, and an increase in forest restoration – all leading to a globally significant reduction of carbon emissions from developing country forest areas.

WHY INCREASE FUNDING FOR RRI NOW?

There is now unprecedented pressure on both rural people's rights and livelihoods <u>and</u> globally critical resources. At the same time there is unprecedented opportunity to confront these threats and convert them into development opportunities for the poor. Thirdly, RRI has proven itself effective and efficient at achieving global-scale change.

RRI has demonstrated the value of its characteristic approach of being opportunistic, strategic and nimble and deploying the synergistic capacities of its Partners and Collaborators to a set of sharply focused goals of forest tenure and governance reform and increased well-being of indigenous peoples and forest communities with greater equity. RRI has become a global reference point for forest tenure data and expertise, influencing leading international researchers, international donors, and leading development organizations. Since RRI began, the threats are greater and the stakes are higher.

At the same time there is greater awareness of the challenges and more strategic actors and alliances focusing on similar goals. Building on the institutional structure and approach of the first five years, RRI is now in a position to reach out to a broader and more diverse set of actors and institutions, including the private sector and new networks working for land and forest tenure rights and equity. There are now robust, vibrant RRI coalition Platform in sixteen countries which can expand the scope of their action and broaden their influence within civil society and within different branches of government, as well as network regionally and with enterprises, industries and investors. RRI can also deepen and expand its support to the emerging networks of communities, women, and Indigenous Peoples engaged with the Coalition, helping them to advance their goals in FLEGT, VPA and REDD initiatives.

THE PROPOSED PROJECT

Impact: Improved governance of forest areas in developing countries for poverty reduction, biodiversity conservation and climate resilience.

Outcome: Tenure, governance and market reforms that secure local rights to own, control, and benefit from natural resources.

Key Measurable Results:

1. By 2017 RRI will play help bring an additional 100 million hectares of forest lands under formally recognized ownership or control of Indigenous Peoples or forest communities. These additional 100 million hectares will bring the total such forest area in developing countries to 35% of the total developing country forest estate, up 8% from the 2008 baseline of 27%.[29]
2. By 2017 RRI will play a key role in increasing the value and benefits of forests accruing to 500 million people in Indigenous territories and forest communities in developing countries.[30]

Outputs:

1. Tenure legislation, policy and regulatory frameworks recognize and strengthen the rights of local communities and Indigenous Peoples in a subset of countries in Africa, Asia, and Latin America.

2. Markets, trade, investment or conservation legislation and policies adopted or implemented by governments that strengthen Indigenous Peoples and local communities' rights, enterprises, benefits and incomes in a subset of countries in Africa, Asia, and Latin America.

3. Strategic national level coalitions of CSOs and global climate and trade initiatives actively committed to and engaged in advancing national-level tenure and governance reforms.

4. Private sector entities actively support tenure and governance-related reforms, and support community governed production and management in the countries where they operate.

Key Activities:

To achieve these results over the next five years RRI proposes to:
1. Mobilize greater global effort to confront land grabbing and protect community lands by catalyzing new alliances and initiatives to enable more strategic collaboration on advancing tenure, governance and market reforms. This includes extending RRI's reach by disseminating our products to new networks that have emerged around issues such as land tenure, climate, and food security.

2. Strengthen and consolidate progress in the 16 existing countries, building on the now robust coalitions established, expanding geographically within countries and to more agencies within government, better sharing experience across countries with similar challenges, linking country coalitions to regional decision-making bodies, and deepening engagement and expanding impacts to other countries as strategic opportunities for impact arise;

3. Strengthen and expand the multi-stakeholder platforms for collaboration in developing countries, better integrating with FLEGT, VPA, REDD+, and initiatives to clean up global supply chains

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[29] This estimate assumes that RRI will not expand beyond the existing 16 countries where it is currently operating and achieve one-half of expected area of tenure reform. See Khare 2011 for calculations.

[30] This estimate assumes that RRI will not expand beyond the existing 16 countries where it is currently operating and that its efforts will only benefit one-half of the forest dependent people in that country. See Molnar 2011 for calculations.

(including no deforestation and FPIC commitments) and ensure that tenure and rights are adequately incorporated into investment and due diligence screens and other relevant standards.

4. Expand the production and targeted delivery of analytical and media products – building the imperative for changing business as usual with and providing operationally useful guidance on specific dimensions of designing and implementing tenure, governance and market reforms; increasing awareness of RRI key messages and support their inclusion in local, national and international discourse.

5. Expand engagement with the private sector, particularly the major agricultural businesses and international investors in infrastructure and extractive industries, including sovereign wealth funds - to demonstrate the financial implications of tenure and governance risks; develop alternative business-models that support community enterprises; design new investment standards and safeguards, and provide technical assistance to facilitate the implementation of their tenure and governance related commitments;

6. Engage the governments of key emerging economies (e.g. China, South Korea, Brazil) to encourage and help them set norms for their global investments and seek their formal engagement with RRI– starting with their financial support to the MegaFlorestais initiative; exploring opportunities for continuing MegaFlorestais discussions in additional informal meetings during a given calendar year with cutting edge analysis.

7. Develop a global monitoring system of poverty and livelihoods in forest areas to complement the existing RRI tracking system of forest tenure. This will be conducted with the International Forestry Resources Institutions (IFRI) network – a coalition of 13 researcher centers that has been conducting rigorous research on forests, livelihoods and governance in over 250 research sites in 15 countries since 1992, and regularly producing globally recognized results.

8. Expand program support for gender activities, including: mainstreaming of gender into climate change initiatives; conducting gender analyses of legal and regulatory frameworks including ways to strengthen gender equity in statutory and customary tenure and governance systems; synthesizing and strategically disseminating lessons on increasing gender equity in enterprises, and continuing to support emerging networks of women forest leaders and enabling them to design and execute stronger advocacy strategies around their key issues.

9. Expand the pilot training programs with "next generation" leaders of public forest agencies, civil society, private sector and community organizations, both at the global and regional levels, encouraging their leadership of tenure, governance and market reforms, and facilitating their cross learning and networking.

10. Support the development of new public-private initiatives and investment mechanisms to raise private capital to finance tenure reform implementation; more actively encourage pro-community forest business models in forest areas; and finance the needed technical advisory services for business and governments implementing reforms.

PROGRAM AREAS AND STRATEGIES

RRI's theory of change states "*Forest tenure rights of the poor can be increased through the synergistic combination of strategically chosen studies, interactions, and advocacy that enable an array of global and local actors to influence policy and investment actions at global and national levels.*" This theory of change forms the basis for the programmatic strategy that includes both global initiatives and country and regional programs; both analytic and knowledge sharing events and advocacy actions.

Given below is a brief narration of current RRI program strategies, outcomes and activities. These are all. reviewed and revised each year through a participatory planning process that takes place in countries where RRI is engaged and at the global level.   These proposed strategies, outcomes and activities are subsequently reviewed at the regional and global planning events where Partners, Fellows and Donor representatives participate.

GLOBAL PROGRAMS

RRI Global Programs consist of three programs: 1) Strategic Analysis, 2) Networking Support, and 3) Communication and Outreach.

The Strategic Analysis Program

Strategic analyses will be jointly conducted by teams of analysts (from Partners, Collaborators, and RRG) and synthesizing this research to guide policy and market action and direction. These will be produced in a short, easily accessible style and format, translated to key languages, and pro-actively disseminated to strategic audiences. There are two categories of activities in this program: (1) global analytical studies and (2) monitoring global progress on RRI's tenure and poverty reduction targets, developing tools and promoting research on forest tenure.

(1) Global Analytical Studies:

(i)   Rights and Climate

RRI will further develop its work analyzing and addressing the rights and tenure dimensions of climate change actions. RRI has contributed to the prominent role that rights and tenure concerns play in the discussions on REDD+ design and implementation. Building on this, in the next phase RRI will focus on developing alternative approaches to achieve reduction in forest-based carbon emissions in view of the less than satisfactory results in developing a forest-carbon market. RRI will continue to foster forward-looking and critical analysis of REDD programs. This approach will push the global conversation on REDD towards increasing commitments to supporting forest tenure reform as "good climate policy", along with more emphasis on restoration, adaptation and community forest management.

Taking advantage of the openings for the tenure agenda provided by the evolutions in thinking on REDD, RRI will spearhead the design of and initiate the establishment of a global forest tenure reform facility. RRI's contribution to the establishment of the facility will be through the provision of technical analyses on the economics of insecure tenure and the political positioning to gain international support for the facility. The facility will provide a global face to the growing commitment to tenure reform and serve as a central source of funds to implement forest tenure reforms and related actions (e.g., mapping customary tenure rights).

RRI will continue to support the Independent Advisory Group on Forests, Rights and Climate Change to the UNREDD program and ramp up its engagement by supporting the drafting of a land tenure issues paper for the UNREDD Policy Board, and engaging high-level thinkers in the IAG's space during UNREDD policy board meetings. The increasingly important role played by private sector has made it imperative that RRI develops a strategy for engaging the private sector through sustainable roundtables where appropriate and building operational linkages with key actors. This approach will ensure that private sector climate engagement considers the transformative role of securing local tenure rights for the success of their investments and environmental sustainability.

(ii)   Realizing Rights

RRI has been engaged in an analysis that gleans and synthesizes key global lessons of the legal and implementation dimensions of land reform; analyzing challenges to territorial governance and resources management, including overlapping claims and rollback of rights which have been previously recognized; as well as informing key audiences and constituencies about the key lessons in applying tools, such as community land use and rights mapping for realizing rights. In 2011 RRI developed a major analytical framework to understand the rights dimension of tenure reform and applied this framework to 30 selected countries. Going forward, RRI will build on this analysis to provide the right advocacy tools for the activists to demand the full realization of their rights.

(iii)   Alternative Tenure and Enterprise Models (ATEMs)

RRI has been analyzing the range of community and smallholder enterprises that have emerged when tenure rights were recognized, and documenting lessons on how best to enable and support their growth and contribution to the forest economy and forest community well-being. RRI will continue to support ATEMs analysis and networking at the country and regional level, including horizontal exchanges and identification of regulatory and markets obstacles and relevant solutions. Beginning in 2012, a core ATEMs team of IFRI, Forest Trends, UBC-Vancouver, and national researchers with a wider set of Partners and Collaborators will mobilize experts to promote transition towards small and medium forestry enterprise (SMFE) economies (including community-based enterprises and women's enterprises) in the three regions of engagement.

In this new phase of RRI engagement, RRI will ramp up engagement with the FLEGT-VPA and actors engaged in combating illegal logging and promote the role of SMFEs in supplying national and international markets. In addition RRI will advocate for policy and regulatory reforms that takes the needs of small-scale producers into account. This area of engagement will also include legal analyses of the tenure dimensions and implications of VPA agreements and supply-chain interventions. RRI will encourage actors in the forest governance sector to integrate work on securing land tenure rights into their analysis and potentially their interventions to legally source timber and other forest products. This initiative will also enhance work already underway in RRI's Rights and Climate-themed studies, by linking narratives and assessments of the ATEMs agenda to low-emission growth. RRI will continue supporting the ITTO Civil Society Advisory Group which has already proven to be very useful as a support instrument for policy change in many countries, particularly in Africa.

(2) Monitoring RRI targets, developing tools and expanding analysis and research

In 2012, RRG will continue to invest in forest tenure data analysis, expanding breadth and depth of coverage. The role of monitoring is extremely important to keep global attention to these issues, and to provide analytical backbone to the narratives and dialogues of the status of these issues. RRI maintains the most up-to-date database on forest tenure distribution and analyses of the rights associated with community forest tenure regimes. In 2012 RRI will put in place a system to measure poverty in forest areas and assess the impact of recognized tenure rights on forest cover and poverty. RRI partner IFRI will lead this activity. This monitoring is not intended to measure the effectiveness of the RRI interventions, but is instead a core element of the RRI strategic approach.

Networking Support Program

Networking Support is a cross-cutting program which enables RRI to engage with strategic constituencies at multiple levels, as one means of furthering RRI objectives of rights and poverty alleviation. Networking support will continue to be an important complement to the Strategic Analysis and Communications programs, with greater participation in research networks related to our themes of interest, and outreach to new networks outside our current reach where this can have a strategic impact on tenure and rights.

MegaFlorestais, the informal network of public forest agency leaders from the world's largest forested countries, has become a key vehicle for sharing lessons and outlooks across countries, including active discussion on options for transforming forests and forest agencies and their role in tenure and governance reform. Recognizing the value of the learning provided by MegaFlorestais, the government agencies have

increasingly co-sponsored the meetings and encouraged the creation of a "next generation" version of the meeting for the rising leaders in their forest agencies.

Communications and Outreach Program

To support the ambitions of this proposal RRI has envisaged an expanded and more integral role for the Communications and Outreach program. This includes the expanded production and delivery of RRI analytical products and increased ability to influence private sector and key emerging economy investors. The following activities have been added to the Communications and Outreach Program:
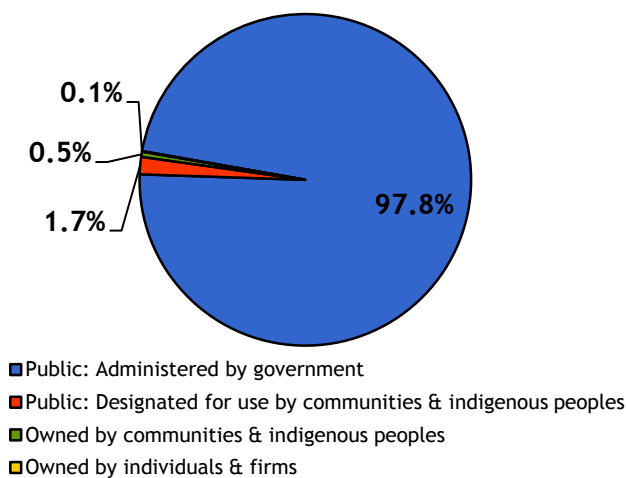
- Messaging/Interview Workshops (For key RRG/RRI Coalition spokespeople)
- Regional Messaging Workshops to develop cohesive RRI messaging strategies by region
- Influencing the private sector
- Influencing key economies: Work with Country and Regional Team to identify "hooks" for targeted media outreach when opportunities arise. Utilize spokesperson travel and outreach, including stakeholder gatherings in key cities.

This strategy will provide the necessary training, materials, and opportunity to extend RRI Communications and Outreach beyond its current limits. The implementation of these activities will showcase RRI as a learning organization that is results oriented and aware of the growing need to develop several external communication strategies to face the complexity of RRI's target audiences.

COUNTRY AND REGIONAL PROGRAMS

The Country and Regional Program engages stakeholders and decision makers in Africa, Asia and Latin America and supports policy reforms in key countries – via a strengthening of local civil society, policy analysis and advocacy, opening political space, practical and path-breaking pilots. We advocate for pro-poor policy and market reforms at state levels. To generate new legislation and improved implementation of existing policies, we conduct country-level research and convene dialogues.

Africa

0.1%
0.5%
1.7%
97.8%

- Public: Administered by government
- Public: Designated for use by communities & indigenous peoples
- Owned by communities & indigenous peoples
- Owned by individuals & firms

Note: 8 complete cases: DRC, Sudan, Angola, Zambia, Tanzania, CAR, Congo, Gabon, Cameroon, Mozambique, Chad, Nigeria, Côte d'Ivoire, Niger, Togo. Accounts for 84% of African tropical forests.

Poverty, tenure and emissions in Africa

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

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

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

Sources: Ravaillon & Chen. 2007. *Absolute Poverty Measures for the Developing World, 1981-2004.* World Bank Policy Research Working Paper 4211. Sunderlin et. al. 2008. *From Exclusion to Ownership?* Rights and Resources Initiative.

Rationale for engagement

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

Of the world's twenty most forested countries that have adopted important and new forestland reforms since 2000, eight are in Africa. In these eight countries, the area of public forest designated for use by communities and indigenous more than quadrupled between 2002 and 2008. Some important examples of reform in the region include Liberia's watershed Community Rights Law and anticipated land reforms; Cameroon's reforms to its land and forest codes; the Democratic Republic of Congo's 2002 forest code and upcoming regulation; and ambitious decentralization of land and resource management in Mali, Burkina Faso and Ghana.

Despite this progress, forest tenure in Africa remains contested and governments still own and control 98% of total forest area[31]. While statutory law in most cases does not adequately address customary tenure, at the local level customary systems prevail, particularly in the management of commons such as forests. Africa's customary domain potentially extends to up to 1.4 billion hectares[32] and at least 428 million people across the continent may be considered customary land holders[33].

While the period between 2002 and 2008 saw a five percent increase in recognition of communities' tenure regarding natural resource management, from 2008 to 2010 virtually no change in tenure occurred. Continued pressure on governments to recognize customary community rights and to reform their policies accordingly is needed. This lack of progress is manifested in multiple threats and challenges in Africa.

Key threats and challenges

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

Similar challenges confront the implementation of REDD. Without clear tenure rights in countries engaged in REDD, pro-poor outcomes remain uncertain. African governments may see REDD purely as a source of finance, rather than a significant opportunity to improve forest management. State governments often want to control funding and financial mechanisms tied to mitigation strategies, and begin to recentralize forest management rather than ensuring benefit-sharing among all forest stakeholders.

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

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[31] Sunderlin, William, et al. *Who Owns the Forests of Africa?: An introduction to the forest tenure transition in Africa, 2002-2008*. April 2009.
[32] Alden Wily, Liz.. *Customary Land Tenure in the Modern World: What Happened to Our Land? African Customary Rights Today – Brief #1 of 5.* Rights and Resources Initiative. November 2011.
[33] Ibid

Land Grabs and Economic Concessions: Uncertain tenure has enabled extensive land grabbing and elite capture of resources for industrial concessions, bio-energy, rice paddies, plantations and mining. Since 2008, a sharp increase in global demand for fuel, fiber and food has intensified pressure on African land and resources. According to the International Land Coalition, 134 million hectares of reported large-scale land deals are in Africa. Local communities' customary agriculture and forestry practices frequently operate outside of the industrial concessionary system and lack legal protection from land grabs. Because they increase the value of land, land grabs may also encourage the recentralizing trend of African governments.

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

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

Opportunities

There is **increasing regional and global attention to customary tenure and community rights** (including those of Indigenous Peoples) in land and forest reforms. Moving forward, dialogues around new climate change and development initiatives, such as REDD, Forest Law Enforcement, Governance and Trade (FLEGT) and Voluntary Partnership Agreements (VPA), provide important platforms for accelerating forest governance reforms.

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

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

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

Countries of Engagement

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

In **Central Africa**, Cameroon and DRC are engaged in reform processes to land and forest codes as well as to the mining sector. These reforms provide a strategic opening to address and ultimately advance community rights to land and resources, to establish coherence among the various codes affecting lands and forests, and to clarify customary and statutory tenure claims that have often been contested from the colonial period onward.

West Africa, including Liberia, Mali and Burkina Faso, is engaged in decentralization processes to devolve land and resource management to the local level. Since the adoption of the Community Rights Law (CRL) in 2009, **Liberia** is implementing regulations of the CRL. **Mali** and **Burkina Faso**'s process of decentralization presents a key opportunity to grant greater autonomy to local actors in natural resource management, while strengthening civil society actors and improving livelihoods. RRI's strategic intervention in Mali and Burkina also has a subregional focus on the **Sahel,** including additional countries such as Niger, Senegal, and Mauritania, particularly in dialogues around the common issue of decentralization.

Country Engagement at a Glance

In **Cameroon**, the RRI coalition (ICRAF, FPP, IUCN, Cameroon Ecology, CAFT, CED, and REFACOF) and has been shaping the ongoing forest reform processes for almost two years, and has developed a credible proposal for reform to the1994 Forestry Law. This proposal was presented to the Ministry of Forests and Wildlife's working group and indications are it will be accepted. RRI Partners and Collaborators have also been organizing multi-stakeholder dialogues with government officials, women's groups, community representatives, Indigenous Peoples, conservation actors and elected officials, and have initiated cross- and inter-government sectoral dialogues, mainly between MINDAF (Ministry of Land) and MINFOF (Ministry of Forests), as well as the Ministry of Mining and Small and Medium Enterprises. The coalition has also been involved in advocating for the official recognition of participatory rights mapping as a negotiation tool for the recognition of community tenure rights. These developments are complemented by the openings provided by international processes such as REDD and FLEGT-VPA.

In **Liberia,** the Sustainable Development Institute (SDI) and Green Advocates (GA) are catalyzing CSO inputs into the implementation of the CRL's regulations and advocating for equitable and fair social contracts between agribusiness firms and local communities. They have also built strategic alliances with the Land Commission and the Forest Development Authority (FDA) to better shape national forest and land policies and promote the legal recognition and regulation of pit-sawyers. The strategy of the RRI coalition in Liberia focuses on making REDD processes pro-rights and pro-tenure. The Foundation for Community Initiatives (FCI) is building rural women's networks' understanding of forest and land laws and policies, including REDD and VPA-FLEGT processes, thereby strengthening local forest governance structures and increasing women representatives' capacity for meaningful participation. FCI is also developing an advocacy strategy to advance women's rights within natural resource management, based on legal analysis and field work.

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

In **Burkina Faso**, RRI is providing technical support to the newly established national Tenure Champions Platform (TENFOREST- composed of some forty civil society organizations) which is committed to ensuring that tenure rights and gender are mainstreamed into Burkina's climate change, land, and forest policies. The Tenure Champions' advocacy strategy focuses on four main areas: capacity building of CSOs on relevant laws

and regulations in order to advocate for the recognition of gender and community rights; communication and information sharing through community radio programs; training local leaders and elected officials on gender and tenure; and the establishment of a gender watchdog group.
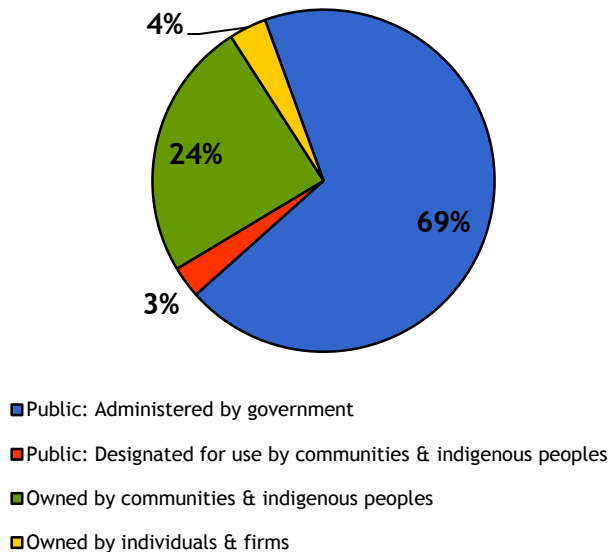
In DRC, current policy reforms and economic development programs are considered to be threats to local communities' and Indigenous People's rights. RRI, FPP and the Natural Resources Network (RRN) are drawing on community rights mapping studies and national dialogues to advocate for the use of micro-zoning to better take into account community tenure rights in the national zoning process. RRI is working with key local and international experts to undertake a baseline study to assess community tenure rights and establish a baseline to measure future progress on greater recognition of community tenure rights. RRI is also providing a critique of the Terms of Reference for macro-zoning exercises. .

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

Going forward, RRI aims to capitalize on the gains made during its first phase at the national level, forging strong links between country-level policy dialogue and the regional and global trends shaping communities' tenure and livelihoods. The national coalitions established and strengthened through RRI have made significant progress in advancing the rights agenda at home, and are positioned to continue that work both with RRI and independently.

As global large-scale land acquisitions, climate change processes and FLEGT/VPA gain greater influence in policy-making on the ground, RRI's support in coordinating African civil society and community voices (men, women, Indigenous Peoples, minorities, and vulnerable groups) in regional and global spaces will be critical.

Asia

Legend:
- ■ Public: Administered by government
- ■ Public: Designated for use by communities & indigenous peoples
- ■ Owned by communities & indigenous peoples
- ■ Owned by individuals & firms

Pie chart values: 4%, 69%, 24%, 3%

Note: 8 complete cases: China, Australia, Indonesia, India, Myanmar, PNG, Thailand, Cambodia. Accounts for 82% of tropical forests in Asia and the Pacific.

Rationale for Engagement

The RRI report entitled, *From Exclusion to Ownership*[34], indicates that although forest tenure worldwide is transitioning toward more community and household ownership, 69% of the forest estate in Asia remains claimed and administered by governments. Although true as a generalization, there is in practice considerable diversity in forest tenure regimes across Asian countries.

Even within the major heavily populated Asian countries such as China, India and Indonesia (the BRICs and CIVETS) who are contributing to significant changes in the global economy, there is no simple pattern to be found. At one end of the spectrum, we have forest-rich countries (with over 55% of the land under forest) such as Indonesia where the government claims over 90% of the forest land with little formal rights of access, use or management for the forest dependent communities living within them. Laos and Myanmar also fall into this category, where the bulk of forestlands are administered by the state.

Interestingly, it is in those countries with forest cover less than 30% that we find forest regime systems that are less dominated by sole government administration. At the far end of this second spectrum, we have a large country like China where collective ownership (58%) exceeds state ownership (42%) of forest lands. In Vietnam, communities own roughly one third of forestlands.

In the middle of this second spectrum exist countries such as India where all forestland is claimed by the state but in which communities have joint forest management responsibilities in about 20% of forestlands, a policy rather than a legal mandate. Since the Forest Rights Act was passed in 2006, a process has commenced whereby traditional forest-dwelling communities and individuals can reclaim rights to forests taken away from them during the colonial period. Addressing this historical injustice whereby tribal peoples were disenfranchised from forestlands they inhabited for generations is momentous and needs active support. In contrast, Nepal's government too claims ownership over its entire forestlands, but since the early 1990s, through the Forest Act of 1993 the Government has enabled a steadily growing number of community

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[34] Sunderlin, William, et al. *Who Owns the Forests in Asia?: An introduction to the forest tenure transition in Asia, 2002-2008*. December 2008.

forestry user groups to successfully use and manage their own forests. There is a now a national federation (FECOFUN) of 16,000 user groups that promotes the cause of community forestry in 22% of the total forest area regenerating vast, once denuded hills. Similarly, Thailand has a vibrant community forestry constituency that is seeking legal protection for its customary rights.

RRI is pursuing a two-fold approach towards its overall goals in the region. In countries where the state forest sector is very large and there is a new appetite for reforms, we are working to ensure that the rights of forest-dependent communities are recognized and legally secured. This includes **Indonesia** where a roadmap for reform has been initiated and **Lao PDR** where new laws are being drafted and good linkages with governments, academics and CSOs exist to work towards that change.

Second, where ownership or use rights have already been handed over to communities, RRI is working to ensure that the benefits from those rights can actually be obtained in practice. RRI's work in **China, India, Nepal**, and **Thailand** involves interventions to strengthen and expand existing ownership or management rights. In general there is clear evidence that where forest tenure has shifted towards community control and management, forest restoration has increased whilst simultaneously improving people's livelihoods.

Opportunities

The year 2011 has been an important turning point in the Asia program. Following the International Conference on Forest Tenure, Governance and Enterprises in Lombok, Indonesia in July 2011 (organized by RRI, **Indonesian** Ministry of Forestry, and International Tropical Timber Organization), the Indonesian government announced a move to begin substantial reform of its forest tenure regime. Working with a 15-member group of CSOs who have prepared a draft Roadmap for Forest Tenure Reform, the process of agreeing to a plan has now commenced. Not only will this dramatically improve the lives of millions living in the official "forest estate" but given Indonesia's focal status in REDD+ agenda, these reforms have the potential to transform rural people's quality of life, and stabilize or improve the forest condition, as well as reduce greenhouse gas emissions.

In **Laos** too, the process of identifying the appropriate path for forest tenure reform has been on-going for a number of years. But now, as a result of an increasing recognition that REDD projects require clarity of tenure rights, the government has announced in mid-2011 that it will carry out a comprehensive review of its forest legislation in which forest tenure reform is a key component. This is in in quick motion with a target completion date of July 2012. The various activities that the RRI group has been working on over the last few years organizing study trips to China for Lao government officials to learn about forest tenure reform there, and holding a 2011 workshop where the experiences from key countries such as Brazil, China, Nepal and Vietnam were shared have generated a new momentum. In all these countries, where importance has been given to the REDD+ agenda, a new commitment to establishing clear and secure forest tenure rights of communities and individual households can be found. Catalyzed by ongoing RRI coalition interventions, both of these very significant transformations have the potential to improve the tenure security for millions of rural residents.

At the same time, in those countries where community/collective as well as individual household bundle of rights are more clearly established (be it under law or policy guidelines), there are emerging threats that have the potential to weaken these rights. For example, in the case of **India** and **China**, the accelerating drive to grab forest (and agricultural lands) by the private sector is inevitably placing pressure on governmental agencies to weaken controls on farmer land rights. The RRI India program is currently completing a comprehensive examination of forestland grab dynamics in tribal and poor areas. This study will provide new advocacy to ensure that the promises of the Forest Rights Act are realized for traditional forest-dwelling communities. Similarly, Stora Enso's attempt to find land for commercial plantations in South China was examined by Landesa, an RRI collaborator, in order to decipher how companies were able to bypass the formal set of forest right protections in place in China and inform Stora Enso about the gravity of the situation.
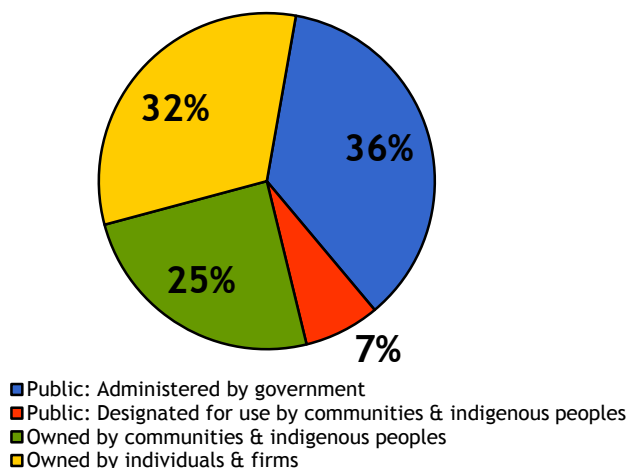
Often, success brings with it new threats. Community forestry in **Nepal** has had almost two decades (or more) of successful establishment and expansion in the mid-Hills producing not only improvements in forest cover but also new sources of income and resource flows for villagers. The federation FECOFUN has expanded, but the government is responding to a strong community forestry block favoring greater forest governance autonomy with proposed counter reforms to regain government control. As community forestry expands into the Terai's rich salt forests, it faces strong opposition from both timber companies as well as ethnic communities who are reluctant to share management control with the waves of recent immigrants from the mid-Hills. Still, we find in Nepal many parallel attempts to broaden the inclusiveness of community forestry groups, and opening to empower more women, poor, Dalits, and marginalized ethnic groups. Political actors engaged in drafting the new Constitution mandated in Nepal's historically significant political transition are working collectively on language to enshrine community property rights over natural resources in this document.

Overall, the aim in countries such as **China, India**, and **Nepal** is to continue to provide support to first, ensure that forest tenure laws and policies are implemented, and second, ensure that these rights enable forest users to gain diverse benefits and improve rural livelihoods. **China** seems most promising, with the clearest movement towards secure forest rights to households and collectives in its continued reform of collective forests. The key, related reform question is: what supplementary policies (governing such dimensions as regulatory takings of forestlands for public interest, logging quotas, land transactions, mortgageability of land/trees, access to markets) need to be established to ensure equitable development for rural communities.

Thailand is another country in active transition from a state-administered forest estate to one that that has a vibrant community forestry component. Starting from the 1970s, when the government sought to address a continuing problem of extensive deforestation, community forestry was recognized and encouraged. Today, there are more than 10,000 community forestry sites across the country affecting some 1-2 million people. Although a Community Forestry Bill was first drafted in 1991, it has still not passed due to endless revisions throughout the contentious political debate over community forestry rights within protected areas. Yet, various community forestry networks have emerged at provincial scales with strong potential to coalesce into a national network in near future.

Asia represents a particularly critical geographic region for RRI, because the substantial progress made on tenure and policy can effect significant change and also shape global "best practices" on implementation and legal reform. The on-going transitions in forest government provide effective entry points for coalition engagement to advance RRI goals at scale of more secure forest tenure and improved livelihoods. Therefore, in the **Asia Regional Program** the emphasis is on the development and strengthening of regional networks (starting sub-regionally, where appropriate) to enable learning and sharing of knowledge, and in parallel create new levers for transforming legal and policy structures. The regional program has thus far been working with community forestry networks, palm oil and agribusiness networks, and networks of legal pluralism. **Going forward**, RRI has been exploring new ways of networking policy analysts and government officials, and in particular, identifying and networking tenure champions who can help jumpstart the process.

- Public: Administered by government
- Public: Designated for use by communities & indigenous peoples
- Owned by communities & indigenous peoples
- Owned by individuals & firms

Note: 8 complete cases: Brazil, Colombia, Bolivia, Venezuela, Guyana, Suriname, Ecuador, Honduras. account for 82% of tropical Latin American forests.

Rationale for Engagement

In the last twenty years, Latin America witnessed a remarkable increase in the recognition of community forest tenure, at least in six countries (Bolivia, Brazil, Colombia, Ecuador, Nicaragua and Panama), as well as the transference of rights to individuals and firms. The State claims and administers 36.1% of the forests, while the absolute forest area designated for the use by communities and Indigenous Peoples in the region has increased from 29 million ha in 2002 to 46 million ha in 2008 (59%). The absolute area of indigenous and communal private land has grown from 105 million ha in 2002 to 155 million ha in 2008 (47%). Brazil represents a significant amount of this change in the distribution of the forest tenure, through its lands designated for, and owned by, communities and Indigenous Peoples, and lands owned by individuals and enterprises.

While the forest tenure transition began earliest and moved the farthest in Latin America, the region now faces a serious threat in the rollback of Indigenous Peoples' and local communities' rights. Latin America has the world's best examples of community management and many lessons can be shared with the rest of the world. This change has advanced human rights, particularly Indigenous Peoples' rights to their territories, poverty alleviation and sustainable forest management. However, a politically dominant urban population is putting new pressures by promoting large scale infrastructure projects to connect remote forest regions with urban centers and ports, subsoil concessions for mining and hydrocarbon extraction, and large-scale agricultural expansion for biofuel production.

Tenure reforms are incomplete and insecure. Governments are limiting, or even reducing rights, particularly due to the permits States have granted petroleum, mining, and energy explorative and extractive concessions in areas with a high degree of overlap with recently titled community lands, or those claimed by communities. This is the case in Peru, where, since the 1980s, communities have faced successive attempts to implement

policies that reduce the guarantees and protections of Indigenous Peoples' communal lands. In other countries such as Belize, Chile, Guatemala, Honduras, Paraguay, and Venezuela, tens of millions hectares are pending recognition. The economic dynamics of what was, until recently, a hinterland are changing the Amazon Basin and Central America, with an exploding land market, and invasions by illegal loggers, cattle ranchers, and agricultural settlements, all creating a further insecurity of tenure rights.

Key Threats and Challenges

New infrastructure investments in forest areas: The opening to foreign investments in infrastructure has worsened conflicts and generated massive protests over natural resources and the collective forest tenure rights of indigenous, *campesino* and afro-descendant communities. South American countries began a new round of discussions in 2009 regarding the future of the *Iniciativa para la Integración de la Infraestructura Regional Suramericana* (IIRSA) [Regional Integration of Infrastructure in South America Initiative], whose objective is to link and coordinate export business between the Brazilian Atlantic and Pacific countries (IIRSA 2010)[35]. In this new phase, IIRSA has been included in the regional agenda of the Unión de Naciones Suramericanas (UNASUR) [Union of South American Nations]. As part of this new IIRSA implementation, the Concejo Suramericano de Infraestructura y Planeación (COSIPLAN) [South American Council on Infrastructure and Planning] has been created, with the purpose of boosting implementation of the 31 priority and 335 associated projects. Similarly, the Mesoamerican Development and Integration Project[36], is aimed at strengthening the regional integration and the economic development of the countries of the region (Belize, Costa Rica, El Salvador, Guatemala, Honduras, Mexico, Nicaragua, Panama and Colombia).

Neither the financing entities nor the countries themselves have the clear legal and policy mechanisms needed for prior consultation and social and environmental safeguards in infrastructure and development projects. Latin America is at a crucial moment where Indigenous Peoples, afro-descendant and *campesino* communities must shape policies and negotiations with public and private entities or lose control of their resources and their future.

Market changes and community forest enterprises: In Latin America, community enterprise models have been established in several countries, including: Mexico, Guatemala, Honduras, Panama and Bolivia. Learning occurs within communities, but the reorganization of sector policies and investment to expand and support community production and insertion into the market has yet to take place. Meanwhile, the financial crisis has affected producers and forest markets: small-scale export producers have been the most negatively affected by the reduction in market demand and in access to credits. It is clear that the rapid growth in the economies of developing countries and the demographics changes, including the increased urbanization, will result in the growth of domestic and intra-regional forest products markets. However, it is unknown whether the change from exportation to the domestic markets will benefit local actors and communities by incorporating them into the value chain, or whether they will be displaced from the market. The Forest Law Enforcement, Governance and Trade (FLEGT), Lacey Act and other regulatory measures in the timber trade are important for small-scale and community enterprises, if these lead to corresponding national regulations and elimination of legal barriers for communities.

Climate change and exclusionary conservation initiatives: New studies show that Latin America is the region with the highest level of deforestation worldwide. The advance of the agricultural frontier, and increases in mining, fossil fuel exploitation, illicit crops, illegal timber extraction, and road infrastructure, are the main deforestation agents in the Amazon and Mesoamerican regions. Data circulated by the National Institute for Space Research (INPE) notes that deforestation in Brazil increased six-fold between 2010 and 2011: 103 km² of forest was lost during the March through April 2010 period, compared to 593 km² during the same period in 2011[37]. Colombia's deforestation figure has climbed almost to an astonishing 800 km² per

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[35] Agenda de implementación consensuada 2005-2010. Informe de Evaluación Julio 2010. IIRSA 2010.
http://www.iirsa.org/BancoConocimiento/L/lb10_cartera_de_proyectos_iirsa_2010/lb10_cartera_de_proyectos_iirsa_2010.asp?CodIdioma=ESP
[36] http://www.bcie.org/english/relaciones-institucionales/iniciativas/ppt.php.
[37] Sudamérica, la peor deforestación a nivel mundial
www.bbc.co.uk/mundo/noticias/2011/11/111130_deforestacion_fao_satelite_am.shtm

year. In Central America deforestation varies, from rates of 4.6% in El Salvador, to 0.8% in Costa Rica.[38] Nicaragua and Belize show similar rates to El Salvador, while rates in Mexico and Honduras are above average.

New threats have been identified in the region from climate change mitigation initiatives such as REDD+, in which indigenous and forest communities' tenure rights could be at risk without proper safeguards. The emergence of a new global carbon market will put even more pressure on forest communities and their lands. The increasing number of new agents involved, the multiple mechanisms created, and the difficulty to trace, and much less regulate, these transactions, introduces greater insecurity in the political sphere and for tenure rights protection. Various countries in the region have already submitted their Readiness Preparation Plan (R-PP) for REDD+ (México, Panamá, Peru, Colombia, Costa Rica, Guatemala, Guyana, and Suriname), and others are in the process of being approved by FCPF. These countries will set important precedents for global climate change mitigation efforts, as implementation occurs at the national and sub-national level. The countries that have received R-PP approval, like Mexico, Peru and Colombia, are required to prepare a Strategic Environmental and Social Assessment (SESA) Plan that complies with World Bank safeguards before setting up a payment plan for Emission Reductions through the Carbon Fund. SESA mechanism definition processes are moving forward with neither the proper understanding nor the correct technical and political management.

In several Latin American countries, areas demarcated as indigenous territories often overlap with the national systems of natural protected areas. This overlap represents challenges and difficulties for territorial governance and natural resource management, undermines Indigenous Peoples territorial rights, and limits access to natural resources. Additionally, these overlaps imply physical, spatial, economic and cultural impacts and alterations for communities and their resources. Furthermore, Indigenous Peoples and their representative organizations have not always been participants in the definition of these areas. In this regard, it is necessary to review the institutional elements and regulations used at the national level to support protected area management and define sustainable resource use carried out by the people living in the overlap zones.

Opportunities

- In recent years, indigenous and *campesino* organizations have more actively established **alliances across political and biophysical regions**, mobilizing around common agendas to analyze and counteract the threats of uncontrolled land and resource grabs in the name of climate, economic growth, conservation, energy supply, or food production. For example, Mesoamerican Alliance of People and Forests is made up of nine organizations representing Indigenous and forest peoples from Mexico to Panama which seek the recognition of the forest community management model as a mechanism for climate change mitigation, and the consolidation of territorial rights acquired over these lands.

- The **policy reforms in Bolivia, Guatemala, Peru and Colombia represent new opportunities** for Indigenous Peoples' autonomy over their territories and secure livelihood strategies linked to forests. The increasing recognition of the rights of other, non-indigenous, forest communities (agro-extractivists, afro-descendants, traditional peoples) is a key goal for the next decade, requiring the addressing of overlapping claims, particularly in the context of unfolding national and sub-national REDD+ and other climate change related efforts.

- Indigenous and *campesino* organizations increasingly participate in climate change discussions, establishing a new road to consolidate collective tenure rights, and proposing more participatory approaches. In April 2011, the *Coordinadora de las Organizaciones Indígenas de la Cuenca Amazónica* (COICA) launched a declaration with AIDESEP re-affirming their stance in their struggle to transform the REDD+ threat into an opportunity for Indigenous Peoples, demanding an "Indigenous REDD+" that is adapted to indigenous cultures, rights and objectives in compliance with international law. The definition of the SESA mechanism and national safeguards represents an opportunity to help forest communities establish a more transparent, comprehensive and participatory definition process with governments and

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[38] FAO Data, 2009.

multilateral funding organizations. Engagement with the emerging FLEGT processes will further build on these mechanisms.

- Broad sets of actors within and independent of the RRI Coalition are working to advance gender equity in territorial natural resource governance, harnessing lessons learned, engaging gender networks, and advancing benefits from resources with secure tenure.

South American Sub-Region

RRI activities in **Bolivia** began through a CIFOR-RRI research project on the implementation of land tenure reforms and accompanying legal frameworks that needed to be reformed or created according to the principles of the new Constitution. The RRI coalition is working on strengthening the advocacy agenda to influence the new forest regime through the Law of Forests. Specifically the coalition will reinforce the advocacy capacity and the consensus mechanisms of the indigenous-campesino national umbrella organizations platform/network on issues of self-regulation, territorial governance and natural resource management.

In **Peru,** the new political context which has emerged after President Ollanta Humala's election presents an opportunity for RRI engagement. Under the previous administration, the passing of 100 legislative decrees opened petroleum exploration and exploitation in indigenous lands in the Amazon region and led to a protest by Indigenous Peoples' organizations and subsequent massacre at Bagua in 2009. The new government's stated interest in promoting a more socially and politically inclusive agenda provides an opportunity for the Peruvian Indigenous Peoples' movement to include their tenure rights claims as a priority in the national government's agenda. Some of the new government officials have been allies to the Peruvian indigenous movement in the past, and RRI Collaborators in Peru are presented with a unique opportunity for advocacy. This advocacy is urgent given that economic development policy in Peru still favors private investment and large-scale industrial extraction over collective rights claimed by Indigenous Peoples in the Peruvian Amazon. The RRI Coalition in Peru will present an unprecedented systematization of technical, legal, and political information which shows the clear and immediate need to advance a collective land titling process in the Peruvian Amazon.[39]

In **Colombia**, with the approval of the Colombian R-PP in October of 2011, a new opportunity has emerged for these and other forest communities to have their voices heard on decision related to the safeguard system and SESA mechanism in REDD+. In order to provide transparent and consistent information on the SESA process that is accessible to relevant civil society stakeholders, RRI will assist forest community leaders to get prepared and involved early in the definition of SESA guidelines. This particular project is strategic because Colombia is the first country in the sub-region to prepare a SESA – and these decisions will set precedents for other countries in the region, who are planning to start SESA processes in 2012 and beyond.

Mesoamerican Sub-Region

In **Guatemala**, RRI will engage in supporting and strengthening actions that further realization, recognition and defense of collective rights against external pressures, specifically expansion of agro-industry and extractive concessions in communal forests and lands. Overall, the RRI Guatemala team will take advantage of the emerging political dynamics as the new government takes position, building the capacity of the forest community organizations to strategically influence the agendas of climate change mitigation, community forest concessions in protected areas, small-holder forest incentives and the cadaster process in communal lands.

Going forward RRI's work in the region will focus on providing key supporting strategic alliances of indigenous and forest dwellers' movements to facilitate regional learning and sharing of advocacy strategies, and to:

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[39] AIDESEP estimates that there are about 20 million hectares of forest area, encompassing over 800 communities, which lack formal recognition of their tenure rights in the Peruvian Amazon.

- influence tenure reform and related processes at regional, national, and sub-national levels;
- leverage influence on climate change mitigation and adaptation;
- and, strengthen the governance capacity of indigenous peoples, campesino, and afro-descendant communities

STRATEGIC RESPONSE MECHANISM

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 to Partners and Collaborators tailored to rapidly respond to specific situations. It is evaluated and approved through a simple, accelerated process of two weeks. Ten percent of RRI's annual budget is set aside for SRM. In 2011 the SRM funded 9 projects in 8 countries for a total funding of US$423,000.

The SRM allows RRI to amplify its regular activities' impacts with targeted actions to advance the rights agenda. SRM projects have had a variety of impacts, according to the nature of the intervention. By capitalizing on new opportunities, SRM projects can both achieve specific outcomes as well as shape the larger, related political dynamics. For example in 2011, SRM projects in Colombia and Liberia had important national and regional impacts, to influence SESA processes in Latin America and palm oil's expansion into Africa, respectively. Other projects, such as those in Indonesia, China and DRC, allowed civil society to shape specific legal reforms as well as initiate longer-term collaboration with government and international actors active in forest and land tenure. The SRM remains one of RRI's most flexible and valuable mechanisms, allowing RRI to be effective in shifting political landscapes.

The Strategic Response Mechanism will continue to respond to strategic opportunities for tenure and rights reform within short windows of political opportunity.

RRI GOVERNANCE AND COORDINATION

RRI governance and coordination is designed for impact and accountability. The Coalition's structure and governance ensure that representatives of community and Indigenous Peoples' organizations play a major role in guiding and governing the Coalition. The informal structure of Coalition is complemented by a formal coordinating mechanism that ensures fiduciary responsibility and accountability to various constituents of the Coalition.

INSTITUTIONAL AND BUSINESS ARRANGEMENTS OF RRI

RRI operates through the following institutional arrangements: (a) Partners; (b) Collaborators; (c) the Rights and Resources Group (RRG); (d) Fellows; (e) the RRG Board of Directors; and (f) Donors.

Partners (described in detail in Annex 3) are organizations that are working with local and or global forest landscapes and peoples. To be eligible for partnership an organization should demonstrate commitment to RRI goals and mission, collaborate with RRI for at least one year prior to membership, receive a recommendation from existing Partners or RRG, and be approved by the RRG Board of Directors. Collaborators are individuals or organizations with a commitment to RRI objectives and who participate in the planning and implementation of RRI-sanctioned activities. There are both national and regional level collaborators and global Collaborators. RRG is the formal coordination mechanism of the Initiative and is a non-profit organization based in Washington, D.C. RRG provides overall coordination of RRI programs, providing the operational link among the Partners who drive the Initiative and carry out a wide range of activities, ensuring coherence amongst programs and accountability to donors. Fellows are individuals, internationally recognized in the area of forestry, land, and resource tenure, who provide strategic guidance or collaborative work to RRI on an honorary basis. They are nominated by Partners or RRG and are approved by the Board. RRI has a special relationship with its donors. All financial supporters are members of Donor Support Group. This group meets with RRG management at least once a year during the annual governance meetings of RRI, participates in review of planned programs, and is invited as observers to the meeting of

RRG Board of Directors. Donor representatives, as key players in the arena of forest and land tenure reforms, also participate in the events and convening organized by RRI throughout the year.

The RRG Board of Directors provides overall guidance to RRI. It consists of individuals from Partner organizations, leaders of community organizations, and individuals from relevant disciplines and organizations. A majority of the Board are independent of Partner organizations. As of January 2012, the Board includes individuals from Partner organizations Civic Response, ICRAF, and Tebtebba. In addition to considering and approving all major policies, work plans and budgets, the Board also ensures fiduciary discipline and accountability through its Audit Committee. All members of the Board and senior management of RRG annually sign on to the Conflict of Interest Policy of RRG.

MONITORING AND EVALUATION

As part of the Governance and Coordination of the RRI, RRG has refined its internal monitoring and evaluation system as an integral part of its strategic analysis and planning process. There are five major components of the work that are now in place:

a)   The refinement of the logical framework of the Framework Proposal that states the Coalition's overall strategic goals and outcomes across the regions and from the national to global work, and is reported upon every year.
b)   A more systematic self-evaluation by the planning teams of the work done at the program levels (country, region and global) with written reports.
c)   The independent monitoring and evaluation of the implementation of the coalition's activities on an annual basis by an independent consultant, who validates the self-evaluation reports of selected programs and countries.
d)   The elaboration of impact stories based partially on the information generated from the Monitoring and Evaluation system and partially from on-the-ground stories provided by Partners, Collaborators or others.
e)   Mid-Term Evaluation (MTE). The first MTE was completed in 2011 during the first framework agreement (2008-2012) and a second will be conducted mid-way through the second agreement period (2013-2017).

The following paragraphs describe two of these components in more detail.

RRI Internal Monitoring and Evaluation System

The RRI Internal Monitoring and Evaluation System is an integral part of our strategic analysis and planning process and entails a set of internal processes for tracking implementation and learning among Partners and Collaborators and evaluating the effectiveness of RRI activities, processes, and institutional mechanisms. The self-evaluation of RRI also reflects on whether these interventions are strategic in helping to achieve global, regional and country-level program results/outcomes, and whether these results/outcomes are helping to achieve our mission statement (or purpose). RRI also tracks compliance and outputs as indicators of progress at the level of contract activities.

RRI's success is dependent upon the agility and precision of the coalition in identifying the appropriate set of Partners, Collaborators, and strategic actors whose engagement fosters positive change from the learning derived from this system. By keeping abreast of new developments, opportunities, and self-critically assessing its impact, the coalition can position itself strategically, and provide the needed support to a variety of change agents to maximize their ability to move their agenda forward. RRI understands and calculates the challenge of managing a balance between its efforts responding to demand and strategically determined engagements in the relevant global and country spaces with the right mix of actors and actions.

Independent Monitor

The Independent Monitor annually validates the RRI internal monitoring of outcomes (through country visits, participation in events, and key interviews); conducts the independent monitoring and evaluation of the

effectiveness of the implementation of the annual work plan and outcomes; and monitors RRI response to recommendations from the Independent Monitor's report from the previous year. Additionally, the Independent Monitor drafts, consults and presents an annual Independent Monitoring Report that:

- Informs the coalition on how strategic activities are being implemented and make recommendations for adjustments and modifications in processes, content and work programs.
- Validates the RRI-generated information from the internal impact assessment and regular reporting of the agreed outcomes in the RRI Framework proposal logical framework.
- Collects feedback from multiple sets of actors and constituents.
- Assesses that RRI is providing value addition to the ongoing initiatives of Partners and to the actions of other sets of development players in this and related sectors and political spaces.
- Evaluates that the Initiative is in the above respect cost-effective and synergistic, and avoiding duplication in the coalition.

ANNEX 1: LOG FRAME

IMPACT	Indicators	Baseline - 2012	2013	2014	2015	Target - 2016	Assumptions
Improved governance of forest areas in developing countries for poverty reduction, biodiversity conservation and climate resilience.	Improved governance in forest areas of developing countries						
		Source: Forest governance indices established by WRI and FAOI.					

OUTCOME	Indicators	Baseline - 2012	2013	2014	2015	Target - 2016	
Tenure, governance and market reforms that secure local rights to own, control and benefit from natural resources.	1. Hectares of forest lands under formally recognized ownership or control of Indigenous Peoples, forest communities and or households.	Update baseline from RRI 2008	+15 million	+25 million	+35 million	+25 million (for a total additional 100 million hectares in developing countries)	Tenure reforms increase local control, access to and benefits from natural resources, improve chances for more inclusive and democratic forest governance
		Source: RRG tenure tracking update.					
	2. Number of people in indigenous territories and forest communities in developing countries that benefit from strengthened rights to forest lands and resources.	Update baseline from RRI 2008	+75 million	+125 million	+175 million	+ 125 million (for a total additional 500 million people benefitting)	Formally recognized and enforced land rights enable local people to pursue their own development aspirations, liberate local entrepreneurship and improve local livelihoods.
		Source: Independent studies; RRG global monitoring system tracking poverty and livelihoods in forest areas.					

OUTPUT 1	Indicators	Baseline - 2012	2013	2014	2015	Target - 2016	Assumptions
Tenure legislation, policy and regulatory frameworks that recognize and or strengthen the rights of local communities and Indigenous Peoples in a subset of countries in Africa, Asia, and Latin America. **Impact Weighting 35%**	1.1. Number of instances of tenure legislation or regulatory or policy frameworks in favor of Indigenous Peoples and local communities adopted or implemented, at least partially as a result of engagement with RRI.	2	3	3	2	2 (total 12)	
		Source: Systematization of ongoing country-level monitoring of tenure reform legislation and regulations and their implementation in target countries.					
	1.2. Number of instances of regressive tenure legislation and exploitative industrial land grabs halted or modified to benefit Indigenous Peoples and local communities, at least partially as a result of engagement with RRI.	1	2	2	2	1 (total 8)	Risk Rating
		Source: Systematization of ongoing country-level monitoring of tenure reform legislation and regulations in target countries.					M

OUTPUT 2	Indicators	Baseline - 2012	2013	2014	2015	Target - 2016	Assumptions
Market, trade, investment or conservation legislation and policies adopted or implemented by governments that strengthen Indigenous Peoples' and local communities' rights, enterprises, benefits and incomes in a subset of countries in Africa, Asia, and Latin America. **Impact weighting 20%**	2.1. Number of instances of land, agriculture, forest, trade, conservation, or carbon-market policies, regulations, or standards for investment that strengthen the land rights of Indigenous Peoples and local communities in a subset of countries in Africa, Asia, and Latin America.					12	
		Source: Systematization of ongoing country-level monitoring of policies, regulations and standards for investment and exploitation of forest lands and natural resources.					
	2.2. Number of instances of economic, fiscal or industrial development policies that strengthen Indigenous Peoples, local community or household forest management or enterprises in a subset of countries in Africa, Asia, and Latin America.					4	Risk Rating
		Source: Systematization of ongoing country-level monitoring of economic, fiscal and industrial development policy and practices.					H

OUTPUT 3	Indicators	Baseline - 2012	2013	2014	2015	Target - 2016	Assumptions
Strategic national-level coalitions of CSOs or global climate or forest trade initiatives actively committed to and engaged in advancing national-level tenure and governance reforms. **Impact weighting 25%**	3.1. Number of national-level CSO platforms actively engaged in advising or implementing national-level tenure, governance and market reforms, as a result of engagement with RRI.	4				12	
		Source: Systematization of ongoing national monitoring of national-level CSO platforms' efforts to advance tenure, governance and market reforms.					
	3.2. Number of key global initiatives (e.g. FLEGT, UNREDD, FCPF, FIP, adaptation, food security) committed and actively engaged in promoting national-level reforms in tenure, regulatory and governance arrangements, at least partially as a result of engagement with RRI.	0	1	1	1	1 (total 4)	Risk Rating
		Source: Systematization of ongoing global monitoring of key strategic global initiatives' efforts to reform tenure, regulatory and governance arrangements in favor of forest-dependent communities.					M

OUTPUT 4	Indicator	Baseline - 2012	2013	2014	2015	Target - 2016	Assumptions
Private sector entities actively support tenure and governance-related reforms, and support community-governed production and management in the countries where they operate. **Impact weighting 20%**	4.1 Number of tenure or governance-related commitments, or systems of standards, adopted or implemented by investors or firms (or associations thereof) operating in the agribusiness, infrastructure or extractive industry sectors, as a result of RRI's engagement with them.	1	1	2	1	1 (total 6)	
		Source: Systematization of ongoing country-level monitoring of forest governance reform in target countries.					
	4.2 Number of new mechanisms or initiatives that leverage public and private capital for tenure reforms, and/or actively promote community or household production, conservation or enterprises in the forest areas of the developing world, at least partially as a result of engagement with RRI.	0	1	1	2	4	Risk Rating
		Source: Systematization of ongoing country-level monitoring of forest governance reform in target countries.					H

ACTIVITIES	Indicators	Baseline - 2012	2013	2014	2015	Target - 2016	Assumptions
1. National-level, multi-stakeholder platforms for strategic collaborations established, that actively advance tenure, governance and market reforms in favor of forest-dependent communities, as a result of capacity building with RRI.	1. Number of national-level, multi-stakeholder platforms for collaboration improving program delivery and advancing tenure, governance and market reforms, as a result of capacity building with RRI.	2	4	4	4	2, (Target 16)	
	Source: RRG reporting.						
2. Strategic analyses and communications products promoting tenure, governance and market reforms target influential constituencies and raise public awareness of importance of forest tenure and governance reforms.	2a. Number of RRI strategic analytical and communications products promoting tenure, governance and market reforms produced.	4	4	4	4	4 (total 20)	
	Source: RRG and RRI reporting.						
	2b. Number of instances of earned media coverage.	75	100	125	150	175 (total 625)	
	Source: Systematization of ongoing RRG, regional and country-level monitoring.						

3. RRI-promoted regional and global convenings of government, civil society and private sector entities are held to shape narratives and strategies towards supporting forest tenure, governance and market reforms.	3. Number of regional and global convenings held to shape narratives and strategies that support action towards forest tenure, governance and market reforms.	4	4	6	6	4 (total 24)
		Source: Systematization of ongoing RRG, regional and country-level monitoring.				
4. RRI organizes capacity building for national, regional and global networks in forest tenure, governance, market trends and reforms.	4. Number of RRI-organized training/capacity building events held for national, regional and global networks and leaders of government agencies, community organizations, CSOs, and IPs.					12
		Source: Systematization of ongoing RRG, regional and country-level monitoring.				
5. RRI's strategic response mechanism (SRM) supports timely advocacy efforts.	5. Number of instances when RRI partners and collaborators undertake timely advocacy efforts as a result of access to RRI's strategic response mechanism.	8	8	8	8	8 (total 40)
		Source: RRG reporting.				

6. RRI develops and maintains a global monitoring system on statutory tenure reform, poverty and livelihoods in forest areas in developing countries.	6. RRI's global monitoring system on statutory tenure reform, poverty and livelihoods in forest areas in developing countries is available to entities involved in forest tenure, governance and market reforms.	System development				
		Source: RRG reporting.				
7. Gender analysis, women's networks and experiential learning activities that engage policy makers, REDD and FLEGT processes, CSO networks and community leaders benefit from program support.	7. Number of instances of gender-related activities, including gender analysis, support for women's networks, and/or direct engagement with REDD, FLEGT or national-level processes, as a result of RRI program support.	5	5	5	5	5 (total 25)
		Source: Systematization of ongoing RRG, regional and country-level monitoring.				

8. RRI provides advice and analysis and serves as a catalyst for new initiatives and investments that leverage public and private capital for tenure reforms and support of community-based forest production and management.	8. Number of new initiatives and investments that leverage public and private capital for tenure reforms and support of community-based forest production and management created at least in part as a result of RRI's advice and analytical work.	0	1	1	1	1 (total 4)	
		Source: Systematization of ongoing RRG, regional and country-level monitoring.					

ANNEX 2: PROJECT BUDGET

Project Budget – All Funding Sources		2013	2014	2015	2016	2017	Total
Total (US$)		**10,500,000**	**11,500,000**	**12,000,000**	**12,500,000**	**13,500,000**	**60,000,000**
Output 1: Tenure legislation, policy and regulatory frameworks that recognize and/or strengthen the rights of local communities and Indigenous Peoples in a subset of countries in Africa, Asia, and Latin America		3,500,000	3,833,333	4,000,000	4,166,667	4,500,000	20,000,000
Output 2: Market, trade, investment or conservation legislation and policies adopted or implemented by governments that strengthen Indigenous Peoples' and local communities' rights, enterprises, benefits and incomes in a subset of countries in Africa, Asia, and Latin America		2,333,333	2,555,556	2,666,667	2,777,778	3,000,000	13,333,333
Output 3: Strategic national-level coalitions of CSOs or global climate or forest trade initiatives actively committed to and engaged in advancing national-level tenure and governance reforms		2,800,000	3,066,667	3,200,000	3,333,333	3,600,000	16,000,000
Output 4: Private sector entities actively support tenure and governance-related reforms, and support community-governed production and management in the countries where they operate		1,866,667	2,044,444	2,133,333	2,222,222	2,400,000	10,666,667

Component Budget - US$		2013	2014	2015	2016	2017	Total
Total		**10,500,000**	**11,500,000**	**12,000,000**	**12,500,000**	**13,500,000**	**60,000,000**
Program Staff, Salaries and Benefits		2,202,373	2,312,492	2,428,492	2,549,522	2,676,998	11,734,770
Travel		266,952	330,300	381,815	381,815	366,815	1,727,695
Workshops, Conferences, and CSO Networks		954,000	1,060,200	1,063,210	1,090,221	1,154,732	5,322,362
Communications and Outreach		423,150	519,308	553,298	605,963	720,102	2,821,820
Collaborative Agreements with Partners and Collaborators		4,105,808	4,575,274	4,804,038	5,071,625	5,674,212	24,230,958
Strategic Response Mechanism Agreements		693,500	760,500	794,000	827,500	906,875	3,982,375
Collaborating Program Consultants		621,499	652,574	615,203	695,963	780,761	3,366,001
Contingency		100,000	100,000	100,000	100,000	100,000	500,000
Administration *(10%)*		1,050,000	1,150,000	1,200,000	1,250,000	1,350,000	6,000,000

Prospective Levels of Support by Donor

Budget, *US$*	2013	2014	2015	2016	2017	TOTAL	%
Total	10,500,000	11,500,000	12,000,000	12,500,000	13,500,000	60,000,000	100.0
Secure Funding							
Department for International Development, U.K. (DFID)	2,483,600	2,483,600	2,483,600	2,483,600	1,241,800	11,176,200	18.6
Swiss Agency for Development and Cooperation	200,000	200,000	83,333			483,333	0.8
Ford Foundation *	1,137,500	223,959				1,361,459	2.3
Ministry for Foreign Affairs of Finland *	781,500					781,500	1.3
Norwegian Agency for Development Cooperation (Norad) *	720,500					720,500	1.2
Swedish International Development and Cooperation Agency (Sida) *	-					0	0
Unfunded Need							
Unfunded Need	5,176,900	8,592,441	9,433,067	10,016,400	12,258,200	45,477,008	75.8

*   Existing support.
     Proposal for continuing support for RRI Framework II is being submitted to current and prospective new donors.

ANNEX 3: RRI PARTNERS **RRI Partner**	**Strategic Value Contribution to RRI**
Coordinating Association of Indigenous and Community Agroforestry in Central America (ACICAFOC)	▪ ACICAFOC is the largest association of forest community organizations and Indigenous Peoples in Central America and is very engaged in policy and influential across the region and internationally, coordinating grassroots organizations led by small and medium agroforestry producers, Indigenous Peoples and farmers to strengthen community control over land and resources and community-based enterprise. ▪ ACICAFOC actively contributes to the Global Alliance on Community Forestry and the Civil Society Advisory Group to the ITTC, supporting community voices in international policy spaces. ACICAFOC supports the work of the Mesoamerican Alliance of Peoples and Forests.
Centre for Environment and Development (CED)	▪ CED is the leading NGO promoting environmental justice in the Congo Basin and an established advocate for community and Indigenous rights to land and resources. ▪ CED engages with civil society, government, rural communities and Indigenous Peoples in Cameroon and across the region, providing analysis, advocacy and capacity building on matters of illegal logging, ecosystem services, Indigenous and community rights, and extractives and infrastructure. ▪ CED intervenes in regional and international climate change processes to ensure recognition of community rights and interests. CED plays an active role in the African Community Rights Network.
Civic Response	▪ Civic Response is an NGO active in all resource sectors with a strong focus on forests. Civic Response's solid analysis strengthens grassroots and civil society advocacy for community rights in forest governance, climate change strategies and the FLEGT-VPA processes. ▪ Civic Response has played a leading role in Ghana's National Forestry Forum and in legislative reforms, helping to shape a unified civil society campaign to advance recognition of community tenure in forest governance. ▪ Civic Response is active in the African Community Rights Network.
Federation of Community Forestry Users, Nepal (FECOFUN)	▪ FECOFUN is the largest national federation of community forests in the world, representing about 8.5 million forest users. ▪ FECOFUN balances its focus on capacity-building and empowerment for forest users with policy advocacy efforts to promote community rights in sustainable forest management. FECOFUN is a co-founder of the Global Alliance of Community Forestry, and is active on the global stage, engaging with key institutions such as the UNFF. ▪ As an innovative and important social movement, FECOFUN's impacts in Nepal provide valuable lessons for other RRI priority countries.

Foundation for People and Community Development (FPCD)	▪ A national NGO, FPCD provides national-level advocacy and local-level support to communities and grassroots institutions in Papua New Guinea, particularly in co-managing and advising community networks and campaigns. ▪ FPCD leads an innovative forest enterprise program, supporting smallholder timber certification for export into certified timber markets ▪ FPCD participates actively in governing the Civil Society Advisory Group to the International Tropical Trade Council.
Forest Peoples Programme (FPP)	▪ FPP is recognized as a leading global advocate for Indigenous rights to forest lands. FPP draws upon its expertise of human rights, legal frameworks, environmental governance and responsible finance to create political space for Indigenous Peoples to secure rights to land and resources. ▪ FPP works to link Indigenous movements at regional and international levels, as well as to forge connections between Indigenous communities and policy makers to increase respect for human rights standards and community control of forest lands. ▪ By intervening both at country/regional level and internationally, FPP adds value to a variety of RRI coalition members and initiatives, such as the RRI Dialogues on Forests, Governance and Climate Change as well as targeted capacity-building for Indigenous Peoples and local CSOs.
Forest Trends	▪ A leading think tank on forest economics, Forest Trends analyzes strategic market and policy issues and catalyzes connections between producers, communities and investors, with the aim of strengthening rural livelihoods and supporting community participation in environmental markets. Forest Trends' analysis illustrates the economic benefits to communities and national economies generated by securing community tenure. ▪ Forest Trends engages with communities on market-based environmental mechanisms, such as PES and REDD, building capacity and understanding of the risks and opportunities
HELVETAS Swiss-Intercooperation	▪ With natural resources projects in over 30 countries, HELVETAS-Swiss Intercooperation is Switzerland's largest development organization. Its deep experience provides key intellectual inputs to advocacy for local control of natural resources. HELVETAS-Swiss Intercooperation engages strategically with government and civil society actors to shape reform processes. ▪ HELVETAS-Swiss Intercooperation is strongly engaged in international fora such as the ITTC and Intergovernmental Panel on Climate Change.
International Forestry Resources and Institutions (IFRI)	▪ As an extended network of 13 collaborating research centers from around the world, IFRI is the premier intellectual resource on forest institutions and livelihoods. IFRI's cutting edge research and analysis is based on an interdisciplinary approach, examining how governance arrangements shape both social and environmental forest outcomes. IFRI's rigorous research is designed to inform and shape evidence-based forest policies, and is published in leading peer-reviewed journals. ▪ IFRI's analysis bolsters RRI's understanding of connections between insecure tenure, poverty and food security, as well as on lessons from successful models of community forest enterprises.

Salvadoran Research Program on Development and Environment (PRISMA)	▪ PRISMA is a research NGO for policy dialogue in Central America, conducting critical research and analysis, promoting interaction among diverse actors at a variety of levels to advance equitable, sustainable development. ▪ PRISMA has developed key research on the current pressures on Central American collective territories from private investment. PRISMA also provides technical and strategic support to the Mesoamerican Alliance of Peoples and Forests on issues related to climate change and territorial dynamics. ▪ PRISMA is an important convener and source of regional information with regard to community rights to land and resources, providing critical support and design to RRI events such as the Mesoamerican Dialogue on Forest Governance and Climate Change.
RECOFTC - The Centre for People and Forests	▪ Based in Southeast Asia, RECOFTC is the world's leading information and training hub for community forestry, grounded in strong rights, good governance and equitable benefit sharing. RECOFTC trains organizations in effective advocacy strategies, as well as engaging with policy-makers to encourage greater recognition of community rights. ▪ RECOFTC has been a strong catalyst in achieving government commitment to community forestry in Asia, through vital legislation and investing in long-term institutional development, ensuring active community participation in equitable and sustainable forest management and bolstering the capacity of community forestry networks.
The Samdhana Institute	▪ Samdhana is an Asian regional center specialized in resolving environmental conflict, promoting clear community rights, legal recourse, leadership and organization, and technical support. ▪ Samdhana plays a leading role in mobilizing civil society advocacy for tenure reform, providing critical knowledge and analysis to support policy recommendations.
Tebtebba (Indigenous Peoples' International Centre for Policy Research and Education)	▪ Founded by and for Indigenous Peoples, Tebtebba is the leading worldwide platform for promoting Indigenous rights and building Indigenous capacity for effective political organization and advocacy. ▪ Tebtebba is actively engaged in international processes, including climate change negotiations, and contributed to processes leading to the adoption of major international policies and instruments, such as international human rights law, UNDRIP, and UN Permanent Forum on Indigenous Issues.
World Agroforestry Centre (ICRAF)	▪ The World Agroforestry Centre is the global leader in research on agroforestry and sustainable development, conducting research to advance policies and practices that benefit rural communities and the environment alike, and is a member of CGIAR. ▪ With over three decades of direct work with smallholder farmers in Africa, Asia and Latin America, ICRAF capitalizes on its long experience researching tenure (design, implementation and impacts), and draws upon strategic alliances with research institutions and civil society.

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1238 Wisconsin Ave. NW, Suite 300

Washington, DC 20007