

RRI Global Programs

Global Programs Overview

The Global Programs Work plan for 2014 was developed by RRG in collaboration with Partners and Collaborators. The fifth annual **Regional and Global Programs Planning Meeting** was convened in Washington, DC in November 2013. During that meeting RRG staff met with Partners and RRI Fellows to discuss and define strategies, activities and points of collaboration for 2014.

The Global Programs 2014 work plan is focused on achieving the following Strategic Priorities and Outcomes.

- 1. *Community forest tenure is endorsed as a priority climate change strategy, and forest carbon frameworks respect and protect customary land rights and governance.*** This priority responds to strategic opportunities in 2014 to influence emerging carbon rights frameworks that risk conflicts with local customary and statutory rights to lands and resources, and to promote increased recognition of community forest tenure and management as a climate strategy, leading up to the 2014 United Nations Climate Change Conference (COP 21) in Lima, Peru.
- 2. *Key private sector influenced to reduce risk of abusing land rights and adopt ATEMs.*** This priority takes advantage of openings among some companies and investors to address their tenure impacts, as a main driver of contestation in indigenous and community lands. It pursues strategic opportunities to engage with positive private sector actors, and with relevant government decision-makers, created through the new Private Sector working group and through MegaFlorestais.
- 3. *Conservation community makes stronger commitments to respect rights and promote tenure reforms at the World Parks Congress.*** This priority responds to the strategic opportunity to shape preparations for and discussions at the World Parks Congress, held once every 10 years, in November 2014. It builds on RRI's increased engagement with indigenous and rights groups focused on conservation as well as leading conservation organizations through a Conservation working group.
- 4. *Post-2015 SDGs include targets on community land rights, supported by RRI tenure data, analysis and advocacy on customary and community land.*** This priority responds to interests from Partners to develop a global database on customary lands as a counterpart to government data on forest ownership, as well as strategic opportunities offered by international policy discussions on post-2015 development goals and targets, the 2014 World Conference on Indigenous Peoples, new mapping technologies and increased collaboration among community mapping advocates and experts through the Community Mapping working group.
- 5. *International Land and Forest Tenure Facility appraised and next steps determined.*** This priority responds to demands and opportunities to create a globally-recognized and trusted platform that is able to raise the level of dedicated attention to land tenure security, leverage

government, community and private sector interests, and mobilize significant new financing towards securing local tenure rights to forest and community resources. Implementation of the Facility Inception Phase in 2014 will build on RRI investments over the past two years to design, consult and build a broad base of support for the Facility.

- 6. *Alliance for Community Land Rights advanced through coordination and communications support.*** This priority responds to the strategic opportunity to advance a global target of doubling the area of recognized community land, in collaboration with other leading international organizations and networks, building on the momentum generated by the 2013 Interlaken conference.

These Strategic Priority outcomes will be delivered through activities implemented by the following Global Programs:

1. Strategic Analysis:

The Strategic Analysis Program conducts and supports global-level analysis and assessment of implications of global trends for local people and their livelihoods. It generates data and evidence-based advocacy tools (Tenure Analysis) to support RRI's narratives and contribution to the four RRI Strategic Themes (ATEMs, Rights and Climate, Realizing Rights, and Gender Justice).

2. Networking Support Program:

The Networking Support Program engages constituency-based, expert and international networks to strengthen their ability to promote tenure reforms. It also provides support for global networking activities and participation of CSO representatives in key international events to foster learning and collective strategizing, and to increase impact.

3. Communications and Outreach:

The Communications and Outreach Program is responsible for increasing global awareness of RRI key messages, activities, analyses, and impacts, and supporting their inclusion in local, national, and international discourse. This program supports the maintenance of the RRI's global identity.

4. Strategic Initiatives:

The Strategic Initiatives Program catalyzes actions by a wider set of actors beyond the RRI Coalition. In 2014, the Strategic Initiatives Program will focus on developing two new initiatives to leverage greater public and private commitment for recognizing community forest tenure rights. They are: 1) establishment of the International Forest Tenure Facility; and 2) support to development of the Alliance to Strengthen Community Lands. Additional information on RRI's strategic initiatives can be found in the next section.

Global Programs Budget by Programs

Program	2013 Budget
Strategic Analysis	800,000
Strategic Initiatives	410,000
Networking Support	500,000
Communications and Outreach	500,000
TOTAL	2,210,000

Planning Teams

Global Programs Planning Meeting

11-15 November 2013

Washington DC, USA

Alexandre Corriveau-Bourque	acorriveau@rightsandresources.org
Andrew Davis	a.davis@prisma.org.sv
Andy White	awhite@rightsandresources.org
Annie Thompson	athompson@rightsandresources.org
Arvind Khare	akhare@rightsandresources.org
Augusta Molnar	amolnar@rightsandresources.org
Bharati Pathak	bharatipathak_2006@yahoo.com
Boubacar Diarra	bdiarra@rightsandresources.org
Bryson Ogden	bogden@rightsandresources.org
Claire Biason	cbiason@rightsandresources.org
Gamma Galudra	g.galudra@cgiar.org
Ganga Ram Dahal	ganga@recoftc.org
Hortense Ngono	h_ngono@yahoo.fr
Iliana Monterroso	imonterroso@rightsandresources.org
James-Christopher Miller	jcmiller@rightsandresources.org
Janis Bristol Alcorn	Janisalcorn@yahoo.com
Jenna DiPaolo Colley	jdipaolo@rightsandresources.org
Jennifer Schenk	jschenk@rightsandresources.org
Jenny Springer	jspringer@rightsandresources.org
Jody Sadornas	jsadornas@rightsandresources.org
Julian Atkinson	julian.atkinson@recoftc.org
Karina Navas	knavas@rightsandresources.org
Kerstin Canby	kcanby@forest-trends.org

Kyeretwie Opoku	kyeretwie.opoku@gmail.com
Madhu Sarin	msarin@sify.com
Madiha Qureshi	mqureshi@rightsandresources.org
Maria Olavarria	molavarria@rightsandresources.org
Mario Osorio	mosorio@rightsandresources.org
Naomi Basik	nbasik@rightsandresources.org
Noer Fauzi (Oji)	noer_fauzi@yahoo.com
Omaira Bolaños	obolanos@rightsandresources.org
Patrick Kipalu	pkipalu@forestpeoples.org
Paul DeWit	paulvdewit@gmail.com
Peter Newton	newton.pete@gmail.com
Rebecca Anzueto	ranzueto@forest-trends.org
René Oyono	rpoyono@gmail.com
Solange Bandiaky	sbandiaky@rightsandresources.org
Teodyl Nkuintchua	nkuintchua@yahoo.fr
Thomas Stadtmueller	thomas.stadtmueller@helvetas.org

Strategic Analysis Work Plan

2014 Priority Objective

Advance RRI's advocacy efforts to influence governments, policy makers, and private sector actors to reform laws, markets, and climate change, and development initiatives in favor of the interests of local communities through the production of robust quantitative and qualitative analysis.

The Strategic Analysis program provides expertise, analysis, and advocacy tools on the global state of community forest tenure, guided by the Framework Proposal 2 objective of: *Generating globally strategic analyses of policy and market issues impacting livelihoods and sustainable forest use to inform and inspire action.* FP2 identifies two main categories of Strategic Analysis: 1) Monitoring Global Progress on RRI's tenure and poverty targets (Tenure Tracking), and 2) Global Analytical Studies, particularly supporting RRI focal themes on: Rights and Climate, Alternative Tenure and Enterprise Models (Private Sector), Realizing Rights, and Gender Justice.

Tenure Tracking

RRI's tenure tracking work in 2013 on the depth and spatial extent of rights for the flagship *Who Owns and Who Decides* provides a launching point for new advocacy campaigns to influence a range of international policy fora, including the Post-2015 Sustainable Development goals, climate/REDD policy meetings leading up to the 2014 COPs in Lima, and the World Conference on Indigenous Peoples.

A focus for Strategic Analysis efforts in 2014 will be supporting delivery of the Strategic Priority to *generate tenure data and analysis to support realization of RRI targets and global advocacy on customary and community land rights, including as part of the post-2015 SDGs.* In addition to preparing an SDG-targeted policy brief on community lands, RRI will build on its tenure tracking methodologies to:

- Develop and test, in an initial set of countries, a methodology for documenting **customary and contested lands**, with the aim of building a global database to more effectively represent IP and other communities' customary rights and land claims; and
- Create a global baseline to begin tracking the extent of statutory recognition of community lands beyond forest areas, in support of the new Community Land Alliance.

To further support these efforts, RRI will also conduct an assessment on options for legal recognition of community rights, including implications of different forms of recognition for community rights and livelihoods.

Within RRI's core Tenure Tracking program, activities will include using the tenure data from *Who Owns and Who Decides?* to develop regional policy briefs. Each year, RRI's also publishes its Annual Review of the State of Rights and Resources, a high-profile document that helps decision-makers evaluate progress and sets the narrative for the coming year. These advocacy documents act as key tools towards holding governments and international actors accountable to promised reforms, or to prevent the scaling back of achieved rights.

In 2014, RRI will also finalize two ongoing research initiatives, namely the study, in collaboration with IFRI, to assess the relationship between poverty, forest cover, and tenure; and the Tenure Baseline Study in the Democratic Republic of the Congo. If time and additional resources remain, RRI will conduct a scoping exercise regarding the potential added value of creating a global network of tenure experts and undertake research to capture tenure trends in underrepresented sub-regions.

Rights and Climate

In 2014, analytical work related to Rights and Climate will take advantage of strategic opportunities to influence climate policies and donors to recognize community rights to forests as a means of mitigating climate change. A joint paper produced with the World Resources Institute (ongoing from 2013) will provide a robust analytical base from which to make the case that community forest tenure and management should be a climate strategy. Moreover, an analysis of the amount of the forest carbon stored in community forest lands will be undertaken, to further strengthen the case that stronger community rights to forests are good for the climate. Finally, an analysis of emerging carbon rights frameworks will be launched, with a view to reduce the potential for conflict with customary land owners.

Alternative Tenure and Enterprise Models/Private Sector

Analytical work in 2014 will focus on developing strategies to influence the private sector, promoting viable alternative business models, and providing tools for policy makers. RRI will continue to develop and promote more refined methods for assessing, quantifying, and addressing investor exposure to land tenure “risk.” This work will be expanded in 2014 and “linked” to in-country analyses of private sector exposure initiated in 2013. In addition, work in 2014 will engage the credit ratings agencies and insurers who finance and facilitate land-based investments that impact Indigenous and local community rights. RRI will also expand on and refine data collected on industrial concessions in 2013 to begin creating a database of concessions in developing countries.

As RRI continues to make the case that current business models do not adequately respect and support the tenure and livelihoods of Indigenous Peoples and local communities, it is important to develop and promote viable, inclusive alternatives. In 2014, RRI will assess and promote alternative business models that leverage supply chains to support community enterprises, and will conduct a comparative analysis of the economic contributions of small and medium forest enterprises.

Realizing Rights

A strategic priority under the Realizing Rights theme in 2014 will be to engage and influence the conservation sector towards re-engaging with the conservation world leading up to the IUCN World Parks Congress in Sydney, Australia. Several pieces of analytical work will be produced to support advocacy and messaging around land and resource rights as a strategy for effective and ethical conservation. RRI will produce an analysis on how protected areas relate to community rights in key countries. This analysis will be accompanied by a policy brief detailing the evidence base for community tenure as a foundation for conservation.

Gender Justice

In 2014, strategic analysis will contribute development of the new gender justice strategy by contributing to better understanding of how to effectively engage on questions of gender justice in tenure tracking and thematic work. RRI will conduct an assessment of options to integrate a dimension of gender into its tenure tracking methodologies, and conduct analysis to better understand how gender is being taken into account in REDD+ and assessments of the impacts of large-scale land acquisitions.

Key Thematic Outcomes	Strategic Analysis - Key Deliverables/Indicators
<p>Community forest tenure is endorsed as a priority climate change strategy by key actors, demonstrated via new commitments at the Lima CoP, and forest carbon rights frameworks (including through World Bank and UN initiatives) respect and protect customary land rights and governance</p> <p><i>Primary thematic focus: Rights & Climate</i></p>	<ul style="list-style-type: none"> Analytical report on community tenure and climate outcomes (co-produced with WRI) provides a strong foundation for advocacy to climate actors on the importance of investing in community forest tenure and management as a climate strategy Analysis of risks associated with emerging carbon rights frameworks informs discussion and advocacy to reduce potential for conflict with customary rights Analysis of the amount of forest carbon conserved in community lands strengthens case for investing in community forest tenure and management as a climate strategy
<p>Key private sector actors influenced to adopt screens and standards to reduce risk of abusing land rights, and consider ATEMs</p> <p><i>Primary thematic focus: ATEMs/Tenure Facility</i></p>	<ul style="list-style-type: none"> Analytical report on tenure risk strengthens the business case for the private sector to account for the rights of Indigenous and local communities Analysis of business models supportive of SMEs informs opportunities for private sector entities to support community enterprises An initial database of industrial concessions in forest land contributes to RRI and public understanding of industry pressures on Indigenous and community lands
<p>Conservation community makes stronger commitments to respect rights and promote tenure reforms at the World Parks Congress</p> <p><i>Primary thematic focus: Realizing Rights</i></p>	<ul style="list-style-type: none"> Analytical report on the impact of protected areas on community rights in key countries informs advocacy and consensus on rights-based approaches Policy brief strengthens the case for investing in community land and resource rights as a strategy for effective and ethical conservation
<p>Post-2015 SDGs include targets on community land and resource rights, supported by RRI tenure data, analysis, and advocacy on customary and community land rights; and this analysis and advocacy supports a successful World Conference on Indigenous Peoples.</p>	<ul style="list-style-type: none"> Targeted policy brief on community lands in the post-2015 SDGs raises awareness of the community land rights issue within other sectors of the development community and strengthens case to include tenure targets within the SDGs Methodology on customary and contested lands developed and tested, in an initial set of countries, and serves as platform to launch a broader database. Initiation of Global Baseline of community lands in forest

<p><i>Primary thematic focus:</i> <i>Realizing Rights</i></p>	<p>and non-forest areas yields clearer understanding of the extent and state of community and Indigenous land tenure, and broadens discussion to a new sets of organizations</p> <ul style="list-style-type: none"> • Comparative analysis of options for legal recognition of community land rights provides new tools for policy makers, advocacy groups, and communities
<p>Data and analysis available to RRI Coalition and broader public on the status of forest tenure, ownership and land uses</p> <p><i>Primary focus:</i> <i>Tenure Tracking</i></p>	<ul style="list-style-type: none"> • Three to four country-level cases studies (Tanzania, Peru, Nepal, and Cambodia - in addition to an existing one on Brazil) exploring the relationship between tenure, forest cover and possibly poverty, to feed into development and climate change debates • Global analysis on the relationship between poverty and tenure • A framework to establish a tenure security index, to globally track the security and strength of community land rights • Report on annual state of rights and resources (Annual Review) • Five major thematic reports and corresponding policy briefs along with one overall synthesis (baseline) on tenure in the Democratic Republic of the Congo to be used as tools by civil society to influence reforms on forest, land, IP rights, and zoning
<p>Foundation established for RRI to more effectively engage on questions of gender justice in its tenure tracking and thematic work</p> <p><i>Primary thematic focus:</i> <i>Gender</i></p>	<ul style="list-style-type: none"> • Methodology developed for tracking gender in community forest regimes • Scoping study conducted on gender impacts of LSLA.

Tier	Core Tenure Analysis	Budget	Partners & Collabs	Timeline	ATEMs	Rights & Climate	Realizing Rights	Gender
1	RRI Annual Review of the State of Rights and Resources	\$17,000	RRG, consultants	4th Quarter	x	x	x	x
1	DRC Tenure Baseline Study: Concluding research activities, Final restitution workshop	\$108,000	FPP, RRN, CODELT, Tropenbos, RFN, RFUK, WWF, UN Habitat, WRI, CIRAD, DGPA & RRG	Ongoing – Ends 1st Half	x	x	x	x
1	Regional tenure tracking briefs based on Flagship report data	\$5,000			x	x	x	
1	Tenure Security Index	\$10,000			x	x	x	x
2	DRC Tenure Baseline Study: Field Research in Katanga and Bandundu Provinces	\$50,000	FPP, RRN, CODELT, Tropenbos, RFN, RFUK, WWF, UN Habitat, WRI, CIRAD, DGPA & RRG	1st Quarter	x	x	x	x
2	Scoping Exercise to Develop Global Network of Tenure Experts	\$7,000	Consultants, Interlaken Organizers	2nd-3rd Quarter	x	x	x	x
2	Sub-Regional Tenure Tracking in Central America and Sahel to capture tenure transitions in these sub-regions	\$20,000	PRISMA, Mesoamerican Alliance, Helvetas	Mid-late 2014	x	x	x	
	Tier 1 Total Budget	\$140,000						
	Tier 2 Total Budget	\$77,000						
	Total	\$217,000						
	Customary and Community Land Rights Analysis and Advocacy							
1	Contested Landscapes and Customary Claims: Methodological development and analyses in a first set of countries	\$60,000	Tebtebba, Samdhana, FPP, AMAN, Fellows, Mapping group	1st-3rd Quarter	x	x	x	
2	Contested Landscapes and Customary Claims: Synthesis workshop to share findings and plan how to rally action towards defining claims in specific countries	\$17,000		4th Quarter	x	x	x	

1	Community Tenure Tracking in Forest and Non-Forest Areas: Scoping Studies on area recognized under different legal instruments (Indigenous Lands/Territories, Agrarian Lands, CBNRM, Conservation areas).	\$30,000	RRG, Consultants	1st-2nd Quarter	x	x	x	
1	Community Tenure Tracking in Forest and Non-Forest Areas: Using the scoping analyses to begin developing a global baseline	\$30,000	RRG, Consultants, Community Mapping group	3rd-4th Quarter	x	x	x	
1	Comparative Assessment on Options for Legal Recognition: Assessment of the implications and processes of various forms of legal recognition of community rights	\$25,000	Legal Reference Group, Partners, Consultants		x	x	x	x
1	Policy brief on community lands in post-2015 targets	\$10,000						
	Tier 1 Total Budget	\$155,000						
	Tier 2 Total Budget	\$17,000						
	Total	\$172,000						
	ATEMs/Private Sector							
1	Further develop and promote methodologies for assessing, quantifying and addressing land tenure risk	\$100,000	The Munden Project	1Q; 2Q	x		x	
1	Advance current work to engage with credit ratings agencies and insurers around tenure risk	\$ 50,000	The Munden Project	1Q; 2Q	x		x	
1	Document, assess, and promote alternative business models that leverage supply chains to support community enterprises	\$50,000	In-house; Consultant	2Q;3Q;4Q	x	x	x	x
1	Conduct comparative assessment on constraints to and economic contributions of S/M forest enterprises (e.g., Mexico, Ontario, Nepal, Finland, Cameroon)	\$25,000	In-house; Consultant	2Q;3Q;4Q	x	x	x	x
1	Expand global efforts to monitor, measure, and report on private company performance in land and forest operations, and promote transparency in land deals	\$15,000	TBD	1Q; 2Q	x		x	
1	Develop database of industrial concessions in emerging market economies, including geo-referenced overlays with community claims and demarcated areas	\$25,000	RRG; Forest Trends; Consultant	3Q	x	x	x	
2	Expand and link “top-down” and “bottom-up” analysis of investors in critical countries, regions, and sectors	\$20,000	RRG	2Q;3Q	x			
2	Develop analysis of tenure risk as faced by major sectors, including mining, oil palm, forestry, and infrastructure	\$115,000	RRG; Consultants	2Q;3Q	x		x	

	Tier 1 Total Budget	\$265,000						
	Tier 2 Total Budget	\$135,000						
	Total	\$400,000						
	Rights and Climate							
1	Tenure and Carbon Rights Analysis	\$50,000	Legal Reference Group, P/C			x	x	
1	Assessment of carbon in community forest lands	\$50,000	RRG, TMP			x	x	
	Tier 1 Total Budget	\$100,000						
	Tier 2 Total Budget	-						
	Total	\$100,000						
	Conservation							
1	Assess relationship of protected areas to community rights in an initial set of countries	\$50,000	RRG, Maliasili, WCPC			x	x	
1	Produce policy analytical paper on evidence base for community tenure as a foundation for conservation	\$40,000	RRG, Maliasili, Consultants			x	x	
2	Assess relationship of community rights in a wider range of countries, resulting in a more global scope of analysis	\$25,000				x	x	
	Tier 1 Total Budget	\$90,000						
	Tier 2 Total Budget	\$25,000						
	Total	\$115,000						
	Gender Justice							
1	Develop methodology to track data on gender in community forest regimes	\$10,000					x	x
1	Conduct a Scoping study on gender impacts of LSLA	\$15,000			x			x
1	Review of integration of women's tenure rights and participation in national REDD+ strategies and frameworks.	\$25,000				x		x
2	Comparative study on how gender-sensitive tenure and policy reforms interface with women's rights in customary, collective tenure regimes (focus on: Burkina Faso, Uganda, China, Nepal, Bolivia, Nicaragua)	\$55,000					x	x
	Tier 1 Total Budget	\$50,000						
	Tier 2 Total Budget	\$55,000						
	Total	\$105,000						

	Tier 1 Total Budget (equals projected budget)	\$800,000		
	Tier 2 Total Budget (exceeds projected budget)	\$ 334,000		
	Total	\$1,134,000		

Networking Support Work Plan

Priority objective for 2014

Establish and strengthen strategic networks of community, policy, and civil society leaders to more effectively advance reforms, as well as platforms, to catalyze collaboration between Partners and Collaborators at regional and international levels.

Recognizing that strong and informed constituencies and networks are needed for positive change in tenure policies and their implementation, the Networking Support program supports global and cross-regional networks fostering adaptive learning, sharing, advocacy, and collective strategizing to increase impact and efficiency.

In 2014, the Networking Support Program will continue its strategy of engaging core community and civil society networks, as well as influential government officials. It will also support development of new emerging networks and working groups that enable RRI Partners and Collaborators to engage with and influence other constituencies impacting land and resource rights and/or to access key areas of expertise. This includes support to thematic working groups catalyzed by the 2013 Interlaken Conference on Scaling-up Strategies to Secure Community Land and Resources Rights. The Program's areas of intervention fall under 2 main categories:

1. Continued engagement with core constituencies

- **Consolidate engagement with community, Indigenous Peoples, and government networks**
 - RRI's involvement and support for the participation of IP networks and representatives in targeted **global events** (e.g. XXIV IUFRO World Congress, UNREDD, post 2015 agenda)
 - **9th Annual MegaFlorestais meeting** of forest agency leaders to increase public forest agency consideration and support for reforms, especially in China, Indonesia, Cameroon, DRC, and Peru. An assessment of MegaFlorestais will also be conducted to measure its impact since its creation in 2005
 - Budget permitting, the program will also support engagement with regional and international civil society networks and decision-making bodies, and – pending reevaluation – may also support the **Civil Society Advisory Group to ITTO** and the **Independent Advisory Group** on Forests, Rights and Climate Change to UN-REDD.
- **Focus on the next generation of leaders (CSO and government)** to reinforce their capacities and make them great advocates
 - **1st Next generation of Indigenous and community leaders Seminar** to better prepare them to lead in more complex social, political, and market contexts and give them a wider understanding of strategies for engagement with emerging influential constituencies and actors. The 1st seminar, which will have an Asia focus, is being held in January 2014. Two additional meetings are expected to be held in the following years, one with a focus on Latin America and one with a focus on Africa. Budget permitting, the second (Latin America) meeting could be moved forward to 2014 with a link to other activities around the CoP 20 in Lima, Peru.
 - **4th Next Generation of Forest Agency Leaders Seminar** to provide senior government officials with a deeper understanding of global forest governance issues, while preparing them to meet the challenges that lay ahead.

2. Engagement with new constituencies and expert groups

The following Networking activities support RRI Strategic Priorities and key thematic outcomes in 2014:

- **Promote community forest rights and management in REDD+ (Rights & Climate)**
 - Support **Lawyers for Community Tenure**, a coalition of international legal practitioners and experts that will have 3 main roles: providing opinions on legal issues, contributing to analytical pieces relevant for RRI's work, and supporting the Country and Regional Programs' activities when needed
 - Organize the 15th Dialogue on Forests, Governance and Climate Change on "Challenges of carbon rights and implementing the new Warsaw agreement on REDD+"
 - Use the UNFCCC **COP 20** (December 3-14, Lima, Peru) to strengthen alliances and joint advocacy, including amongst Indigenous and Afro-descendent Organizations
- **Influence private sector & governments to address tenure risk and adopt ATEMs (ATEMs/PS)**
 - Support the work of the **Private Sector thematic working group** established in Interlaken (in collaboration with Nestlé and Oxfam) to leverage influence of positive private sector actors to reduce negative tenure impacts and promote ATEMs
 - Co-organize a workshop on FLEGT opportunities and risks for Community Forests, in collaboration with Chatham House
- **Influence conservation community to make stronger commitments to respect rights (Realizing Rights)**
 - Support the work of the **Conservation thematic working group** launched in Interlaken to promote rights-based approaches to conservation, particularly leading up to the World Parks Congress
 - Use the IUCN **World Parks Congress** (November 12-19, Durban, South Africa) as an opportunity to inform discussions and advocacy with new analysis and increase conservation engagement in tenure reforms
- **Promote inclusion of community land targets in the SDGs, supported by new tenure data and analysis (Realizing Rights)**
 - Participate in the **World Conference on Indigenous Peoples** (September 22-23, New York City, USA) and bring attention on IP rights
 - Support the ongoing work of the **Mapping and Documentation thematic working group** launched in Interlaken and contribute to assessments of **customary and community lands** (baseline)
- **Engage more effectively on Gender issues (Gender Justice)**
 - Support organization of a second Gender experts meeting, contributing to implementation of RRI's new gender strategy

3. Outcomes and Indicators of Progress

Priority outcomes	Indicators of progress – Networking Support
<p>Community forest tenure is endorsed as a priority climate change strategy by key actors, demonstrated via new commitments at the Lima CoP, and forest carbon rights frameworks (including through World Bank and UN initiatives) respect and protect customary land rights and governance</p> <p><i>Primary thematic focus: Rights & Climate</i></p>	<ul style="list-style-type: none"> • 15th Dialogue on Forests, Governance and Climate Change conducted in Washington, DC (March 2014) raises awareness and builds collaboration to address tenure risks associated with emerging carbon rights frameworks • Lawyers for Community Tenure network provides expert advice to RRI/partners on carbon rights issues • Participation of key advocates increases voice and attention to indigenous & community rights issues at the Lima COP
<p>Key private sector actors influenced to adopt screens and standards to reduce risk of abusing land rights, and consider ATEMs</p> <p><i>Primary thematic focus: ATEMs/Tenure Facility</i></p>	<ul style="list-style-type: none"> • 2 MegaFlorestais meetings contribute to valuable intergovernmental exchanges of knowledge and increase the most forested countries' support for reforms and IP rights • Private Sector working group reinforces new partnerships and raises awareness by the private sector to address tenure risks • Community Forestry & FLEGT workshop organized with Chatham House build knowledge and practical approaches to address risks and opportunities of FLEGT for community forest enterprises
<p>Conservation community makes stronger commitments to respect rights and promote tenure reforms at the World Parks Congress</p> <p><i>Primary thematic focus: Realizing Rights</i></p>	<ul style="list-style-type: none"> • Conservation working group builds consensus around a rights-approach to conservation by contributing to analytical reports and supporting engagement during the World Parks Congress • Activities around the World Parks Congress raise awareness and disseminate narratives on importance of secure community tenure to conservation
<p>Post-2015 SDGs include targets on community land and resource rights, supported by RRI tenure data, analysis, and advocacy on customary and community land rights; and this analysis and advocacy supports a successful World Conference on Indigenous Peoples.</p> <p><i>Primary thematic focus: Realizing Rights</i></p>	<ul style="list-style-type: none"> • Mapping and Documentation working group contributes to the establishment of customary and community land databases and baselines. • Participation of key advocates and IP/community leaders increases voice and attention to customary and community lands in the World Conference on Indigenous Peoples
<p>Foundation established for RRI to more effectively engage on questions of gender justice in its tenure tracking and thematic work</p> <p><i>Primary thematic focus: Gender</i></p>	<ul style="list-style-type: none"> • Support to women organizations and networks through capacity building and information sharing enhances their advocacy capabilities and gives them a greater voice at the national and international levels

Networking Support Budget 2014

Description of activity	Partners and Collaborators	Timeline	Budget	ATEMs	Rights and Climate	Realizing Rights	Gender
Consolidate engagement with community, Indigenous Peoples and government networks							
Support engagement of CSOs and IP networks in international and regional events (such as World Conference on Indigenous Peoples, IUCN World Parks Congress, COP 20, post 2015 agenda and regional institution meetings)	APFNet, ASEAN Social Forest Network, Meso-american Alliance, ACRN, etc.		30,000	X	X	X	X
2014 Annual Meeting of MegaFlorestais – Cameroon	MINFOF	May	100,000	X	X	X	X
Conduct assessment of MegaFlorestais network	Consultant		20,000	X	X	X	X
Support to MegaFlorestais' activities	Consultant		60,000	X	X	X	X
Tier 2: Support to cross regional exchanges	TBD		20,000	X	X	X	X
TIER 2: Support to the Independent Advisory Group to UN-REDD	TBD	June	5,000		X		
TIER 2: Support to the Civil Society Advisory Group to ITTO	CSAG, GACF		5,000	X		X	
Total Tier 1			210,000				
Total Tier 2			30,000				
Engage and support the next generation of leaders							
Next Generation of MegaFlorestais Leaders – Oaxaca (Mexico)	CONAFOR	July or Sept	90,000	X	X	X	X
Next generation of IP and community leaders – 2014 Meeting with Latin America Focus		December	30,000	X	X	X	
Total Tier 1			90,000				
Total Tier 2			30,000				
Engage and influence new constituencies and mobilize support from expert groups							
Strategic Priority #1: Promote community tenure in REDD+ (Rights & Climate)			80,000				
Support Lawyers for Community Tenure	ASoG		25,000			X	
Organize events/activities to influence Lima		December	30,000		X		

UNFCCC COP							
Conduct the 15 th Dialogue on Forests, Governance and Climate Change on carbon rights and community tenure		March	25,000		X		
15 th Climate Dialogue - unfunded			50,000				
Strategic Priority #2: Influence private sector & governments to address tenure impacts and adopt ATEMs (ATEMs/PS)			40,000				
Support to the Private Sector working group and organization of a dialogue	GW, IFC, Oxfam, Nestlé, Rio Tinto		30,000	X			
Co-organize a workshop on FLEGT opportunities and risks for Community Forests	Chatham House		10,000	X	X	X	
Strategic Priority #3: Influence conservation sector to address PA-community rights conflicts and adopt more proactive stance on community rights (Realizing Rights)			30,000				
Support to the Conservation working group and events at World Parks Congress	IUCN, CIHR, Maliasili Initiatives		30,000			X	
Strategic Priority #4: Generate tenure data and analysis to inform global targets and advocacy (Tenure Tracking & Realizing Rights)			25,000				
Support to the Mapping and documentation group to contribute to assessments and baselines on customary and community lands and activities around the World Conference on Indigenous Peoples	WRI, IBC, AMAN, ILC		25,000			X	
Strategic Priority #5: Gender			25,000				
Second gender justice expert meeting, taking forward Gender strategy	REFACOF, Asia, Africa, LA		25,000				X
Second gender justice expert meeting – unfunded balance			25,000				
Total Tier 1			200,000				
Total Tier 2			75,000				
NS Total Tier 1 (equals projected budget)			500,000				
NS Total Tier 2 (exceeds projected budget)			135,000				
TOTAL			635,000				

Communications and Outreach Work Plan

Overarching Strategic Communications Goals for Framework Program 2 (FP2)

Mobilize and inspire greater global awareness of the policy and market reforms necessary to advance rights and reduce poverty in forest communities, and expand production and delivery of RRI's analytical products, particularly to key advocacy, policy, and economic actors.

Priority Objectives for 2014

1. Utilize new and existing communications channels to mobilize and inspire greater global awareness and better coordinated efforts on RRI issues. (e.g. *Avaaz.org* campaigns)
2. Improve production and delivery of RRI's analytical products and ease adoption and use of data and materials
3. Strengthen capacity of Partners & Collaborators to effectively leverage communications to advance efforts

RRI's second framework program has envisaged an expanded and more integral role for the Communications and Outreach program. The strategy for 2014 will provide the necessary training, materials, and opportunity to extend RRI Communications and Outreach to better support RRI's goals. The work will be guided by the new coalition-wide communications strategy, which reflects the overarching goals agreed to in the Framework Program II, current and prospective communications opportunities, and RRG and RRI Partners' capacities, objectives, and ideas—including inputs from RRI country planning meetings across the globe.¹

As a part of this work, the Communications and Outreach program will support the realization of the coalition's cross-cutting themes (ATEMS, Realizing Rights, Rights and Climate, and Gender) and the 2014 Global Programs Strategic Priorities to: 1) Promote community forest rights and management in REDD+; 2) Influence private sector and governments to address tenure impacts and adopt ATEMs; 3) Influence the conservation community to make stronger commitments to respect rights; 4) Promote inclusion of community land targets in the SDGs, supported by new tenure data and analysis; 5) Implement Inception Phase of the Tenure Facility; 6) Advance an Alliance for Community Land Rights.²

Areas of Intervention

Keeping in mind the strategic objectives of FP2, the Communications and Outreach Program has identified the three primary areas of intervention:

1. Core Functions of the Program:

- **Proactive media outreach** to promote our messages, inspire new audiences, and engage new change agents. This includes working with Partners and Collaborators to highlight stories, place opinion editorials, and employ RRI findings broken down by country and

¹ A draft is available for review here: http://www.rightsandresources.org/intranet/documents/files/doc_462.pdf (username: rri, password: rights), and will be available for review at the January Meetings.

² Communications Program deliverables against each of these Priorities are detailed under Strategic Priorities.

region, as well as identifying and utilizing best messengers from within and outside the Coalition to carry these messages forward

- **Creation, dissemination, and active promotion of reports and advocacy materials** produced by RRI, such as those described in the strategic analysis program
- **Maintain and enhance RRI's public profile**, including websites, data visualization, blogs, presentations, social media, tenure trends, and quarterly updates

2. Strengthening Coalition Communications to ensure our knowledge, assets, and communications are broadly accessible, as to “get more with what we’ve got”. These activities include:

- **Monthly virtual meetings** with the RRI Communications Focal Points group to build coordination, capacity, and cross-learning opportunities across the coalition
- **Providing data and analyses in more usable formats**, including, for example, providing country level tenure data to be used in localized and contextualized advocacy documents
- **More training and capacity building**, as requested by Partners during the coalition-wide communications meeting in June 2013 and in RRI's country planning meetings

3. New Bodies of Work, including:

- Completing and launching the **new RRI website**
- Increasing the availability and usability of **RRI findings and graphics online**, and encouraging their adoption by others inside and outside the RRI coalition
- **Taking advantage of major upcoming events** (such as the World Conference on Indigenous Peoples or World Parks Congress) to enhance media attention and support development of local campaigns using tools such as Avaaz.org, an online campaigning tool used to bring BURSTS of public attention to human rights and social justice issues

Outcomes and Indicators of Progress

The following Outcomes and Indicators will be used to monitor and evaluate work of the Communications and Outreach Program in 2014:

Outcome 1: New and existing communications channels used to mobilize and inspire greater global awareness and better coordinated efforts on the policy and market reforms necessary to advance rights and reduce poverty in forest communities

- At least 50+ earned media hits around the launch of the next RRI Annual Review of the State of Rights and Resources in February 2014
- Increased attention to at least 3 (ideally one per region) national level campaigns using new online and other traditional campaigning platforms
- Social media statistics show at least a 15 percent increase in viewership over 2013's statistics
- RRI's primary constituency grows by at least 20 percent – and that growth includes a substantial portion of private sector individuals reflecting the growing engagement with the private sector in FP2

Outcome 2: Production and delivery of RRI's analytical products is expanded and improved to encourage greater use and adoption of RRI use of data and materials

- Use of RRI's data by at least 10 peer organizations
- New website show at least a 15 percent increase in viewership over 2013's statistics in all three languages

Outcome 3: Communications capacities of Partners & Collaborators strengthened to effectively advance communications activities and country, regional, and global levels.

- At least 20 members of the RRI coalition are trained in effective communications and messaging
- Regular coordination, learning and sharing via monthly WebEx meetings with RRI Partner Communications Focal points is continued throughout 2014

Communications & Outreach Budget 2014

Description of activity	Actors	Timeline	Budget (T1)	Budget (T2)	Program/ Region	Theme / Priority
2014 Priority Objective 1 -- Website & Online Platforms			45,000			
Website(s) hosting	RRG	Ongoing	5,000		All	All
Website maintenance and technical support	RRG	Ongoing	10,000		All	All
Updating email/web outreach (including CMS systems used for Tenure Trends, Quarterly Updates, Monthly Updates, Web 2.0)	RRG	Ongoing	15,000		All	All
Develop / Host new Tenure Tracking Platform	RRG	TBD	15,000		All	All
2014 Priority Objective 1 -- Representation & Outreach			253,000	+85,000		
Develop materials, work with P&C to execute Country / Regional media campaigns (ex. Avvaz.org for Int'l Women's Day rally in Liberia, Meso-America Congress)	RRG, Consultants, P&Cs	As needed	15,000		TBD	Community Land Rights Alliance
Launch of RRI Annual Review of the State of Rights and Resources 2013-2014 and the next RRI Flagship	RRG, Consultants, P&Cs	February	70,000		All	All
Launch of Stora Enso and APP Papers (including media outreach, press releases, etc.)	RRG, Consultants	Jan - Feb	8,000		Asia	Realizing Rights
Cision – Annual Membership & Press tracking	Cision	Apr - Apr	15,000		All	All
Community Land Rights Alliance Promotion / Outreach	RRG, Consultants,	Ongoing	12,000		All	Community Land Rights Alliance
Private Sector Dialogue outreach	RRG, Consultants,	September	12,000		Networking Support, Strategic Initiatives	ATEMs/Private Sector
Data visualization and localized displays of RRI	RRG, Web	Ongoing	10,000	+5,000	All	Tenure Tracking

Tenure Data	Consultant					
Develop and produce new series of policy briefs for private sector audience focusing on specific RRI issues: E.g. Land Tenure and FLEGT/REDD; Land Tenure and Investors; Land Tenure and Rights, Land Rights Post 2015, etc.	RRG, P&C, Consultants	Ongoing	18,000		All	All
Translating RRI advocacy materials into required emerging economy languages	RRG, Consultants	Ongoing	13,000	+5,000	TBD	All
Reprinting and dissemination of existing RRI Publications	RRG	As needed	20,000	+15,000	All	All
Outreach for WRI-RRI paper climate change mitigation by secure IP and community rights	RRG, WRI	June/July	10,000		All	Rights & Climate, Realizing Rights
Outreach / Site visit in advance of WCIP, WPC, or UNFCCC in Lima	RRG	Sept, Nov	10,000 per event	+20,000	All	Realizing Rights, ATEMs/Private Sector
MegaFlorestais video, promotion materials in advance of 10 year anniversary	RRG	May, July	20,000		Networking Support	Rights and Climate
Increase use of targeted outreach to respond to fast-breaking strategic opportunities to reach a wider audiences (including FP2 targets) as needed	RRG	Ongoing	15,000		All	ATEMs/Private Sector
Outreach (press release/media engagement) around Dialogue on Carbon Rights, WB MF	RRG, Consultants	March	5,000		All	Rights & Climate, Realizing Rights
<i>Outreach around Latin America Dialogue to advance RRI coordinated messages around the COP</i>	<i>RRG, Consultants</i>	<i>June-June</i>		<i>10,000</i>	<i>Latin America</i>	<i>Realizing Rights, ATEMs/Private Sector</i>
<i>Intro to RRI video</i>	<i>RRG</i>	<i>TBD</i>		<i>15,000</i>	<i>All</i>	<i>All</i>
<i>Build / promote RRI journalists networks (ex. Indian journalists to Nepal)</i>	<i>RRG</i>	<i>TBD</i>		<i>15,000</i>	<i>Africa, Asia</i>	<i>All</i>

2014 Priority Objective 2 -- Production of Materials (design, format, edit, translate, print)			149,000			
General (thumb drives, folders, banners, business cards, etc.)	RRG	As needed	10,000		All	All
Production of State of Rights and Resources 2013-2014	RRG	January-February	22,000		Strategic Analysis	All
Production of RRI Flagship Report	RRG	January-February	37,000		Strategic Analysis	ATEMs, Realizing Rights, Rights and Climate
Develop and produce new RRI brochure(s)	RRG	Mar - July	10,000		All	All
Production of Tenure Tracking reports (Flagship Regional briefs, IFRI data, etc.	RRG	Early 2013	8,000		Strategic Analysis, Asia, Africa, LA	ATEMs/Private Sector, Realizing Rights, Rights and Climate
Production of ATEMs and Private Sector analyses (ex. two reports analyzing tenure risk in major sectors, TMP paper on Methods to address Tenure Risk, brief on ATEMs Business models, and a briefs quantifying economic contribution of ATEMs)	RRG	By Sept	10,000		Strategic Analysis	ATEMs/Private Sector
Production of Conservation analyses (ex. Assessing relationship between protected areas and community lands, and relationship between tenure security and conservation initiatives)	RRG	By Sept	4,000		Strategic Analysis	Realizing Rights,
Production of Rights and Climate analyses for use in advance of UNFCCC in Lima (ex. Tenure and carbon rights analysis in ENG and ESP)	RRG	TBD	3,000		Strategic Analysis	Rights and Climate
Production of Stora Enso and APP papers	RRG, Consultants	Mid 2013	14,000		Asia	Realizing Rights, ATEMs/Private Sector
Production of Technical Paper on Laos FDI	RRG,	TBD	2,000		Asia	ATEMs/Private

	Consultants					Sector
Production of Megaprojects Report, Map and Brief in ENG, ESP, POR	RRG, Consultants	June-July	14,000		Latin America	Realizing Rights, Rights and Climate
DRC Series (editing and printing 5 working papers + editing, designing, and printing 1 Synthesis Brief)	RRG	February-July	15,000		Africa	Realizing Rights, Tenure Tracking
2014 Priority Objective 3 -- Capacity Building Workshops & Trainings			53,000	+75,000		
Training of RRI Partners and Collaborators in regions, tied to regional events (Lima COP, REFACOF Mtg)	RRG, P&C	February March, and TBD	15,000	+10,000	All	Realizing Rights
Strategic need for additional capacity building, media outreach or training of P&C (as identified by GP and CRP, such as Liberia CSO platform, regional convening around Indonesia CC decision)	RRG, P&C	As needed	25,000	+25,000	All	Realizing Rights, Community Land Rights Alliance
Communications Focal Points monthly WebEx	RRG, Partners	Monthly	5,000		All	All
RRG internal staff communications training - impact writing, reporting, presentations, etc.	RRG	As needed	8,000		All	All
<i>Central communications meeting with partners, collaborators in 2014</i>	<i>RRG, P&C</i>	<i>TBD</i>		<i>40,000</i>	<i>All</i>	<i>All</i>
Total (does not include Tier 2 activities)			500,000			
Total (including T2 activities)				660,000		

Strategic Initiatives Work Plan

2014 Priority Objective

To leverage RRI's credibility and expertise to catalyze two new global initiatives, including the inception phase of the International Land and Forest Tenure Facility and the development of the Alliance to Strengthen Community Land Rights.

The Strategic Initiatives program of work is aimed at addressing broad goals set forth in Framework II (FP II) related to creating new initiatives and alliances to advance tenure, governance, and market reforms. In 2014, this work will focus on continuing to develop and launch the International Land and Forest Tenure Facility and contributing to development of the new Alliance to Strengthen Community Land Rights.

International Forest and Land Tenure Facility

Today, there is a large, unmet, and growing demand from Indigenous Peoples, communities, governments, international organizations, and private investors to clarify and secure community tenure rights – for a variety of objectives and with differing motivations. Many countries have passed laws and policies to promote better local tenure security, and some have major reform programs underway, but few have the financial resources or international support to ensure the technical and political process is implemented effectively. Some companies and investors have begun to recognize the risks of insecure tenure, and can implement best practice social and environmental standards in their operations, but they cannot, on their own, resolve systemic tenure and governance issues that make developing countries high-risk investment environments.

The Tenure Facility would attempt to address these problems by: 1) Providing funding and technical support for selected tenure reform projects proposed by civil society, Indigenous Peoples and governments, in developing countries; and 2) Serving as a leading international platform through which governments, Indigenous Peoples, community organizations, and public and private sector institutions can raise and coordinate commitments and develop shared strategies to recognize and strengthen collective land and territorial rights in rural, forest, and dryland areas.

The preliminary design includes an independent, international Facility, with a multi-stakeholder governing body and separate, linked facilities in particular countries, where private investors have more direct interests in tenure reform. The Tenure Facility would require upfront public and charitable financing to establish operations, begin pilot projects, and link with existing institutions. It would generate the majority of funding from public sources to maintain independence from private interests, though it would seek to leverage core funding for management from progressive private organizations who commit to the mission and principles of the Facility. The Facility would address project funding needs in the range of US\$2 to 5 million per year, between what is currently available through RRI, FAO, and other organizations, and the conventional windows of the multilateral agencies. Annual funding requirements of the Facility are estimated to be in the range of US\$20 to 50 million.

A priority in 2014 will be focus on on-the-ground scoping and operationalization of the Facility. This will involve a series of national assessments in several targeted countries in order to assess existing demand and potential service modalities. Integral to these country-level assessments will be engagement and

consultation with all stakeholders involved in land tenure (IPs, community groups, governments), as well as key private sector players (including companies, institutional investors, insurers, and credit ratings agencies). Consultations will serve to further explore potential demand for the Facility, as well as how it may be synergistic with existing initiatives.

Institutional design will also be further clarified and explored in 2014, including governance, institutional affiliations, staffing, safeguards, accountability mechanisms and partnership arrangements will be clarified. As input is received from national level assessments and consultations, a preliminary project pipeline will be developed. When deemed appropriate, 1 to 3 projects will be selected and funded as pilots to test Facility operations and outcomes.

Alliance to Strengthen Community Land Rights

In September 2013, RRI co-convened a conference on *Scaling-up Strategies to Secure Community Land and Resources Rights* in Interlaken, Switzerland that brought together a wide diversity of stakeholders – including representatives from local communities, Indigenous Peoples organizations, governments, private investors, food and resource companies, and development and conservation NGOs— that have a direct, common, and urgent interest in clarifying and securing the ownership of community lands and resources. In view of the success of the conference, and particularly in response to the clear demand to build on its outcomes, the co-conveners of the Conference (RRI, ILC, and Oxfam) and of the “Bellagio” planning group have agreed to continue their collaboration, including joint work towards the target announced at the conference: to double the global area under secure community land tenure by 2018.

A number of activities catalyzed by the Interlaken meeting (such as analytical work, thematic group support and communications) have been integrated in broader RRI programs and work plans. However, core activities of the coalition will be carried forward as a Strategic Initiative in 2014. These activities include to:

- Support coordination of the Alliance, including regular continued communication and joint planning between the co-conveners, continued development of the Bellagio group, and facilitation of connections between thematic working groups and the overall Alliance, and
- Organize a Bellagio Group meeting in 2014.

Priority outcomes	Key Deliverables/Indicators - Strategic Initiatives
<p>International Land and Forest Tenure Facility appraised, and next steps determined</p>	<ul style="list-style-type: none"> • Detailed organizational design of the Facility - including governance, staffing, safeguards, accountability mechanisms and links with existing organizations - facilitates quick operational scale up at launch • National assessments in target countries identify potential roles for Facility • Broad-based consultations with key stakeholders on design, and appraisal by RRI completed, with next steps determined • Depending upon funding and appraisal: preliminary project pipeline identified and pilot
<p>Alliance for Community Land Rights advanced through coordination and communications support</p>	<ul style="list-style-type: none"> • Support for coordination of a new Community Land Rights Alliance and catalyzes commitment to community land rights from multiple international networks; designs campaign and plans for 2015 conference • Support for organization of a meeting of leading organizations of Interlaken working groups that maintains momentum of working groups and shared vision for community land rights targets among a broader set of collaborating organizations.

Strategic Initiatives

Tier	International Land and Forest Tenure Facility	Budget	Partners & Collabs	Timeline	ATEMs	Rights & Climate	Realizing Rights	Gender
1	Initiate national assessments to assess needs, demand for proposed Facility services, and co-financing options	\$80,000	Regional Consultants; Paul De Wit	1Q; 2Q	x	x	x	x
2	Complete national assessments to assess needs, demand for proposed Facility services, and co-financing options	\$160,000	Regional Consultants; Paul De Wit	3Q; 4Q	x	x	x	x
2	Update analysis of the costs and best practices of securing land rights, and experiences from prior projects and initiatives	\$150,000	Consultant	2Q	x	x	x	
1	Engage and consult with Indigenous Peoples, community groups, governments and private investors to receive input, adjust design, and reach agreement	\$100,000	RRG: RRI Partners & Collaborators	1Q; 2Q; 3Q; 4Q	x	x	x	x
2	Complete consultations with Indigenous Peoples, community groups, governments and private investors to receive input, adjust design, and reach agreement	\$150,000	RRG: RRI Partners & Collaborators	1Q; 2Q; 3Q; 4Q	x	x	x	x
1	Develop organizational design of Facility, including governance, staffing, safeguards and accountability mechanisms, links with existing organizations (e.g. World Bank, FAO, Governments)	\$180,000	Indufor; Consultants	2Q	x	x	x	x
2	Complete organizational design of Facility, including governance, staffing, safeguards and accountability mechanisms, links with existing organizations (e.g. World Bank, FAO, Governments)	\$100,000						
2	Design preliminary pipeline of tenure reform projects in priority countries (10 countries @ 28,000)	\$80,000	Regional Consultants	2Q; 3Q	x	x	x	x
2	Launch and test 3 to 4 pilot projects	\$ 1,000,000		3Q; 4Q				
	Tier 1 Total Budget	\$ 360,000						
	Tier 2 Total Budget	\$ 1,640,000						
	Total	\$ 2,000,000						

Tier	Build and advance Alliance for Community Land Rights	Tier 1 Budget	Partners & Collabs	Timeline	ATEMs	Rights & Climate	Realizing Rights	Gender
1	Support for Alliance Coordination	\$20,000	Maliasili	Jan-June	x	x	x	x
1	Bellagio +/- meeting	\$30,000			x	x	x	x
	Tier 1 Total Budget	\$50,000						
	Tier 2 Total Budget							
	Total	\$50,000						