

GLOBAL PROGRAMS WORK PLAN

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Global Programs Work Plans

Introduction: Global Interventions, Priority Outcomes

The goals of RRI's Global Programs are to engage with and influence international institutions and policy processes to promote reforms in support of indigenous and community rights, tenure and livelihoods, and to conduct strategic analysis that makes connections across continents and builds the evidence base and narratives that national and global actors need to advocate for rights and tenure reforms. RRI's Global Programs consist of three programmatic components: Strategic Analysis, Global Engagement, and Strategic Initiatives.

- **Strategic Analysis** conducts and supports global-level analysis and assessment of the implications of global trends for local people and their livelihoods. It generates data and evidence-based advocacy tools to support RRI's narratives and inform RRI's network of Partners and Collaborators. The Strategic Analysis Program updates and maintains RRI's core data product – tracking the spatial extent and strength of community rights to the world's forests. Analytical work also informs and underpins work on RRI's four Strategic Themes.
- **Global Engagement** supports collaboration, convening, and engagement with international institutions and policy processes to influence policy-making towards rights and tenure reforms. Collaboration promotes shared learning and collective action within and across key constituencies, while convening brings together groups with different interests and perspectives to surface contentious issues, promote dialogue, and forge solutions.
- **Strategic Initiatives** provides the programmatic space within RRI to take advantage of opportunities to catalyze actions by a wider set of actors beyond the RRI Coalition. Work undertaken through the Strategic Initiatives Program may not fall within RRI's thematic parameters, or may take advantage of an opportunity which is only available for a short time. In 2014, the Strategic Initiatives Program focused on developing two new initiatives to leverage greater public and private commitment for recognizing community forest tenure rights: 1) establishment of the International Forest Tenure Facility, and 2) support for development of the Call to Action on Indigenous and Community Land Rights.

Overarching outcomes that RRI's work will aim to achieve in 2015 are included in the detailed workplans that follow. Key strategic priorities that this work will aim to achieve in 2015 are:

- 1) Influential companies and investors adopt guidelines for compliance of their operations and due diligence processes with land rights of Indigenous Peoples and local communities,
- 2) Key climate donors and institutions implement support for scaling up indigenous and community land rights,
- 3) The World Bank Carbon Fund adjusts its approach to incorporate safeguards respecting land and resource rights of Indigenous Peoples and local communities,
- 4) RRI Global Baseline on recognition of community land rights is adopted by the Call to Action and used to develop indicators for the SDGs,
- 5) International NGOs and organizations become better organized via Working Groups to collaborate efficiently to scale up recognition of community land rights, and
- 6) RRI contributes to the evaluation of the EU FLEGT Action Plan, laying a foundation for increased relevance to community land rights, SDGs and community enterprise.

Global Programs

Alternative Tenure Enterprise Models (ATEMs)

A. Thematic Approach

RRI's Alternative Tenure and Enterprise Models (ATEMs) theme supports achievement of RRI's goals – to advance tenure reforms and reduce poverty in forest areas – by promoting enterprise models and economic development which prioritize the rights of Indigenous Peoples and local communities in rural development. The strategy has three components, focused on: 1) engaging and influencing the set of private sector companies and investors who are increasingly operating and investing in the forested developing world, 2) influencing developing country governments and policy makers who are responsible for deciding their country's development pathway, and 3) directly supporting and informing communities and community enterprises. The strategy is designed to engage with some of the most powerful entities impacting land rights, while simultaneously supporting rights holders, to shift the business case for recognizing land rights.

B. Strategic Opportunities in 2015

A key change in 2014 with implications for the ATEMs thematic work was that the issue of tenure risk or business risk arising from insecure community rights to land/natural resources, was publicly acknowledged by increasing numbers of major, progressive, multinational companies and investors. This was reflected in the signing of high-profile commitments like the New York Declaration on Forests, but also in supply chain commitments made by multinational food and beverage companies. For RRI, increased demand from companies and investors for information and alternative models to mitigate exposure to tenure risk resulted in engagement with the Interlaken Group of companies, as well as with Norges Bank Investment Management (NBIM), which manages the largest institutional investment fund in the world.

As the idea of tenure risk becomes more mainstream, there will be more opportunities, and greater space, for RRI to engage with the entities influencing community rights to land and natural resources in the developing world. The upcoming independent review of FLEGT and existing VPAs presents another opportunity in 2015. The review will likely have important implications for approaches to legality, which is often a constraint to community enterprise development, and may also consider widening the FLEGT framework to include commodities other than timber. Finally, developing country governments, like China and Cameroon, are increasingly interested in exploring 'green growth' strategies and business models, which provides the opportunity to propose alternatives which prioritize the rights of Indigenous Peoples and local communities.

C. Strategy for 2015

In addition to the new 2015 activities described below, RRI will complete work started in 2014 to produce operational guidelines for private sector companies on how to ensure that their operations comply with the Voluntary Guidelines on the Governance of Tenure (VGGTs). RRI will also promote adoption of the VGGTs as the highest level of commitment through the convening power of the Interlaken Group.

Global Engagement

As areas of focus of the 2015 plan for Global Engagement, RRI will set up and manage proactive collaborations and initiatives with leading companies and investors to accelerate both adoption and

diffusion of new practices and tools, and leverage their influence with other companies and developing country governments. Towards achieving these goals, RRI will: 1) Continue to support the Private Sector, or Interlaken, Working Group (with private sector representatives including Nestlé, Unilever, Coca-Cola, and Stora Enso, among others), as a way to strengthen engagement with progressive private sector actors, and reduce the impact of private investments on community tenure; and 2) Continue to lend technical support to the development of Project Angel, which seeks to engage the investor community by compiling, structuring, and presenting data on ESG risk factors which may impact company profitability.

Strategic Analysis

Under the Strategic Analysis component of the ATEMs theme, RRI will continue to undertake analyses which clarify the business case for recognition of community rights to land and natural resources, assess rights-based business models, and support consideration of alternative models. Activities in 2015 include: 1) Assessing opportunities for the rights and tenure agenda in the context of the 2015 review of the EU FLEGT Action Plan, 2) Supporting The Munden Project to generate a methodology for assessing and quantifying tenure risk to land-based commercial ventures and to portfolio investments, 3) Supporting work by The Munden Project to develop sector-specific due diligence and risk management frameworks for addressing tenure risk, beginning with the mining sector, 4) Further developing the series of RRG country studies analyzing current pressures on national resources and community lands from foreign and national investments, as the basis for RRI to proactively engage with private sector entities to foster better land governance, and 5) Assessing business models of specific companies and/or sectors in selected countries, to assess risks and identify positive models of production which prioritize the rights of communities to land and forests.

Complementary studies undertaken by the International Land and Forest Tenure Facility (ILFTF) to identify demand and opportunities to secure land rights in strategic countries, resulting in pilot projects with substantial potential for generating immediate impact as well as relevant lessons for others, will also contribute to this body of analysis (see ILFTF work plan).

D. Supporting Documentation and Publications

- 1) [A Global Call to Action on Community Land and Resource Rights](#)
- 2) [Campaign Update, October 2014 – Oxfam’s Behind the Brands](#)
- 3) [NBIM 2Q 2014 Quarterly Report](#)
- 4) [Communities as Counterparties: Preliminary Review of Concessions and Conflict in Emerging and Frontier Economies](#)
- 5) [Forest Land Acquisition by Stora Enso in South China: Status, Issues, and Recommendations](#)

Priority Outcomes	Associated Activities and Outputs	Implementers	RRI Theme(s)
Key investors and companies adopt operational guidelines and methodologies to respect community land rights.	Global Engagement		
	<p><i>Activity: Support to the work of the Private Sector Working Group (or Interlaken Group)</i> Output: Interlaken Group meetings bring together influential private sector actors on land rights issues, and enable the development and sharing of collaborative products.</p>	GW, IFC, Oxfam, Nestlé, Rio Tinto	ATEMS
	<p><i>Activity: Support to community tenure aspects of the Angel Project, focused on developing screens for investors to safeguard against negative environmental, social, and governance impacts.</i></p>	RRG, NBIM, TMP, WRI, others	ATEMS
	Strategic Analysis		
	<p><i>Activity: Assess new opportunities for the rights/tenure agenda in context of changing FLEGT strategies.</i> Output: Policy brief and recommendations on increasing the prominence of Indigenous Peoples' and communities' rights to land and forests in the 2015 review of FLEGT.</p>	RRG, Consultants	ATEMS, Rights & Climate, Realizing Rights
	<p><i>Activity: Support work to generate methodology for assessing and quantifying tenure risk to land-based commercial ventures and to portfolio investments.</i> Output: Report is produced detailing metrics to define financial risks to investment activities arising from insecure land tenure; metrics are made available for review by investors and companies, and integrated into a broader ESG database.</p>	The Munden Project, Project Angel members	ATEMS
	<p><i>Activity: Develop sector-specific due diligence and risk management frameworks for addressing tenure risk, beginning with the mining sector in 2015.</i> Output: Sector-specific analysis on risk and operational diligence for the mining sector conducted and made</p>	The Munden Project	ATEMS

	<p>available to companies and investors to promote private sector recognition of indigenous and community rights; research and development of risk and operational diligence frameworks for the agriculture and infrastructure sector initiated.</p>		
	<p><i>Activity: Conduct inventories and analysis of (national and foreign) investment pressures on community lands and resources in key countries.</i></p> <p>Output: At least four inventories and associated analysis made available to inform understanding of pressures on community lands and resources in select countries.</p>	RRG, Consultants	ATEMS, Rights & Climate, Realizing Rights
	<p><i>Activity: Assess business models of specific companies and/or sectors in selected countries to assess risks and identify positive models. Produce ATEMs country studies in accessible formats for community producers.</i></p> <p>Output: At least two evaluations of business models with regards to community land rights and livelihoods conducted, including recommendations; ATEMs studies made available for use at country-level.</p>	RRG, Consultants	ATEMS

Global Programs Rights and Climate

A. Thematic Approach

Indigenous and community tenure rights are now recognized as a central part of any effective and equitable response to climate change. RRI has contributed to this recognition by helping to build and advocate for the strong evidence demonstrating that legal forest rights for communities and government protection of their rights tend to lower carbon dioxide emissions and deforestation, contributing to healthier forests and serving to mitigate climate change. 2014 saw important advancements in the recognition of these links. The New York Declaration on Forests – issued at the 2014 UN Climate Summit – was endorsed by important global actors, and influential donor countries made unprecedented commitments to support recognition of Indigenous Peoples’ and community rights. Likewise, in the private sector, a number of commodity producers issued “zero deforestation” pledges. Some international NGOs, including WRI, also have become advocates for community land rights as a key mitigation strategy. But progress has also been uneven, and implementation weak. For instance, while the Framework on Forests agreed upon during the UNFCCC in Warsaw emphasizes REDD+ safeguards, the FCPF Carbon Fund Methodological Framework adopted in 2013 has raised concerns that it will put Indigenous and community rights at risk by creating incentives for centralized control of forest carbon as a new commodity.

RRI’s work on Rights and Climate aims to ensure that climate change policies and programs take community forest rights into account, and that policymakers recognize the essential contribution that community tenure rights can make to addressing the drivers of deforestation. RRI also promotes actions to strengthen community rights and forest management as part of climate initiatives, with an emphasis on REDD+ and in particular its design and implementation. Lastly, RRI develops forward-looking and critical analysis to increase commitments to supporting forest tenure reform as “good climate policy,” and ensures that climate initiatives – including emerging carbon tenure regimes – do not undermine community rights.

B. Strategic Opportunities in 2015

The Paris COP21 agreement will put climate change at the center of global attention, yielding space to influence ongoing dialogues around climate change mitigation initiatives. Further, with recent pledges and commitments made by private sector actors, governments, and donors in the New York Declaration on Forests, focus will now shift to implementation. It will be important to leverage this space and commitments to ensure that actions respect and/or increase recognition of Indigenous Peoples and community rights.

Key global developments that will inform RRI’s Rights and Climate focus in 2015 include: 1) unresolved concerns regarding the development of Carbon Fund Emissions Reductions programs in countries with poor record of forest governance and no security for the rights of Indigenous Peoples and local communities, in the context of efforts to weaken the World Bank’s overall safeguard standards, 2) implementation of Forest Investment Program initiatives in Peru and Liberia, and 3) emerging funding opportunities for securing community rights in the context of climate change, including new Norad commitments and the Green Climate Fund.

C. Strategy for 2015

Global Engagement

In 2015, RRI will: 1) build its collaboration with leading Indigenous Peoples and CSOs bringing a critical perspective to the development of REDD+ initiatives such as the Carbon Fund, with a focus on impacts on tenure, governance, and community-based forest management, and 2) convene two Dialogues on Forests, Governance, and Climate Change to influence the narrative surrounding carbon rights, tenure and roles of Indigenous Peoples and local communities in reducing deforestation. It is anticipated that the first dialogue will focus on advocating a framework for climate donors and institutions to use in implementing rights and tenure reforms as a climate strategy. It is further anticipated that the second dialogue will focus on tenure dimensions of forest restoration, as well as results of the global stocktaking of the Carbon Fund. (Budget and capacity permitting, a third Dialogue may be organized with this focus.) By leveraging RRI's analytical work, these forums will provide a space to promote community tenure in the implementation of REDD+ strategies and the development of new donor and policy priorities.

Strategic Analysis

In addition to the new Strategic Analysis activities described below, RRI will complete and disseminate analysis commissioned in 2014 on carbon rights to document the weaknesses of existing legal protections for Indigenous Peoples and local communities in REDD+ plans. RRI will also continue to disseminate evidence demonstrating that secure community tenure is essential for effective and equitable REDD+ outcomes, and promote the inclusion of relevant provisions in the upcoming international climate agreement at the Paris COP.

In 2015, RRI will: 1) conduct a stocktaking analysis of FCPF Carbon Fund implementation in collaboration with CSOs and Indigenous Peoples groups, including a comparative analysis on protocols and legal frameworks (proposed or existing) to regulate the implementation of voluntary carbon market initiatives (early REDD+ initiatives), and their compliance with international and national frameworks that protect Indigenous Peoples' rights in ER-PIN development in REDD+ countries. The results will be used to focus attention on community and Indigenous Peoples rights in the development of both donor REDD+ initiatives and REDD+ strategies in selected countries of Asia, Africa, and Latin America. 2) In addition, RRI will develop a framework and policy brief on initiatives to scale-up strengthening of community forest tenure and climate investment, to inform the priorities of the Norway fund and Green Climate Fund. 3) In order to influence forest restoration components of broader landscape initiatives emerging in the context of landscape approaches to recognize the priority of community tenure (similar to the work on community tenure and reducing deforestation in 2014), RRI will conduct a study of the role of secure community tenure in forest restoration initiatives.

This work will help strengthen the evidence base and advocacy case for secure community tenure as an essential foundation for effective and equitable REDD+ outcomes. It will also be used to promote inclusion of relevant provisions in the 2015 international climate agreement.

D. Supporting Documentation and Publications

- 1) [Status of Forest Carbon Rights and Implications for Communities, the Carbon Trade, and REDD+ Investments](#)
- 2) [Recognizing Indigenous and Community Rights: Priority Steps to Advance Development and Mitigate Climate Change](#)
- 3) [Securing Rights, Combatting Climate Change: How Strengthening Community Forest Rights Mitigates Climate Change](#)
- 4) [Forest Carbon in Amazonia: The Unrecognized Contribution of Indigenous Territories and Protected Natural Areas](#)

Priority Outcomes	Associated Activities and Outputs	Implementers	RRI Theme(s)
<ul style="list-style-type: none"> Climate/REDD+ donor initiatives and policymakers adopt provisions and concrete measures to support recognition of community tenure and community forest management. 	Global Engagement		
	<p>Activity: <i>Engage with other IPOs/CSOs to design critical analysis and organize activities to influence the FCPF Carbon Fund and Paris UNFCCC COP.</i></p> <p>Output: Collaborative strategies developed among leading IPOs/CSOs to influence the FCPF Carbon Fund and international climate policy on tenure and rights issues.</p>	RRG, IAG, FERN, EIA, BIC, RFN UK	Rights and Climate
	<p>Activity: <i>Conduct RRI Dialogues on Forests, Governance and Climate Change.</i></p> <p>Output: RRI Dialogues conducted to take advantage of strategic moments in 2015 to influence climate policies and donor initiatives on rights and tenure issues.</p>	RRG, RFN Norway, Partners & Collaborators	Rights and Climate
	Strategic Analysis		
	<p>Activity: <i>Conduct stocktaking analysis of the FCPF Carbon Fund, in collaboration CSO/IPO group, including comparative analysis on ER-PIN development and treatment of carbon rights in REDD+ countries, and use results to focus attention on community/Indigenous Peoples' rights and REDD+ safeguards in selected countries in Asia, Africa, and Latin America.</i></p> <p>Outputs: Stocktaking analysis of the FCPF Carbon Fund and ER-PIN development conducted.</p>	RRG, FERN, BIC, Rainforest Foundation-UK, Consultants, EIA	Rights and Climate
	<p>Activity: <i>Develop a framework and policy brief on initiatives to scale-up strengthening of community forest tenure and climate investment, to inform priorities of the Norway fund and Green Climate Fund.</i></p> <p>Outputs: Policy brief and recommendations on climate investments to secure community forest tenure produced.</p>	RRG, Consultants	Rights and Climate
	<p>Activity: <i>Conduct a study on tenure dimensions of forest restoration and implications for forest restoration policies and commitments.</i></p> <p>Outputs: Study conducted on tenure dimensions of forest restoration.</p>	RRG, IUCN	Rights and Climate

Global Programs Realizing Rights

A. Thematic Approach

Global policies on development, forests, and conservation as well as national legal frameworks are increasingly recognizing the fundamental importance of securing the land and resource rights of Indigenous Peoples and local communities. At the same time, however, there is a lack of progress in implementing laws and policies on the ground, as well as countervailing pressures on forests and other community lands that threaten to impinge on, and even roll back, the recognition of rights. RRI's work on Realizing Rights focuses on advancing the legal and policy recognition of rights as well as other necessary policy and market reforms to help ensure that local people are able to secure and benefit from their rights. Work centers around three broad areas: building the evidence base and advocacy case for community land rights as a central element of global development goals; engaging the conservation sector to promote rights-based approaches to conservation policy and practice; and supporting strategic analysis, mapping, and other tools to inform understanding and effective approaches to community tenure security.

B. Strategic Opportunities in 2015

In 2015, several evolving policy processes at the global level present opportunities for RRI to contribute strategic, analytical, and networking support that will provide an evidence base and tools to support collective efforts towards realizing rights. These include: 1) discussions around inclusion of local land and resource rights in the post-2015 global development framework (SDGs) present opportunities to raise the profile of RRI's core issues and further establish them as part of the development agendas of governments around the world; 2) debate around the World Bank Safeguards revision, which may provide the opportunity to use RRI analyses and tools to influence and promote stronger standards; and 3) commitments emerging from the 2014 World Parks Congress provide the space for RRI to influence and engage with the conservation community. Tenure reform processes in priority countries are also creating opportunities for RRI analysis and convening to distill and exchange lessons and build useful narratives for local advocates.

C. Strategy for 2015

Global Engagement

GP will continue to engage with and support expert and constituency-based groups, including working groups linked to the Global Call to Action. These include: 1) a Conservation working group which will follow up on recommendations and proposed actions from the World Parks Congress to promote rights-based approaches to conservation; 2) a group working to establish a Global Map of Indigenous Peoples and Community Lands (building on the work of the Mapping and Documentation stream from Interlaken); 3) a group of organizations engaged in promoting inclusion of community land rights in the SDGs (priority focus of the Global Policy working group), and 4) the Lawyers for Community Tenure group, which is working to consolidate a global group of lawyers and advocates providing legal advice for securing community tenure. A meeting on Lessons and Best Practices of Tenure Reforms will also be convened to bring together national advocates to promote scalable solutions for tenure challenges at the national level.

Strategic Analysis

In 2015, RRI will produce strategic analysis to inform and influence a range of global policy discussions and processes. These will include: 1) documentation and analysis to build the evidence base and advocacy case for indigenous and community land rights as a global development priority, with a particular focus on contributing data and analysis to the campaign report for the Call to Action; 2) tracking of SDG discussions and negotiations, development of targeted briefs on community land rights to inform the SDGs process at key moments, and contributions to a collaboration with Oxfam, ILC, IIED, UNEP, and others to develop community land rights indicators for the SDGs; 3) support for the assessment and development of mechanisms to strengthen accountability of conservation actors to human rights standards, building on outcomes from the 2014 World Parks Congress, and 4) conducting a comparative analysis on conservation outcomes associated with secure community tenure across a range of ecosystems.

RRI will also continue its work in 2015 to support and inform national tenure reform processes through development of analytical resources and tools, in collaboration with Country and Regional Programs. This will include: 1) developing a synthesis of “lessons learned” from past legislative reform processes as a resource for countries currently undertaking reforms, and 2) creating policy briefs based on comparative analysis undertaken in 2014 on legal options for securing community tenure and experience with collective vs. individual land titling.

D. Supporting Documentation and Publications

- 1) [A Global Call to Action on Community Land and Resource Rights](#)
- 2) [What Future for Reform? Progress and slowdown in forest tenure reform since 2002](#)
- 3) [Protected Areas and the Land Rights of Indigenous Peoples and Local Communities](#)
- 4) [Community land rights in the “Zero Draft” of the Post-2015 Agenda](#)
- 5) [Land rights in the Post-2015 Agenda – Recommended Amendments for the Open Working Group’s Zero Draft First Revision](#)

Priority Outcomes in 2015	Activities and Outputs	Implementers	Themes
Evidence base and advocacy case for securing indigenous and community land rights clearly articulated and reflected in key global policy discussions and campaigns, including on the SDGs, conservation, and Call to Action.	Realizing Rights - Global Engagement		
	<p>Activity: <i>Support to the Conservation working group.</i> Output: The Conservation working group builds on and supports implementation of recommendations and commitments to indigenous and community land rights from the 2014 World Parks Congress.</p>	RRG, FPP, Maliasili Initiatives, Natural Justice, others	Realizing Rights
	<p>Activity: <i>Support the Global Policy/SDGs working group.</i> Output: The Global Policy/SDGs group consolidates and advocates for collective positions on land rights, including customary, collective rights of Indigenous Peoples and local community, in the SDGs.</p>	Oxfam, ILC, Tebtebba, FPP, RRG, others	Realizing Rights
	<p>Activity: <i>Support the working group developing a Global Map of Indigenous Peoples and Community Lands.</i> Output: Prototype of the Global Map of Indigenous Peoples and Community Lands developed, and governance protocols adopted.</p>	WRI and IBC (co-chairs) with AMAN, World Atlas on Indigenous Peoples, RFUK, FPP, RRG, PAFID, FES	Realizing Rights
	Realizing Rights - Strategic Analysis		
	<p>Activity: <i>Build the evidence base and advocacy case for indigenous and community land rights as a global development priority. Contribute data and analysis to the campaign report for the Call to Action.</i> Outputs: Policy papers and global campaign report establishing the evidence base and advocacy case for community land rights as global development priority.</p>	RRG with ILC, Oxfam	Realizing Rights
	<p>Activity: <i>Produce targeted briefs to inform SDGs negotiations process. Contribute to new collaborative initiative with Oxfam, ILC, IIED, UNEP, and others to develop community land rights indicators for the SDGs.</i> Outputs: Targeted briefs detailing the importance of community land rights to the SDGs are prepared and disseminated. RRG contributes to development of community land rights indicators for the SDGs.</p>	RRG, Oxfam, ILC, IIED, UNEP, Landesa, Habitat for Humanity	Realizing Rights
	<p>Activity: <i>Support assessment and development of accountability mechanisms for conservation.</i> Outputs: Scoping report prepared on options and</p>	Natural Justice, IIED, FPP	Realizing Rights

	opportunities to strengthen accountability mechanisms in conservation.		
	<p>Activity: <i>Conduct comparative analysis on conservation outcomes associated with secure community tenure across a range of ecosystems.</i></p> <p>Outputs: Comparative analysis of relationship between community tenure and conservation outcomes produced.</p>	RRG, WCMC, Consultants, Maliasili	Realizing Rights
RRI global analysis and convening strengthen capacity of national advocates in key countries to influence rights and tenure reforms.	Realizing Rights - Global Engagement		
	<p>Activity: <i>Support work of the Lawyers for Community Tenure Group</i></p> <p>Outputs: Lawyers for Community Tenure provide expert advice to RRI and Partners on best legal practices towards securing community land rights.</p>	Lawyers for Community Tenure, Ateneo School of Government	Realizing Rights
	<p>Activity: <i>Meeting on Lessons and Best Practices of Tenure Reforms</i></p> <p>Output: A convening of advocates from the Global South is held where participants share lessons and best practices around tenure reform strategies</p>	RRG, Partners and Collaborators	Realizing Rights
	Realizing Rights - Strategic Analysis		
	<p>Activity: <i>Synthesize “lessons learned” from past legislative reform processes as a resource for countries currently undertaking reforms, e.g., in Africa. Create programmatic tools based on existing comparative analysis of legal options for securing community tenure and of experience with individual v collective tenure titling/recognition.</i></p> <p>Outputs: A synthesis report of lessons from past legislative reforms is prepared. Programmatic tools to support legal recognition of community rights are prepared in key languages.</p>	RRG, Consultants, Lawyers for Community Tenure	Realizing Rights

Global Programs Gender Justice

A. Thematic Approach

Women face particular challenges in advancing their rights to lands and resources in the context of customary, collective tenure systems. National legal frameworks and reform processes recognizing rights of Indigenous Peoples and forest communities have often failed to address their specific situation and advance their rights. Even when legal or policy frameworks do take gender into account, implementation on the ground often remains challenging. Furthermore, mounting pressure on forests in developing countries will directly affect women, and the local economies that support their livelihoods—with even broader repercussions for development goals in these areas.

RRI focuses its Gender Justice thematic work on women's rights to land and resources and decision-making power in the context of community tenure systems. We recognize that, in order to advance forest and land tenure reforms and fully realize Indigenous Peoples' and forest communities' tenure rights, legal frameworks and natural resource policies must address gender justice. Moreover, supportive interventions need to recognize the constraints women face in terms of geographic and social mobility, time, and the fact that women largely work in the informal economy.

RRI has been integrating gender issues in its work since 2010, and convened a Gender Justice experts meeting in 2013 to further develop its strategy and assess major gender issues across the work of the RRI Coalition. Gender Justice is not an isolated theme for RRI, as it is embedded across all programs, and RRI aims to create a socially sensitive approach in its gender strategy.

B. Strategic Opportunities in 2015

In 2015, the global SDGs process and discussions surrounding REDD+ and FLEGT/VPA will facilitate engagement with global institutions and policy processes on issues of women's land rights and roles in land and natural resource management. In addition, country-level activities on gender justice issues provide many opportunities to support and inform the work of country-level advocates. Through its analytical and convening power, RRI has significant opportunities to gather and inform influential actors from civil society, Indigenous People's organizations, governments, and the private sector on gender justice issues. Through consultations with RRI coalition members and participants at the International Women's Forum in July 2014, RRI identified specific needs including advocacy tools to increase women's knowledge of their rights and ensure implementation of existing laws supports women's forest/land tenure, and global level outreach to engage organizations working on gender issues in relation to land rights.

C. Strategy for 2015

In 2015, Global Programs' work will build on activities that were initiated in 2014 and will be completed in early 2015, including a global analysis to examine the extent to which women's tenure rights are incorporated in REDD+ strategies and safeguards, and the development of a framework to assess gender provisions in community tenure legislation. Further plans for intervention in 2015 include conducting analysis and creating advocacy tools to promote progress in the recognition of women's land rights in both statutory and customary tenure systems, and supporting interested Partners and collaborators to establish a new Gender working group linked to the broader Interlaken process. RRI will also further develop expertise on gender in collective tenure systems, and in relation to large scale land acquisitions (LSLAs), a niche that remains underserved among international NGOs and coalitions.

Gender Justice as a cross-cutting thematic area has both specific activities and is also integrated in other thematic areas. Opportunities for integration in other thematic areas in 2015 include work on women's land rights advocacy in the SDGs, integration of a gender dimension in ATEMs country studies, and inclusion of gender justice issues in consolidation of the evidence base and advocacy case for land rights as a global development priority.

Global Engagement

In terms of global engagement, a main focus in 2015 will be supporting the establishment of a Gender working group linked to the broader Global Call to Action, as proposed by Helvetas and other RRI Partners. The aim of this working group will be to foster adaptive learning, sharing, and collective strategizing to increase the level of impact and efficiency on gender and forest tenure rights advocacy. This work will be complemented by related efforts through RRI's Networking Support program to facilitate increased networking and exchanges among women's groups operating in different countries and regions.

Strategic Analysis

Strategic analytical work in 2015 will include: 1) a comparative analysis to measure the gender-differentiated impacts of large-scale land acquisitions on local tenure rights and 2) an assessment of how different collective tenure systems have addressed women's rights to access, benefit from, and maintain control over resources, and 3) completion of a review examining the extent to which women's tenure rights are incorporated in REDD+ strategies and safeguards. Advocacy tools for women's groups to engage with governments and private sector entities will be developed based on the results of the above analyses.

D. Supporting Documentation and Publications

- 1) [A Global Call to Action on Community Land and Resource Rights](#)
- 2) [Community land rights in the "Zero Draft" of the Post-2015 Agenda](#)
- 3) [Land rights in the Post-2015 Agenda – Recommended Amendments for the Open Working Group's Zero Draft First Revision](#)
- 4) [Report of the *International Indigenous Women's Forum, Land and Climate Change* \(Lima, Peru, July 2014\)](#)

Priority Outcomes in 2015	Activities and Outputs	Implementers	Themes
<p>Women's/gender justice networks equipped with analytical resources to promote progress in the recognition of women's rights within collective tenure systems and national policies affecting forest areas.</p>	Global Engagement		
	<p>Activity: <i>Support to the establishment and work of the Gender working group.</i></p> <p>Output: A Gender working group is organized and develops a strategy for the Interlaken+2 conference on adaptive learning, sharing, and collective action to scale up advocacy on gender dimensions of community land and forest rights.</p>	<p>HSI, CIFOR, other Partners and Collaborators</p>	<p>Gender Justice</p>
	Strategic Analysis		
	<p>Activity: <i>Analyze how different collective tenure systems have addressed women's rights to access, benefit from, and maintain control over resources.</i></p> <p>Outputs: Review undertaken of how women's tenure rights are addressed in different collective regimes.</p>	<p>TBD</p>	<p>Gender Justice, Realizing Rights</p>
	<p>Activity: <i>Conduct a comparative analysis to measure the gender-differentiated impacts of the global trends of large-scale land acquisitions (LSLAs) on local tenure rights. Develop advocacy tools for governments and private sector actors based on the results.</i></p> <p>Outputs: Comparative analysis conducted on the gender impacts of Large-scale Land Acquisitions.</p>	<p>TBD</p>	<p>Gender Justice, Realizing Rights, ATEMs</p>
<p>Activity: <i>Complete review of integration of women's tenure rights and participation in national REDD+ strategies and frameworks (completion of 2014 activity).</i></p> <p>Output: Comparative assessment of the integration of women's tenure rights and participation in national REDD+ strategies.</p>	<p>Center for International Environmental Law</p>	<p>Gender Justice, Rights & Climate</p>	

Global Programs Core Tenure Tracking

A. Strategic Approach

RRI's Core Tenure Tracking function responds directly to the FP2 requirement to monitor global progress on RRI's tenure and poverty targets. RRI tracks the state of global forest tenure along two dimensions. The first dimension tracks changes in the depth and strength of the legal regimes recognizing rights to the world's forests. The second tracks changes in the area of forest land recognized as owned or controlled by Indigenous Peoples and local communities, administered by governments, and owned by individuals and firms. These core data products serve as key tools with which RRI and other like-minded organizations create analyses to support advocacy efforts to secure community rights to forests, and pursue other related objectives.

B. Strategic Opportunities in 2015

It became evident in 2014 that multiple sectors, including the conservation, climate, development, and investment communities, are increasingly concerned with the extent of community rights to land. RRI responded to this opportunity by publishing an updated analysis of global forest tenure, and by expanding its tenure tracking data collection and analysis to develop a Global Baseline on indigenous and community land rights, including as a foundation for the Global Call to Action.

RRI's core tenure tracking function creates an analytical base that informs strategies and contributes to analytical work across all programs. Important opportunities to use RRI tenure data in 2015 will include:

1. Building out commitments and campaign strategies, and launching the Global Call to Action on Indigenous and Community Land Rights;
2. RRI engagement around the post-2015 SDGs.
3. Data needs of expert and constituency-based working groups including Conservation, Lawyers for Community Tenure, and Mapping and Documentation; and
4. Development of the Project Angel algorithmic approach for assessing tenure risk across portfolio securities.

C. Strategy for 2015

Strategic Analysis

GP will continue its tenure tracking work in 2015 to expand knowledge of the depth and spatial extent of community rights, including:

1. Completing the Global Baseline of community tenure, documenting the global extent of recognized community land;
2. Updating RRI's forest tenure database to report on 2015 organizational targets;
3. Collaborating with the Africa program to measure the progress of land and forest tenure policy reforms in Central and West Africa, in keeping with commitments made during the 2009 International Conference in Yaoundé on Forest Tenure, Governance and Enterprise; and
4. Producing the 2015 Annual Review.

D. Supporting Documentation and Publications

- 1) [What Future for Reform? Progress and slowdown in forest tenure reform since 2002](#)

Priority Outcomes in 2015	Activities and Outputs	Implementers	Themes
Evidence base and advocacy case for securing indigenous and community land rights clearly articulated and fed into global policy discussions and campaigns, including SDGs, Conservation and Call to Action.	<p>Activity: <i>Complete Global Baseline of community lands.</i> Outputs: Analytical paper and presentation(s) showcasing RRI baseline data on the global extent of recognized community land.</p>	RRG, Partners and Collaborators, consultants	Tenure Tracking
	<p>Activity: <i>Update forest tenure database to report against 2015 targets.</i> Outputs: Forest tenure database updated to report on 2015 RRI organizational targets.</p>	Consultants, RRG	Tenure Tracking
Analytical resources/tools and exchanges contribute to strengthening national tenure reform processes.	<p>Activity: <i>Collaborate with Africa Program to monitor progress on land and forest tenure and policy reforms in Central and West Africa (Yaounde commitment)</i> Output: A monitoring framework is developed and data is produced detailing the progress of land and forest tenure reforms in Central and West Africa.</p>	RRG, Partners and Collaborators, Consultants	Tenure Tracking
	<p>Activity: <i>Produce RRI Annual Review.</i> Output: Review of key events and trends from 2015 produced.</p>	RRG, Consultants	Tenure Tracking

Annex 1: Table of Global Programs Activities/Actors/Budget

2015 Budget by Activity - Detail

Activities to achieve priority outcomes		Actors	Proposed Budget (Funded)	Proposed Budget (Unfunded)
ATEMS/PRIVATE SECTOR				
Global Engagement				
1	Support to the work of the Private Sector working group (or Interlaken Group) – including consultant to facilitate the group	GW, IFC, Oxfam, Nestlé, Rio Tinto	\$120,000	
2	Participate in work of the Project Angel initiative			\$10,000
	Total Global Engagement:		\$120,000	\$10,000
Strategic Analysis				
1	Assess new opportunities and proactively engage to promote the rights/tenure issues and agendas in the context of changing FLEGT strategies.	RRG, Consultants	\$20,000	
2	Support work to generate methodology for assessing and quantifying tenure risk to land-based commercial ventures and to portfolio investments.	The Munden Project; Project Angel members	\$411,141	
3	Develop sector-specific due diligence and risk management frameworks for addressing tenure risk, beginning with the mining sector in 2015.	The Munden Project	\$208,741	
4	Conduct inventories and analysis of (national and foreign) investment pressures on community lands and resources in key countries.	RRG, Consultants	\$75,000	
5	Assess business models of specific companies and/or sectors in selected countries, to assess risks and promote positive models. Produce ATEMs country studies (e.g. in Mozambique and China) in accessible formats for community producers.	RRG, Consultants	\$160,000	
	Total Strategic Analysis:		\$874,882	
	ATEMs/Private Sector TOTAL:		\$994,882	\$10,000
RIGHTS AND CLIMATE				
Global Engagement				
1	Engage with other IPOs/CSOs and organize events/activities to influence the Carbon Fund and Paris UNFCCC COP	IAG, FERN, EIA, BIC, RFN UK	\$25,000	
2	Conduct the 17th Dialogue on Forests, Governance and Climate Change to engage the donor community in Oslo, Norway (2 day conference)	RFN Norway	\$70,760	
3	Conduct the 18th Dialogue on Forests, Governance and Climate Change prior to the COP21 to influence discussions (1 day dialogue)		\$50,000	\$20,000
	Total Global Engagement:		\$145,760	\$20,000
Strategic Analysis				
1	Conduct stocktaking analysis of the FCPF Carbon Fund, in collaboration CSO/IPO group, including comparative analysis on ER-PIN development in REDD+ countries, and use results to focus attention on communities/IP rights and REDD+ safeguards in selected countries of Asia, Africa, and Latin America.	RRG, FERN, BIC, Rainforest Foundation-UK, Consultants, EIA	\$50,000	
2	Develop a framework and policy brief on initiatives to scale-up strengthening of	RRG, Consultants	\$10,000	

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	community forest tenure and climate investment, to inform priorities of Norway fund and Green Climate Fund			
3	Conduct a study of tenure dimensions of forest restoration	IUCN, RRG		\$50,000
4	Prepare a policy brief for 2015 UNFCCC focused on safeguard issues in land-based carbon, SIS and non-carbon benefits	RRG, Consultants		\$10,000
	Total Strategic Analysis:		\$60,000	\$60,000
	Rights and Climate TOTAL:		\$205,760	\$80,000
REALIZING RIGHTS				
Global Engagement				
1	Support work of the Conservation working group	RRG, FPP, Maliasili Initiatives, Natural Justice	\$20,000	
2	Support work of the Global Map group	WRI, IBC, AMAN, World Atlas on Indigenous Peoples	\$20,000	
3	Support work of the Global Policy/SDGs group	Oxfam, ILC, Tebtebba, FPP, others		\$10,000
4	Support work of the Lawyers for Community Tenure Group	Ateneo School of Law; Lawyers for Community Tenure	\$20,000	
5	Meeting on Lessons and Best Practices to Secure Tenure Reforms		\$25,000	
	Total Global Engagement:		\$85,000	\$10,000
Strategic Analysis				
1	Build the evidence base and advocacy case for indigenous & community land rights as a global development priority. Contribute data and analysis to Call to Action campaign report.	RRG, ILC, Oxfam, other Partners and Collaborators, consultants	\$60,000	
2	Produce targeted briefs to inform SDGs negotiations process. Contribute to new collaborative initiative with Oxfam, ILC, IIED, UNEP and others to develop community land rights indicators for the SDGs.	RRG, Oxfam, ILC, IIED, UNEP, Landesa, Habitat for Humanity	\$40,000	
3	Support assessment and development of accountability mechanisms for conservation	Natural Justice, IIED, RRG	\$30,000	
4	Conduct comparative analysis on conservation outcomes associated with secure community tenure across a range of ecosystems.	RRG, Consultants, Maliasili	\$30,000	
5	Support data collection and analysis to develop data layers for the Global Map of Indigenous Peoples' and Local Community Lands and other global platforms.	WRI, IBC, FPP, ILC, Consultants		\$20,000
6	Synthesize "lessons learned" from past legislative reform processes as a resource for countries currently undertaking reforms, e.g., in Africa. Create programmatic tools based on existing comparative analysis of legal options for securing community tenure and of experience with individual v collective tenure recognition.	RRG, Lawyers for Community Tenure, Consultants	\$45,000	

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	Total Strategic Analysis:		\$205,000	\$20,000
	Realizing Rights TOTAL:		\$290,000	\$30,000
GENDER JUSTICE				
Global Engagement				
1	Support to the establishment and work of the Gender working group	HSI, CIFOR, others	\$15,000	
2	Total Global Engagement:		\$15,000	
Strategic Analysis				
1	Analyze how different collective tenure systems have addressed women's rights to access, benefit from, and maintain control over resources.	Consultants, RRG	\$25,000	
2	Conduct a comparative analysis to measure the gender-differentiated impacts of the global trends of large-scale land acquisitions (LSLAs) on local tenure rights. Develop advocacy tools for governments and private sector actors based on the results.	Consultants, RRG	\$15,000	
3	Complete review of integration of women's tenure rights and participation in national REDD+ strategies and frameworks (completion of 2014 activity)		\$8,000	
	Total Strategic Analysis:		\$48,000	
	Gender Justice TOTAL:		\$63,000	
CORE TENURE TRACKING				
Strategic Analysis				
1	Complete Global Baseline of community lands.	RRG, Consultants	\$40,000	
2	Update forest tenure database to report against 2015 targets.	RRG, Partners and Collaborators, Consultants	\$30,000	
3	Collaborate with Africa Program to monitor progress on land and forest tenure and policy reforms in Central and West Africa (Yaounde commitment)	RRG, Partners and Collaborators, Consultants	\$20,000	
4	Produce Annual Review.	RRG, Consultants	\$20,000	
5	Continue development of methodology for assessing the extent of customary claims to land and forests.	RRG, FPP, Tebtebba, other Partners and Collaborators		\$30,000
6	Support work of Partners and collaborators to develop a tenure security index.	WRI, CIFOR, IFRI, RRG, TMP		\$15,000
	Total Strategic Analysis:		\$110,000	\$45,000
	Tenure Tracking TOTAL:		\$110,000	\$45,000
Total Activities: GLOBAL PROGRAMS			\$1,663,642	\$165,000