



# Forests for a Just Future

## Green Livelihoods Alliance

Annual Plan  
2024

Alliance members

Gaia Amazonas



Technical partners



In partnership with



Ministry of Foreign Affairs of the  
Netherlands



#### Funding framework

Power of Voices (PoV) Partnerships

#### Grant reference

4000004338

#### Report type

Annual plan

#### Date sent

December 21, 2023

#### Period covered

January 1 to December 31, 2024

#### Report commissioned by

Ministry of Foreign Affairs of the Netherlands  
Inclusive Green Growth (IGG) department - Climate and Forests team

#### DGIS contact

Kaj van de Vorstenbosch  
Policy Officer Climate - IGG Ministry of Foreign Affairs  
(kaj-vande.vorstenbosch@minbuza.nl)

#### Consortium Contact

Eva Duarte Davidson  
Senior Programme Coordinator GLA  
(evadd@milieudefensie.nl)

#### Cover photo

Representatives of GLA alliance members and partners trekking through the Tinipak River and Rock Formation in Rizal, Philippines. September 2023. Photo by Jon Robin Bustamante, NTFP-EP Asia.

Vereniging Milieudefensie

Nieuwe Looiersstraat 31, 1017 VA Amsterdam

Telephone: +31 (0)20 550 73 00

## Contents

<b>Executive Summary</b>	<b>4</b>
<b>Section I Annual Plan narrative</b>	<b>7</b>
<b>1. Introduction</b>	<b>8</b>
The programme and alliance	9
Countries, regional work, thematic programmes and international policy dossiers	9
Aim and scope of this report	10
Inclusivity	10
<b>2. Contextual developments</b>	<b>11</b>
Climate and forest updates	11
Geopolitical and economic shifts in context	14
Freedom and security	15
<b>3. Integration of MTR findings and recommendations into Annual Plan 2024</b>	<b>16</b>
<b>4. Annual Plan 2024 per pathway of the Theory of Change</b>	<b>19</b>
Pathway A: IP&LC governance	19
Pathway B: Drivers of deforestation	22
Pathway C: Civic space	26
Inclusion, gender equality, and youth involvement	28
<b>5. Global alliance coordination and collaboration in 2024</b>	<b>30</b>
Planning and reporting	30
GLA learning and exchange	31
Vision on Collaboration and Equity	32
GLA risk assessment (including SEAH) and mitigation plan	32
(Global) programme collaboration with other institutions and organisations	33
Internal programme collaboration	33
<b>Section II Annual budget and narrative</b>	<b>37</b>
<b>1. Introduction</b>	<b>38</b>
<b>2. Summary AP 2024 budget</b>	<b>38</b>
<b>3. Budget narrative</b>	<b>39</b>
<b>List of abbreviations</b>	<b>42</b>
<b>Annex A Financial plan 2024</b>	<b>46</b>
<b>Annex B Overview of countries, partners and landscapes (updated for AP 2024)</b>	<b>50</b>
<b>Annex C Brief summary country and regional plans 2024</b>	<b>53</b>
<b>Annex D Brief summary local-to-global-to-local (LGL) thematic programmes plans 2024</b>	<b>79</b>
<b>Annex E Brief summary local-to-global-to-local policy dossiers 2024</b>	<b>83</b>
<b>Annex F GLA Management response to MTR recommendations (short version)</b>	<b>84</b>



## Executive Summary

Women in boats on Lake Upemba, DRC.  
Photo by Paul Villaespesa, IUCN NL

2024 is the penultimate year of the five year **Forests for a Just Future (FfJF) programme** of the **Green Livelihoods Alliance (GLA)**. In 2023 the independent mid-term review (MTR) showed significant achievements and progress, and made important recommendations for the remainder of the project. In this annual plan we incorporated these recommendations as much as possible. A management response to the MTR has been developed, explaining how the MTR recommendations will be followed up and by who.

### Contextual development and risks

Overall, the GLA operates in a complex landscape of interconnected challenges, requiring adaptive strategies and collaborative efforts to address the urgent issues related to climate, deforestation, human rights and biodiversity. We have developed the 2024 annual plan which also reflects the final months of 2023 which have been marked by significant global developments.

The climate crisis is a central concern, with 2023 reported as the warmest year on record. The programme's frontline communities are significantly affected by extreme weather, with severe implications on livelihoods, and food and water security. Women, marginalised communities and youth continue to be disproportionately affected due to underlying structural inequalities. Although the escalating climate crisis is leading to increased environmental and climate commitments globally, their real impact in key ecosystem protection measures is still limited and implementation remains a challenge. We also see an increased backlash and co-optation from the corporate sector and an increasingly polarised political landscape globally. Security threats and the shrinking civic space remain critical issues.

Deforestation due to mining, agriculture, logging and infrastructure projects continues and is worsened by the increasing demand for transition materials, pushed by climate concerns and the war in Ukraine. The escalation of violence in Palestine and Israel influences geopolitical dynamics, potentially affecting international cooperation on global issues like climate change, while evidence highlights the emissions and environmental degradation linked to all militarised conflict. Inflation and rising costs of basic goods affect programme budgets and hinder community engagement. National elections in various countries in 2023, including the recent Dutch elections, introduce uncertainties about governmental climate and forest commitments going forward. In the Netherlands, coalition negotiations in 2024 may delay important decisions, such as the position of the new coalition on climate related issues and the new ODA framework. The European elections in 2024 will also be key.

### Theory of Change: Annual plan 2024 per pathway

**Pathway A** of the GLA focuses on indigenous peoples and local communities' (IP&LCs) forest governance, aiming to enhance their sustainable and inclusive management of, and control over, forest areas. In 2024, GLA steps up its investment in supporting IP&LCs, strengthening their capacity for effective land governance and rights assertion. This involves mapping indigenous lands, monitoring deforestation, and advocating for legal recognition and protection of IP&LC rights and livelihoods. The programme facilitates diverse approaches tailored to specific contexts in various countries.

For example, in Indonesia, the Philippines and Malaysia, GLA assists in establishing indigenous peoples' and community conserved territories and areas (ICCA), while Uganda focuses on collaborative forest management (CFM). GLA partners strengthen local communities to access and assert their rights, incorporating women and youth in forest governance. Support to local forest monitoring remains key for territory establishment and reporting illegal activities. Also, in 2024, GLA will further expand activities to promote livelihood improvement. In addition, the GLA supports IP&LCs to participate in policy making, including concerted efforts towards meaningful youth and women's participation. Initiatives span comprehensive position papers in Cameroon on village rights, filing complaints in Bolivia against environmental violations, organising landscape dialogues in the Philippines and regional lobby and advocacy in Asia and the Amazon region.

**Pathway B** of the GLA targets governments and private sector actors to cease driving deforestation and respond to citizen concerns for forest protection and human rights. The aim is to strengthen governmental influence over the private sector through regulations and enforcement of environmental and human rights policies, which ties closely to Pathways A and C.

In 2024, GLA will engage in diverse activities across the globe, including fostering community exchanges against mining in Bolivia, lobbying against logging concessions in Cameroon, focusing on EUDR compliance in Colombia, shaping palm oil policies in Liberia, engaging in a Stop the Chop campaign in Malaysia, advocating for financial institutions' inclusion in the EUDR regime in the Netherlands, supporting resistance against EACOP in Uganda, and planning complementary advocacy strategies towards UNFCCC COP30 in Brazil in 2025. The thematic programme community rights and deforestation drivers (CRDD), led by Milieudefensie and SDI, plans international advocacy efforts related to drivers of deforestation and aims to strengthen grievance campaigns against corporations in Indonesia, Cameroon and Liberia. The thematic programme Just Energy Transition (JET), led by Milieudefensie, FoE Europe and partners aims to advance a just energy transition to renewable energy, including critical raw material mining, confronting false climate solutions and addressing liquefied natural gas (LNG) projects in Mozambique. Advocacy efforts extend to the EU and the Netherlands, integrating a transformative gender perspective into JET work throughout 2024.

In **Pathway C** we address shrinking civic space and threats to (women) environmental human rights defenders ((W))EHRDs globally and nationally, as well as securing effective participation spaces and means for civil society to monitor progress on governmental commitments regarding sustainable forest management. In 2024, GLA partners will prioritise and implement recommendations from the 2023 civic space survey and invest in monitoring environmental human rights violations, strengthening coalitions and lobbying efforts. In addition, Milieudefensie and IUCN NL will target EU and Dutch corporate sustainability due diligence regulations. We will also closely monitor the development of the UN binding instrument on business and human rights (BHR), with the Asian regional collaboration group supporting partners in Asia in lobbying for national action plans on BHR.

In 2024, the GLA programme will continue to prioritise **inclusion, gender equality and youth involvement**. All partners recognise their joint responsibility to follow up on the MTR recommendation to further strengthen this focus, with support from WECF and the in-country gender technical partners.



Section I  
**Annual Plan narrative**

Forested area in Simpang Hulu, Ketapang in West Kalimantan, Indonesia.

Photo by Irpan Lamago, Tropenbos Indonesia



## 1. Introduction

Three women working on a palm oil plantation in Liberia  
Photo by Martin Waalboer, Milieudefensie

This report presents the annual plan for 2024 of the **Forests for a Just Future (FfJF)** programme of the **Green Livelihoods Alliance (GLA)** that began in January 2021 and will end in December 2025. The current year of the programme (2023) was marked by the mid-term review (MTR) that informs the remainder of the programme and provides guidance to further deepen and fine-tune our strategies and collaborations. The 2024 annual plan was developed taking into account our management response to the MTR recommendations ([Annex E](#)).

The final months of 2023 have been marked by significant global developments. The escalation of the decades-long Israel and Palestine conflict has captured global attention, introducing tensions to geopolitical dynamics and calling into question some nations' commitment to universal human rights and the consistent application of international law. While the budget for military action is rarely challenged, the budgets for development and climate and environment action are constantly under threat and pushed into false competition. It is likely that some governments will redirect climate/development funding towards humanitarian aid and eventual reconstruction efforts. Meanwhile, a wealth of evidence highlights the connection between war/armed conflict and an increase in emissions and environmental degradation. As our programme highlights, climate justice and human rights are inextricably connected.

Encouragingly, we see a growing number of citizens expressing deep concern about climate issues globally based on concrete evidence of its impacts around the world. This is also reflected in the Netherlands where, in November, over 80,000 people participated in the largest climate (justice) march ever held in the country, underscoring a heightened public awareness. However, this positive trend is counterbalanced by an observed increase in polarisation. Notably, a week and a half after the climate march, a political party denying the climate crisis emerged victorious in the Dutch elections. This trend is not isolated, as populist parties that deny the seriousness of the climate crisis in various countries gain political momentum, posing potential risks.

As we approach 2024, the upcoming year promises to be dynamic. Collaborating with partners worldwide, we are committed to leveraging our collective strength and knowledge to work towards a sustainable and liveable future.

## The programme and alliance

The FfJF programme has the long-term goal to ensure tropical forests and forest landscapes are sustainably and inclusively governed to mitigate and adapt to climate change, fulfil human rights and safeguard local livelihoods. It aims to (i) increase the participation of diverse indigenous peoples and local communities (IP&LCs) in policy and decision making regarding their (land) rights and forest governance; and (ii) strengthen lobbying and advocacy to hold governments and agro-commodity, extractives, energy and infrastructure industries accountable for deforestation and human rights violations. It works with more than 70 civil society organisations (CSOs) and with IP&LCs and social movements in 11 countries in South America, Africa and SouthEast Asia (see Annex B), as well as internationally. Recognising the risks faced by these collectives, the programme pays particular attention to ensuring the operational space and security of IP&LC leaders, CSO activists, and (women) environmental human rights defenders ((W)EHRDs).

The programme is implemented by the Green Livelihoods Alliance (GLA), formed by the alliance partners Milieudefensie (alliance lead), Gaia Amazonas, IUCN National Committee of the Netherlands (IUCN NL), Non-Timber Forest Products-Exchange Programme (NTFP-EP Asia), Sustainable Development Institute (SDI), Tropenbos International (TBI) - and two technical partners - FERN and Women Engage for a Common Future (WECF), the latter working in partnership with the global forest coalition (GFC). The programme is funded by the Dutch Ministry of Foreign Affairs Directoraat Generaal Internationale Samenwerking (DGIS) through the Directie Sociale Ontwikkeling (DSO) Strengthening civil society policy framework's power of voices grant instrument, with support from the inclusive green growth (IGG) department. The programme responds to the Dutch commitments to the Paris Agreement and contributes to the SDGs, particularly SDG 5, 7, 12, 13 and 15.

## Countries, regional work, policy dossiers and thematic programmes

The FfJF programme is implemented in 11 countries: Bolivia, Cameroon, Colombia, Democratic Republic of Congo (DRC), Ghana, Indonesia, Liberia, Malaysia, the Philippines, Uganda and Vietnam. In addition, we connect local actions to global policy arenas, and vice versa, through regional work, specific international policy dossiers and thematic programmes as well as by influencing relevant Dutch and EU policies. Regionally we work at EU and ASEAN level and strengthen partnerships between African, Asian and South American partners to collaborate in their respective regions.

There are two thematic programmes coordinated by the Friends of the Earth (FoE) alliance members Milieudefensie and SDI: (i) Just Energy Transition (JET); and (ii) community rights and deforestation drivers (CRDD). These programmes support CSOs and networks on these core themes mostly in GLA countries but also in Mozambique, Togo, Argentina and Brazil.

In addition, Gaia Amazonas works along other CSO in Latin America through the North Amazon Alliance, which articulates actions that favour the safeguard of ecosystem and sociocultural connectivity in the region north of the Amazon River, including Brazil, Ecuador, Peru and Venezuela through joint advocacy work and knowledge management and sharing at a regional level. This will be of significant importance for the upcoming UNFCCC COP30 in Brazil in 2025.

GLA members and partners also work on several international policy dossiers. In the first years of the programme, alliance members prioritised four key policy dossiers. Based on one of the MTR recommendations (#2), in 2024-25 the GLA will continue to collaborate on three of these international dossiers:

<sup>1</sup>Indigenous peoples' groups have called for an end to placing indigenous people and local communities in the same acronym, but rather to make a clear distinction between the two groups, considering that indigenous peoples have a clearly defined set of internationally agreed rights. The GLA already makes this distinction in its activities and strategies and decided to start using it in this and all plans and reports going forward. Please note, the acronym IP&LCs replaces the previously used IPLCs that was used in our ToC, programme document and reports.

- UN framework convention on climate change (UNFCCC)
- EU deforestation regulation (EUDR)
- Convention on biological diversity (CBD), particularly the Kunming-Montreal global biodiversity framework (KM-GBF).

Some members will continue to work on the fourth international dossier - the UN binding treaty (UNBT) for transnational corporations and human rights and EU corporate sustainability due diligence directive (CSDDD) legislation. Going forward, partners will plan and report any work on this dossier within the regional and/or the Netherlands plans and reports. Likewise, it was decided that it makes more sense to work on nationally determined contributions (NDCs) - previously integrated with the UNFCCC policy dossier working group - at country level.

## Aim and scope of this report

This overall programme annual plan (AP) 2024 brings together key elements taken from the more detailed annual plans of the GLA countries, LGL thematic programmes and policy dossiers developed by the Alliance members and technical partners. It follows the three pathways of the [Theory of Change \(ToC\)](#) and addresses specific programme elements included in the programme document submitted in 2020. Further input came from the MTR findings and recommendations and the corresponding management response (2023) (refer to Annex F).

A summary of the annual plans per country and thematic programme can be found in annexes C and D. The work on the international policy dossiers UNFCCC, EUDR and CBD (annex E) will be submitted in January 2024 as the alliance needed additional time to take initial actions linked to the MTR recommendation #2 before advancing further in the annual planning. Annex A provides an overview of our 2024 financial plans.

It goes beyond the scope of this annual plan to include each and every activity that is foreseen for 2024, but additional information is available upon request. Further details and analysis of the progress made in 2023 will be reported in the 2023 annual report due on June 1, 2024 and is therefore out of scope of this annual plan.

## Inclusivity

Gender equality, youth participation and inclusion of diverse under-represented groups are important aspects of the GLA programme. We aim to use inclusive language in our interventions and reports, recognising that communities and other groups are not homogeneous but consist of people of all genders, ages, ethnicities, varying abilities and different socio-economic status and power relations. However, for reasons of readability and to limit the length of this report, it is not always possible to use inclusive language throughout the text.



## 2. Contextual developments

Philippine police clash with protestors barricading against the nickel mining activities of Altai Mining Corporation in Sibuyan Island, Romblon, Philippines  
Photo by Alyansa Tigil Mina.

We remind the reader that where we refer to communities, landscapes, groups, or villages, we understand and recognise their diversity and respect their cultural particularities.

In 2023 we saw important changes and developments in the international and national contexts that influence our work. Some of these contextual changes are opportunities we can capitalise on, but others threaten our progress. Below we present an overview of the most important developments that will impact our work in 2024.

### Climate and forest updates

#### Climate crisis: 2023 warmest year on record

At the end of October, the global mean temperature for 2023 is already the highest on record according to Copernicus, 1.43°C above the 1850-1900 pre-industrial average. Extreme weather events are happening at an increased frequency all over the world, most severely impacting people living in the global south, and this will continue in 2024. In the Amazon, the highest temperatures and the lowest river levels in history were registered. [Severe droughts](#) in the region are a growing concern, putting communities on high alert. The World Meteorological Organisation (WMO) expects the El Nino weather pattern to last until April 2024 at least, pushing record temperatures. Radical action and political will is urgently needed to have any chance to keep global warming under 1.5°C and ensure food and water security across the globe. The UN warns the world greenhouse gas emissions need to drop by 42% in 2030 to achieve the climate goal and calls for all nations to accelerate economy-wide, low-carbon development transformations ([Emissions Gap Report 2023](#)).

The unfolding climate crisis is impacting our programme in several ways. Frontline communities in the areas where we work are hit hardest by extreme weather, impacting livelihoods, food and water security and exacerbating gender inequality, with already excluded groups disproportionately impacted. Ironically, it is exactly the groups that are impacted most that contributed the least to climate change and that play a key role in climate regulation by managing and protecting forests. We need to be flexible to adjust our programme activities to respond to acute needs as they occur. Extreme weather can also affect the budget, for example, in **Malaysia**, roads and bridges are impacted by heavy rains increasing transport costs of all activities that require displacement.

As the climate crisis continues to spiral out of control, six out of nine planetary boundaries are crossed and the Paris ambitions quickly slip out of sight, we see an increase in environmental and climate policies and regulations, but their implementation is still an uphill battle. Much more action driven by serious political will is needed to initiate the radical change required. Despite global climate commitments, total greenhouse gas emissions are still increasing every year. New fossil fuel projects are being approved despite the fact they will lock us into yet more emissions leading to climate breakdown, and [tropical primary forest loss continues](#) despite international commitments to end deforestation. The global climate movement of concerned citizens is growing larger and louder, determined to demand that governments and private sector actors change course. Within this worrying context, the stakes for the GLA programme to attain its objectives are significant, and the pressure is palpable. As we intensify our efforts to meet the escalating demands, it is imperative that we approach the task with compassion for ourselves and others, ensuring we avoid burnout.

### Climate-related policy developments

At international, regional and national level, we see some positive developments in terms of climate and environmental policies and regulations. Internationally, the **EU deforestation regulation** (EUDR) was approved in 2023, banning products that have caused deforestation or forest degradation from the EU market. By 2025, companies need to comply with the new regulation and although the regulation has shortcomings, it is still an important step forwards. Work by GLA partners in 2024 will be geared towards raising awareness of partners in-country of the timeline and implications of the implementation of the regulation.

In December 2022, the new Kunming-Montreal global biodiversity framework (KM-GBF) of the convention on biological diversity (CBD) was finally adopted after a two-year delay due to Covid-19. In 2024, GLA partners will support the implementation and monitoring of these international agreements and use their lobbying and advocacy capacity to further improve and strengthen national and regional agreements and policies with the aim to reverse/restore forest ecosystems and biodiversity loss. The strength of the alliance is in our capacity to use complementing and diverse strategies while linking global, regional, national and local initiatives.

In South America, the eight countries that make up the Amazon Cooperation Treaty Organisation (ACTO) have set a joint agenda for the protection of the Amazon in the **Belém Declaration** adopted at the Summit of Presidents in August 2023, expanding pan-Amazonic opportunities. A positive development, it nevertheless comes with financial and technical challenges. The GLA programme partners will collaborate in joint advocacy and follow-up with signatory countries regarding their commitment to safeguard ecosystem and sociocultural connectivity, and secure indigenous participation in horizontal dialogues.

Across Africa we witnessed a surge in climate change activism in 2023, notably during the Africa climate summit in Nairobi, Kenya. Various groups, including women, youth, indigenous peoples and farmers, rallied for an end to the fossil fuel era and the promotion of renewable energy. The African presidents attending the summit issued the **Nairobi Declaration**, which included commitments to green investments, creating green jobs and ending fossil fuel subsidies. However, it fell short by not addressing the phase-out of all fossil fuels and lacking a just transition perspective. Our African partners aim to leverage the momentum to address these shortcomings and push for a complete shift away from fossil fuels.

Over the past years we have also seen progress being made in developing laws and regulations for **mandatory environmental and human rights due diligence** at different levels (OECD, EU, national level), even though the processes are slow and there is a lot of pushback from corporations. Encouraging is the [new EU agreement](#) aimed at preventing and punishing cases comparable to ecocide. Ongoing vigilance and lobbying and advocacy from NGOs and affected communities is necessary.

Also at national level, there are some positive developments: for example, in **Liberia**, the national action plan on business and human rights has been adopted; **Uganda** enforced a ban on the export of non-processed timber; and in **Vietnam** there is more support for climate action, both in terms of mitigation as well as adaptation. On the other hand, many governments are still mainly concerned with development instead of environmental protection, for example, **DRC** has [granted three gas blocks](#) to North American companies in 2023 and **Uganda** continues the development of the East African crude oil pipeline (EACOP) despite protests and

climate and environmental concerns. **Bolivia** started construction of four oil processing plants for biodiesel in 2023, which relates to the ending of the sale of gas to Argentina in 2024. As a result, the government is looking for other ways to generate foreign currency, one of which is intensifying agro-extractivism. In **Liberia**, the government made [a deal with Blue Carbon](#) to harvest and trade carbon on more than a million hectares of forestlands, which is fiercely criticised for disregarding the rights of local communities.

Several GLA members and partners mention that stronger environmental and human rights regulation is met with **intensified resistance and backlash from corporate sector actors**. For example, we have seen Dutch multinational Boskalis vocally resisting policies that would increase responsibility of corporations for human rights violations abroad. This resistance is most directly felt by local organisations, IP&LCs and EHRDs. The safety and civic space of the people in the frontline of the battle with destructive corporations remains one of our highest priorities. In international fora, this resistance increasingly takes the form of corporate capture, with powerful lobbying coalitions aiming to influence policy and decision makers while simultaneously greenwashing their own projects. **WECF warns of the ongoing pushback on gender and rights-based language** in international fora which can trickle down to national level. This pushback can also be seen in the wider social sphere with culture wars and an increasingly polarised media landscape. This remains a key area of attention.

### Developments in deforestation

#### Deforestation and biodiversity

The GLA countries report that the pressure on forested areas remains high and most countries experience an increase in deforestation, either legally or illegally, due to logging (e.g. **Cameroon**), mining (e.g. **Ghana, the Philippines, Bolivia**), intensive agriculture (e.g. **Indonesia**) or large infrastructure projects (e.g. **the Philippines**). In some countries, forests are also under pressure because of increasing numbers of refugees from conflict areas whose situation forces them to use forest resources unsustainably (e.g. **Uganda**). In **Bolivia** and across other Amazonian countries there is growing concern about the effects of forest fires and other deforestation activities, mainly from large cattle farms and mining, on water resources, biodiversity loss and displacement of indigenous people. Significant decline in biodiversity is related to deforestation, forest degradation and climate change, bringing additional risks to nature, people and livelihoods at different levels.

There is an increasing body of evidence of the crucial role of forests in climate mitigation. For example, research in [Nature](#) shows that although forests cannot be a substitute for emissions reductions, the conservation, restoration and sustainable management of diverse forests offer valuable contributions to meeting global climate and biodiversity targets. Also, the role of indigenous communities in sustainable forest governance is [increasingly recognised](#). Indigenous communities safeguard [80% of the world's remaining biodiversity](#) and forests on their land are better maintained, with a [higher preserved biodiversity](#) than those on non-indigenous lands. The GLA can build on the recognition that indigenous and local stewardship of forests has become increasingly critical amid accelerating forest loss and damage.

#### Deforestation and the energy transition

[Mining is a serious driver of deforestation](#), further fuelled by the increased demand for transition materials such as nickel and lithium for [electric vehicle \(EV\)](#) and other batteries, copper and bauxite. This forms an increasing threat to forests both inside and outside of GLA landscapes. For example, in **Ghana**, there is increasing government attention on transition minerals, like lithium and bauxite, through the Ghana energy transition framework. This further threatens the remaining forests of Ghana as the government actively promotes new mining activities in forest reserves. Partners will continue to advocate for the amendment or repeal of the regulation that allows the government to permit mining in globally significant biodiversity areas (GSBA). In the **Philippines, Indonesia** and **Bolivia**, our CSO partners also witness more mining for transition minerals such as nickel, copper and lithium. Many GLA partners and IP&LCs will address this issue in 2024. The approach of the JET programme partners involves mapping deforestation related to the extraction of raw critical materials in Africa, along with conducting educational activities. GLA will also engage in lobbying and advocacy efforts directed towards the Dutch raw materials strategy and the EU Critical Raw Materials Act. Currently lacking safeguards, these initiatives need to incorporate measures preventing critical mineral mining from leading to deforestation.

The global pursuit of biofuels also poses a risk of deforestation. For instance, **Indonesia** GLA partners are worried about the possible expansion of palm oil plantations for biodiesel production, which would contribute to severe environmental degradation and loss of biodiversity.

Overall, we see contradicting priorities and actions when it comes to ensuring energy and food security and the need for forest and biodiversity conservation. For our alliance, the challenge is to make clear that these two goals are not mutually exclusive but can go hand in hand.

## Geopolitical and economic shifts in context

### War in Ukraine and Israel/Palestine

The effects of the war in Ukraine on inflation, fuel and commodity prices and the pursuit of non-Russian gas or other energy sources continue to affect the programme. As a result, governments in producer countries are more willing to open up forested areas for extractive and agricultural industries. We address this under Pathway B (drivers of deforestation).

The escalating conflict in Israel/Palestine has a strong influence on geopolitical dynamics as well as internal dynamics within the Dutch government, ministries and embassies. The full impact of the horrific war remains to be seen, but we identify a number of risks. At a geopolitical level the war is likely to push a strong divide between countries fiercely supporting Palestine and countries standing behind Israel, which can influence international decision making even on issues not directly related to the conflict. To address global crises like climate change and biodiversity loss, it is important that countries effectively work together. The war might make this even more complex. If the escalation continues, there are also worries that climate or development funding will be tied to the position of the country in the conflict. A second risk relates to the Dutch refusal to sign the UN call for a cease fire and its reluctance to speak out against Israel's war crimes. It is possible this will affect the credibility of Dutch embassies located in countries where they might need to speak out against human rights violations. International law must be equally and consistently applied in order to be respected, and there is a risk of a domino effect where certain governments feel emboldened to violate human rights without consequence.

Last but not least, it is important to note the environmental and climate impact of war. The military industry is a major greenhouse gas emitter and polluter, while also having a direct environmental impact including land degradation, access to water, pollution and a huge demand for minerals and metals for the defence industry, leading to further deforestation and ecosystem destruction, among others. In addition, war - and its effects - is expensive and might cause governments to redirect funding away from climate and environmental projects.

### Inflation, poverty and food insecurity

The increasing costs of transport and basic commodities affect the programme budget, which is adjusted accordingly. In some cases, fewer activities can be implemented because of the higher costs. Where possible, activities/meetings are done online to save on travel costs. In addition, the rising costs of living as well as the impact of climate change, drive poor communities further into poverty. This is a serious issue in many GLA areas and can hinder IP&LCs to engage in the programme and take action against drivers of deforestation. Further, it is clear that in times of economic hardship, progress on gender equality is often rolled back which could harm women's engagement in the programme. Poverty can also drive communities to encroach in forested areas and/or engage in illegal logging or other activities that cause deforestation and forest degradation. Illustratively, in **DRC**, IP&LCs residing around protected areas face unmet primary needs, prioritising their immediate survival over programme engagement. Similarly, the **Philippines** contends with food insecurity issues, while **Uganda** grapples with the necessity of providing incentives to trained IP&LCs to sustain their involvement in the programme.

As GLA alliance members have different approaches and positions regarding livelihood support, the MTR makes the recommendation (#3) to harmonise the approach to allow small financial resources to respond

to the expressed livelihood needs, taking into account each country's unique context and priorities, particular approaches of the organisations and of the work agreements with their IP&LC partners. This adaptive approach ensures a more targeted and effective utilisation of resources to address the multifaceted challenges faced by IP&LCs in their pursuit of sustainable livelihoods and environmental conservation.

### Elections and political stability

In late 2023, national elections took place in **DRC** and **Liberia** and local elections in the **Philippines**. The outcomes of these elections will influence our work in 2024. In Liberia and DRC there is a risk of violence from groups that are in disagreement with the election results. In addition, relationships with newly elected decision makers will have to be established and it is uncertain how supportive they will be of the programme. In the Philippines, partners see an opportunity in the local elections if GLA supportive individuals are elected.

The 2023 **Dutch general elections** on November 22 resulted in the Party for Freedom (PVV) becoming the party with the highest number of seats. In its election manifesto the PVV states it wants the Netherlands to withdraw from the Paris Climate Accord, stop gender policies at the municipality level, and cancel official development assistance (ODA). It specifically mentions an end to public financing of GLA alliance member and lead Milieudedefensie. According to the Dutch committee on the rule of law in election programmes, PVV's election manifesto goes against international treaties on fundamental human rights. Not only do PVV's proposals go diametrically against the goals and the values of GLA, considering its political opinions the party's election win is also likely to lead to prolonged coalition negotiations during which important decisions on the climate and the new ODA framework is likely to be postponed.

In 2024, elections are expected in **Indonesia**, **Ghana** and the **European Union**, introducing additional dynamics that will undoubtedly influence the landscape of our work and partnerships. The EU elections might, for instance, lead to delays in the legislative process of the corporate sustainability due diligence directive (CSDDD).

### Freedom and security

Globally, the persistent shrinkage of civic space, coupled with escalating repression and violence against (W)EHRDs, remains a looming threat. For the GLA countries and landscapes, the civic space survey and report that was developed in early 2023 shows how, in some cases, the situation of civic space remained largely the same and in other cases, was perceived to be worsening. While **Colombia** has seen a political shift towards ostensibly expanding civic participation it has not yet been easy for IP&LCs to take advantage of this. The reality on the ground remains worrisome, marked by ongoing violent conflicts and it remains the deadliest country for environmentalists according to the most recent [Global Witness](#) report. The deterioration of civic space intensifies in **Vietnam**, the **Philippines**, **Cameroon**, **Bolivia**, **Indonesia** and **Uganda**, with an alarming rise in repression and violence targeting (W)EHRDs and journalists.

In countries like the **DRC** and the **Philippines**, armed groups operating within GLA landscapes, such as Virunga and Northern Sierra Madre, contribute to heightened violence and insecurity. Notably, in **Vietnam**, a tragic incident where an ethnic group killed nine people in commune offices has led to increased scrutiny on NGOs working with ethnic minorities.

In this challenging context, the activities and strategies pertaining to security and civic space under Pathway C of the Theory of Change retain their relevance, providing a crucial framework for addressing and mitigating the multifaceted threats faced by (W)EHRDs and those striving for civic engagement in these environments.





### 3. Integration of MTR findings and recommendations into Annual Plan 2024



Roundtable discussions during the GLA MTR held September 2023 in Antipolo, Philippines. Photo by Jon Robin Bustamante, NTFP-EP Asia

In 2023 the mid-term review (MTR) of the FfJF programme was carried out by an external consultancy firm, [ACE consultants](#), contracted by the GLA to facilitate the MTR process and to develop the MTR report. Based on the guidance provided by the ministry, the MTR covered the period from January 2021 to April 2023 and had two main objectives:

- Assess to what extent and how the GLA programme is making **progress towards the programme targets** as formulated in the baseline report, how this is **influenced by external contextual factors** impacting the programme, what this means for its Theory of Change and how the programme can **improve/adjust for the remainder of the funding period**.
- Reflect and gain insights on **partnership collaboration** towards larger programme impact.

The report was submitted to the ministry on December 1, 2023. Many of the findings and conclusions in the MTR report showed significant achievements and progress made so far. In relation to the first objective, two key conclusions were that (i) the programme Theory of Change continues to be relevant and coherent; and (ii) the programme is on track, with good progress being made in all pathways. In relation to the second objective, it highlighted how the expansion of the alliance to include an equal number of alliance members based in the tropical forest regions has been highly positive and the balance of partners in these regions and in Europe has enhanced the diversity of approaches, networks, skill sets, knowledge and capabilities, enriching the collective competence and resourcefulness for collaboration. Overall, the MTR also provided insights into aspects of the programme which could be strengthened or adjusted in the period 2024-2025 and beyond. It presented a list of recommendations at the global programme level that the alliance took into consideration, and for which it has developed a management response attached to this report (refer to annex F) and is also available via this link: [GLA MTR management response](#).

The MTR presented a list of 16 insightful and relevant recommendations. Fourteen were for the Alliance, one for the ministry and one for the Dutch embassies. These can be found in the final section (7) of the MTR report and are listed in box 1 below:

#### Box 1: List of MTR recommendations to the GLA

##### Programmatic recommendations

1. Prioritise and implement recommendations from the GLA 2023 civic space survey.
2. Sharpen the focus of the programme's LGL work.
3. Harmonise the FfJF approach/position to allow for livelihood support across the alliance and allow partners to reallocate the financial resources required to respond to expressed needs, based on the country's context and priorities.
4. Maintain the alliance's structure and ensure approaches and strategies remain responsive to dynamic and emerging global, regional and national forest, climate and biodiversity priorities.

##### Inclusion, gender equality and youth

5. Continue and, where relevant, strengthen the inclusion, gender equality and youth core of the programme:
  - continue working with WECF and reviewing the input, roles, modalities and effectiveness of in-country gender technical partners in some countries
  - focus on further closing the gender gap in targeting and power inequalities between primary stakeholder groups and develop qualitative indicators or progress markers
  - continue implementing OGAPS but with greater focus on programming and community-level engagement/activities and lobbying and advocacy
  - renew efforts to conduct regular gender and inclusion analyses.

##### Monitoring and evaluation and learning

6. Develop and deliver on a learning agenda within the alliance.
7. Align the monitoring and evaluation framework with the ToC, document stories of change to demonstrate the contribution of the alliance and utilise emerging data to strengthen programme direction.

##### Reporting

8. Simplify and streamline programme monitoring and evaluation routines for national implementing partners.
9. Strengthen consultation with IP&LCs and ensure their voices are represented in programme reporting.

##### Coordination and collaboration

10. Streamline and consolidate the governance and advisory structures of the alliance.
11. Strengthen links between implementing partners and the governance structures of the alliance.
12. Clarify the position of the alliance regarding the regional coordination role of members.

##### Budget

13. Review the programme budget in line with the recommendations.

##### Sustainability

14. Develop an exit strategy to land the gains achieved and strengthen ownership and sustainability.

The MTR also made two additional recommendations to the Ministry of Foreign Affairs of the Netherlands and to Dutch Embassies that serve the GLA countries. Mainly:

##### To the Dutch Ministry

15. To continue its funding support for the programme beyond the current phase, addressing a wide spectrum of critical global challenges including climate change, deforestation, biodiversity loss, gender inequality, just energy transition and the protection of Indigenous peoples' rights.

## To the Dutch Embassies

16. To enhance their support, embassies should begin by (or continue to) prioritise regular information sharing with FFJF partners in their countries or where they have jurisdiction. Even with limited resources, maintaining awareness of the programme’s activities, goals and achievements can enable embassies to engage effectively and identify opportunities for collaboration that align with their mandates.

In response to the above recommendations, the alliance took the following management decisions:

Management decisions	Directly addresses recommendations:	Also links to recommendations:
<b>Level of effort: high</b>		
I. Focus on learning in response to recommendation 6, as well as an overarching programme strategy	6	1, 2, 5, 11 & 12
II. The alliance will intensify its efforts to gender justice and inclusivity, addressing and taking actions in relation to inclusion, gender equality and youth (IGEY) recommendations 5 A-D and also linking these to learning topics.	5	6
III. Give priority to programmatic recommendations 1, 2 & 3 also linking these to learning topics if/where relevant.	1, 2 & 3	6
<b>Level of effort: medium</b>		
IV. Partly address the recommendations linked to MEL and reporting.	7, 8 & 9	11
V. Establish spaces to further discuss recommendations 11 and 12 with the stakeholder mentioned in these and jointly define what actions are feasible within the span of the programme (2024-25).	11 & 12	
<b>Level of effort: low</b>		
VI. Streamline recommendation 10 into internal processes that are already underway.	10	11
VII. Recommendations that were already part of existing programming will take place as planned.	(1), 4, 13 & 14	
VIII. Communicate to the ministry the MTR recommendations addressed to them and the embassies.	15 & 16	

For further information on the management decisions, please refer to the management response ([Annex E](#)). The decisions presented in the management response and the related actions have been included in the development of this 2024 annual plan. Note that, although it is not made explicit in this plan, the MTR also made specific recommendations at country/thematic programme/international policy dossier level and these were taken into account by the corresponding teams in their annual planning.



## 4. Annual Plan 2024 per pathway of the Theory of Change

IP&LC representatives from five Amazonian countries and strategic partners from private sector, governments and academia met on August 2023 in Leticia for the III Regional Summit for the Exchange of Knowledge 'Conversations of the Amazon'. Photo by Felipe Rodríguez, Fundación Gaia Amazonas

### Introduction

Our Theory of Change (ToC) is built on three central pathways of change:

- Pathway A. Strengthening IP&LC governance over increased areas of forest.
- Pathway B. Halting deforestation and addressing people’s concerns on forests and human rights by holding governments and agro-commodity, extractives, energy and infrastructure industries accountable.
- Pathway C. Citizens enjoy human and women’s rights and safely participate in social movements, including safely speaking up for their rights, livelihoods and landscapes.

Underlying all three pathways, and at the heart of our Theory of Change, is a strong civil society that effectively mobilises and coordinates a growing number of people and groups to push and advocate for the necessary changes. Below, we describe the overall work plan for 2024, including examples of planned activities in countries and internationally.

#### Pathway A: IP&LC governance

Indigenous peoples and local communities sustainably govern increased areas of forest.

Under this pathway the GLA aims for IP&LCs to sustainably and inclusively govern increased areas of forest. To achieve this, GLA partners in all GLA countries invested in supporting diverse IP&LCs in a variety of ways to strengthen their capacity to govern their lands and claim their (land) rights effectively. This includes supporting community-based forest livelihoods, promoting smallholders rights and creating access of community forest enterprises to markets. We also invest in mapping indigenous lands and monitoring deforestation and rights violations. At the same time, GLA members, CSO partners and IP&LCs advocate governmental actors to legally recognise, ensure and protect the rights of IP&LCs, including their right to participate meaningfully in policy processes.

### Strengthening IP&LCs to govern their lands and claim their rights

In 2024, our commitment to enhancing the capacity of IP&LCs will persist through diverse approaches. GLA partners are actively involved in supporting IP&LCs to establish and formalise inclusive governance structures, aligning with the unique circumstances and legal frameworks governing land rights in each country.

For instance, in **Indonesia, the Philippines and Malaysia**, the GLA programme continues to facilitate the establishment of indigenous peoples' and community conserved territories and areas, known as ICCAs. These are governed by IP&LCs, reflecting a contextualised approach to land management. In **Liberia**, collaboration centres around community land development and management committees (CLDMCs), a formal body recognised by the Liberian Land Authority (LLA). In **Uganda**, partners work on fostering collaborative forest management (CFM), characterised by a mutually beneficial relationship between eligible local community groups and the governing authority, while ensuring that women and youth are included in the forest management boards. Recognising the diversity of governance structures in different countries, GLA partners universally invest in empowering local communities through training and education initiatives. This includes organisational support to help communities effectively organise themselves, with a special emphasis on strengthening the roles of women and youth in forest governance, irrespective of the specific governance system in place.

Also, the approach to enhancing capacity in sustainable forest governance and ecosystem protection varies across countries and forested landscapes, tailored to the unique local context and immediate threats. Emphasising the importance of indigenous knowledge and cultural practices is integral to sustainable forest management. In **Colombia**, Gaia Amazonas will foster a regional exchange centred on indigenous knowledge, including women's unique and differentiated knowledge, and territorial management systems. The aim is to facilitate the transmission of intergenerational knowledge for the equitable and sustainable management of the forest, which contributes to safeguarding ecosystems and sociocultural connectivity. This initiative aims to promote equitable and sustainable forest management, contributing to the preservation of ecosystems and sociocultural connectivity. In **Vietnam**, Tropenbos is actively supporting and facilitating IP&LCs in applying traditional ceremonies for forest and water management, and building upon the traditional water collection points established in 2023.

Several countries, including **Uganda, Indonesia and Bolivia**, integrate sustainable and inclusive forest governance with the establishment of enterprises, including women-led enterprises, that not only preserve the natural environment but also enhance the livelihoods of local communities. Related to this, in **Vietnam**, a benefit-sharing mechanism for sustainable forest management is set to be established in 2024. In **Ghana**, focus will be on livelihood actions that promote climate resilience, particularly agroforestry, which follows from the MTR recommendations. This includes support for materials, especially tree seedlings for integrating agroforestry in community farming systems.

In 2024, TBI will build upon the learning on conflict resolution in the context of community rights in 2023. In 2023, several TBI partners received training with the aim to get a better common understanding of conflict and how it affects the landscapes and our work and to strengthen the capacities of CSO partners on conflict resolution. In 2024, the training will be repeated for other interested partners and specific in-country follow ups for conflict resolution are planned.

In all countries, IP&LCs are supported with local forest monitoring and mapping their land to establish territory boundaries and track, document and report illegal activities and seek redress where needed. The CRDD thematic programme offers support in local forest monitoring and will conduct research on successful road-maps for redress.

## Lobbying and advocacy for IP&LC rights and environmental protection

**Lobbying and advocacy** is pivotal for ensuring the recognition and protection of IP&LC rights within forested landscapes across local, national, and international policies and regulations. The programme is dedicated to empowering IP&LCs to actively engage in policy-making structures at all levels, enabling them to share their narratives directly with decision makers. This includes involving and strengthening young people and women to share their stories and experiences and participate meaningfully in lobbying and advocacy.

For instance, in **Cameroon**, the programme plans to develop a comprehensive position paper in 2024 on village rights. This document will serve as a powerful advocacy tool, seeking the legal recognition of villages as collective entities with ownership and management rights over their traditional lands, safeguarded by a regime preventing land sales. In the **DRC**, advocacy efforts will concentrate on urging the government to

guarantee land access for indigenous rituals and cultural events in South Kivu for IP&LCs who have voluntarily left the Kahuzi-Biega National Park. In **Bolivia**, PROBIOMA will work on the preparation of a complaint before the agro-environmental court against the owner of a private cattle range for the diversion of rivers in the Turubo Este community land area.

In the **Philippines**, GLA partners will organise landscape dialogues, providing a platform for IP&LCs to participate in policy formulation meetings with local government unit (LGU) officials, government agencies and other multi-sectoral bodies, such as the Palawan council for sustainable development. Additionally, GLA partners will establish connections with government agencies and LGUs to explore potential technical and financial support for community-based enterprises and organisations. In Vietnam, the focus will be on collecting and disseminating IP&LC stories to policy makers and media, aiming to raise awareness and advocate for IP&LC rights.

The **Southeast Asia** regional collaboration group will play a pivotal role in promoting IP&LC participation in the association of Southeast Asian nations (ASEAN) and will conduct lobbying and advocacy campaigns related to customary tenure (CT) guidelines and the free, prior and informed consent (FPIC) handbook. In **South America**, the North Amazon Alliance (ANA) carries out joint advocacy strategies, diligently following up on political agreements and showcasing successful implementation strategies to position the collective voice of IP&LCs in the region.

### Box 2: GLA in Brazil

Brazil is not officially a GLA country. However, Gaia has supported some work there through the North Amazon Alliance (ANA).

With a new federal government elected in October 2022 and reduced Covid-19 risks, the GLA discussed options to take advantage of a more favourable enabling environment to work on climate and forest-related challenges in Brazil and the Amazon. Existing programme commitments and budget mean it is not possible to consider Brazil becoming an additional GLA country. However, in addition to the existing work of Gaia and ANA, Milieudefensie explored options with Friends of the Earth (FoE) Brazil and local communities to engage in civic spaces, discussions and present demands in social participation forums going forward.

As a result of this, in 2024-25, the GLA will be present in Brazil through these two partners.

In 2024:

- as part of the CRDD thematic programme, the GLA will strengthen the advocacy capacity of Quilombola women, men and youth to push for the legal recognition and protection of IP&LC rights according to the ILO convention 169 in the context of climate justice and just energy transition policies
- Gaia Amazonas and their partners in Brazil, Instituto Iepé and Instituto Socio Ambiental, will be leveraging IP&LC locally-led processes and their impact on climate resilience in regional and global scenarios jointly, following-up on the Belem Declaration and consolidating inputs to inform the climate change discussions based on the importance of tropical forests and IP&LC forest governance for planetary wellbeing.

## Local-to-global-to-local (LGL): Pathway A policy dossiers

At the international level, GLA members will facilitate and promote the meaningful participation of IP&LCs, youth, women and organisations working with a gender justice perspective in 2024. In particular, the **United Nations framework convention on climate change** (UNFCCC) policy processes and in the **convention on biological diversity** (CBD). Joint advocacy aims to ensure the decisions and policy proposals under these conventions respect the rights and role of IP&LCs and women. In 2025, the UNFCCC COP30 conference is scheduled to be held in Belém, **Brazil**. Gaia Amazonas and the North Amazon Alliance (ANA) will pre-

pare for joint, regional lobbying and advocacy around this event, which will build on actions that will take place throughout 2024. Also, the CRDD programme will work with partners in Brazil to prepare for COP30. Related to the CBD, KM-GBF focus will be exchanges on national biodiversity strategies and action plans (NBSAPs), gender targets, area-based targets and the recognition of indigenous territories and management units.

Further information on the 2024 work plan on these policy dossiers will be sent in early 2024 as additional time was needed to address MTR recommendation #2 (sharpen the focus of the programme's LGL work). Reassessment of the purpose, synergies, outcomes, scope, points of agreement and differences amongst GLA members and partners working on these dossiers is currently taking place. Partners also needed more time to determine whether the work of these international policy dossier groups should be re-orientated more towards learning and sharing (in this case linking also to management decisions or towards collectively identifying actions and advocacy opportunities based on synergies which link local to global level advocacy. A further aspect to pursue is making these groups more open and to allow participation of any interested CSOs involved in the GLA programme that work on these dossiers but are not necessarily alliance members.

### Pathway B: Drivers of deforestation

Governments and agro-commodity, extractives, energy and infrastructure sectors no longer drive deforestation and address citizens' concerns to protect forests and human rights.

The aim of this pathway is to stop governments and agro-commodity, extractives, energy and infrastructure sectors driving deforestation. We target local and national governments and intergovernmental bodies as well as private sector initiatives and actors to halt deforestation. We aim to strengthen the influence of governments over the private sector through regulations and enforcement of environmental and human rights policies. The drivers of deforestation are addressed at different levels and through different constituencies of Alliance members and CSO partners that collaborate in specific short-term interventions or longer term collaboration. Pathway B is strongly interconnected with Pathways A and C.

## Addressing drivers at country level: holding governments and private actors accountable

At the country level, the drivers of deforestation will be addressed through monitoring and raising awareness on deforestation cases and rights violations, improving collaboration and information sharing at all levels, taking legal measures, public awareness raising and advocacy to hold governments and (multinational) companies to account. Activities in 2024 outlined below are contextualised to the local situation and policy environment. Please be aware this summary only describes a limited amount of the foreseen activities.

In **Bolivia**, CEDIB and PROBIOMA plan to organise a major event in Santa Cruz aimed at fostering an exchange of experiences among communities, particularly those in the western regions with extensive mining experience. Preceding this event, there will be a comprehensive process to uncover patterns in mining expansion in Chiquitania, community impact and pro-mining arguments. This exchange and learning event lays the foundation for strong advocacy efforts resisting mining and related human rights violations. CEDIB's ongoing commitment includes research on mining requests or contracts, with a specific focus on mining-related health issues through collaboration with the University of Cartagena.

In **Cameroon**, GLA partners will lobby the government to stop granting logging concessions on high conservation value (HCV) and high carbon stock (HCS) forest areas and land where communities claim customary rights, without their free prior and informed consent (FPIC). Partners will continue their support to field monitors of illegal logging (Pathway A) and select two pilot cases to be monitored and exposed for changes. Based on this, partners will prepare a consolidated position paper and present the position paper to the media for dissemination.

In 2024, FCDS in **Colombia** will focus on promoting the implementation of environmental and social standards to comply with the EU law on deforestation (EUDR). Collaborating with congressional institutions and private entities in Colombia, FCDS aims to establish relationships, engage in dialogues and share knowledge to ensure compliance with EUDR regulations. This includes supporting a bill consolidating meat production traceability systems, particularly for beef, to enhance product traceability. In addition, partners remain vigilant for additional opportunities, working closely with associations and the private sector to improve traceability and uphold EUDR compliance standards.

In the **DRC**, the political and security situation is extremely challenging, making it hard to plan activities far ahead. In 2024, the focus will be on ongoing monitoring of deforestation and the effects of climate change in and around Virunga national park. The monitoring data will be shared with IP&LCs, civil society actors and authorities at the local, provincial and national level to find solutions for the environmental and human rights issues.

In **Ghana**, focus will be on lobbying and advocacy to protect globally significant biodiversity areas (GSBA) and forest reserves against mining for (transition) minerals. Firstly, GLA partners will lobby the Forestry Commission to keep GSBA as no-go areas for extractive activities, and secondly, partners will pressure the Forestry Commission and the Ministry for Lands and Natural Resources to gazette GSBA that are not yet gazetted.

Sawit Watch, **Indonesia**, will strengthen IP&LCs' capacity to use the Roundtable on Sustainable Palm Oil (RSPO) complaint procedure to stop harmful practices and rights violations by palm oil companies. Sawit Watch facilitates IP&LCs to file complaints with the RSPO and local governments, and encourages an RSPO complaint resolution. Lessons learned from complaints will be shared with other communities. In addition, Walhi will review and monitor oil palm and mining licences.

In **Liberia**, SDI, alongside members of the CSO-OPWG, will actively involve IP&LCs in shaping the development and execution of policies pertaining to palm oil, particularly the national oil palm development fund bill and the national oil palm strategy and action plan. This includes organising and facilitating a dialogue between lawmakers and IP&LCs, with a focus on incorporating the perspectives of CSOs and communities. Special attention will be given to ensuring representation from youth and women during these dialogues.

Maryland Oil Palm Plantation (MOPP) and Project Affected Communities met during a dialogue  
Photo by Reuben Sei Waylaun, SDI Liberia



In **Malaysia**, the programme actively assists communities in influencing land use decisions and halting or minimising logging activities in their forests through the Stop the Chop campaign. Under this initiative, SAVE Rivers fosters collaboration between communities, media outlets and public and private entities engaged in logging. The campaign advocates for adherence to the Malaysian timber certification scheme (MTCS), guidelines for logging concessions and promotes the concept of social forestry. Key activities involve community engagement, leveraging social media for awareness campaigns, and enhancing the capabilities of community action committees through capacity-building initiatives.

In the **Netherlands**, Milieudefensie will advocate for improved corporate responsibility of the financial sector, including by campaigning through the Fair Finance Guide coalition for binding regulation by the Dutch government of the financial sector to prevent them from contributing to climate change, deforestation and human rights violations. IUCN NL will continue to work with VBDO on influencing Dutch investors in the mining sector, especially linked to energy transition, with the aim for investors to use their influence to enhance circularity and reduce the ecological and human rights footprint of mining. As part of this IUCN NL will organise an event with VBDO on responsible investment in the energy transition. Linked to the learning agenda, TBI jointly with IUCN NL will revive the Bossenoverleg consisting of Dutch NGOs, government and private sector stakeholders to engage in dialogue, learn, exchange and align their positions on tropical forest issues ahead of EU decision making. WECF/GFC will continue advocating for the effective and coherent implementation of the Dutch feminist foreign policy (FFP), linking it to climate justice, forest ecosystems restoration and conservation, and seeking to ensure that the FFP will be integrated through all areas of policy, not only the traditional gender topics.

In 2024 in the **Philippines**, ELAC, IDEAS and FFP will conduct policy research and documentation on the drivers of deforestation and forest degradation in Southern Palawan, including research on the gendered impacts of mining. In addition, LILAK will assist and mentor indigenous women and girls to lead and/or participate in campaigns to safeguard their ancestral domain/forest in the Bangsamoro Autonomous Region of Muslim Mindanao (BARMM) from the entrance of large-scale mining. In BARMM the Bangsamoro transition government is aggressively promoting large-scale mining as it considers mining an essential industry.

In **Uganda**, our CSO partners continue to support communities and (W)EHRDs that are resisting the EACOP. As part of this, government officials, IP&LCs and private sector actors will be educated on FPIC.

Our CSO partners in **Viet Nam** aim to ensure that the rubber and coffee businesses in Gia Lai and Dak Lak provinces are fully prepared to comply with EUDR by 2025. As a first step, partners will assess the readiness of the rubber industry in Central Highlands to comply with EUDR, as well as assess the impacts of the new EUDR to small-scale household businesses, paying attention to the impacts on poor, women-headed households. This research will feed into workshops and other support activities. In addition, compliance with the EUDR is also a priority area of work at the Asian regional level. The Asian regional coordination group will organise a learning session and discussion on EUDR.

## Local-to-global-to-local (LGL): Pathway B Policy dossiers and Thematic programmes

Other international work on drivers is included in the LGL policy dossier on EU deforestation legislation and the community rights and deforestation drivers (CRDD) and Just Energy Transition (JET) thematic programmes led by Milieudefensie and SDI. The policy and thematic programmes link local and national struggles to regional and international developments and strengthen international partnerships and collaborations. The continuous information flow between GLA members and CSO partners working at different levels of policy making and policy implementation is essential to exert pressure on governments and companies and is one of the key strengths and added values of the GLA.

### Policy dossier: EU deforestation regulation

FERN, TBI, IUCN NL, Milieudefensie, NTFP EP, Gaia Amazonas and GFC all work on EU deforestation regulation (EUDR) to minimise the risk of deforestation and forest degradation associated with products such as

soy, beef, palm oil, cacao and timber placed on the European market. Other EU policy trajectories that are of relevance for this topic group are the renewed EU sustainable finance strategy, EUCSDDD and the trade and aid partnerships with producing countries.

The 2024 work plan on this EUDR policy dossiers will be finished early 2024 as additional time is needed to address MTR recommendation #2 (sharpen the focus of the programme's LGL work).

### FoE thematic programme: Community rights and deforestation drivers (CRDD)

Milieudefensie and SDI take joint leadership in the CRDD international campaign work. This is a space for FoE groups to connect IP&LC rights violations resulting from corporate driven deforestation to national, regional and international fora and social movements.

In order to support IP&LCs in exposing rights violations, CRDD supports FoE groups in community-based forest monitoring, using TIMBY (this is my backyard) technology and other digital and non-digital tools (Pathway A). The verified evidence from local forest monitoring is used to build international campaigns and support partners and IP&LCs to access grievance mechanisms (Pathway B). In 2024, partners plan to expand again after the consolidation year of 2023. Local forest monitors are the CRDD tactic to ensure we link local to global in an effective way and comply with respective MTR recommendations on inclusion of IP&LCs.

The CRDD programme will engage in lobbying and advocacy related to the EUDR and the CBD, particularly at CBD COP16 which is planned for October-November 2024. Advocacy towards the EUDR will focus on the importance of Article 30 on collaboration, increased transparency and civil society participation. CBD advocacy work will focus on developing evidence against and resisting false solutions such as carbon markets and offsetting.

In Africa, the partners engage in direct advocacy and policy dialogue with the Economic Community of West African States (ECOWAS) parliamentarians and their women's branch ECOFEPA, using new evidence on the impacts of monoculture plantations on forests, environment and human rights. Also, partners will continue our Follow the Money campaign to hold financiers of these adverse impacts accountable.

At national level, CRDD works with partners to strengthen grievance campaigns against corporations in **Indonesia** (Astra International), **Cameroon** (Socfin) and **Liberia** (Golden Veroleum Liberia (GVL)) and Friends of the Earth International (FoEI) works with national groups to develop positions on corporate accountability.

In addition, the CRDD thematic programme plans to collaborate with women representatives from Quilombola communities in preparation of UNFCCC COP30 in **Brazil** (2025). The goal is to help them gather, share and generate information regarding the main financiers of infrastructure projects linked to exports and deforestation. As part of the preparations for COP30, a comprehensive public report and an accessible educational leaflet will be launched to engage and inform the broader public.

### FoE thematic programme: Just Energy Transition (JET)

The JET thematic programme is led by Milieudefensie in cooperation with FoE Europe, FoE International, FoE Mozambique/JAI, African JET network partners (Ghana, Togo, Uganda, Liberia) and partners in Latin America (Argentina, Colombia). In 2024, FoEI will continue to confront false climate solutions. The climate justice and energy programme - a collaboration with FoE member groups and allies - will actively challenge, expose and resist carbon markets, offsetting, BECCS (bioenergy with carbon capture and storage) and some nature-based solutions (NbS) in the lead-up to UNFCCC COP29. FoEI's multifaceted strategy involves raising awareness among CSOs regarding the adverse aspects of false climate finance models and transition mechanisms.

In another sphere of action, FoE Europe, Milieudefensie and FoE Mozambique are addressing major LNG facilities developed by fossil fuel companies, including Total and ENI, in Cabo Delgado, **Mozambique**. The Mozambique LNG project has been halted due to violence linked to the gas projects, but signs of a potential restart in late 2023 or early 2024 are emerging. The strategy for 2024 involves continued support for

affected communities in Mozambique. This includes enhancing the capacity of Justiça Ambiental (JA!) to assist affected communities in defending their rights. Additionally, JET will continue to challenge the EUR 1bn export credit agency (ECA) support provided by Atradius DSB (ADSB) to the project.

The JET Africa network aims to prevent and stop fossil fuel projects, address fossil-related environmental and human rights violations, and target public and private financiers, including ECAs. In 2024, the network members plan to support both country-based and joint regional/international interventions to advance a just energy transition to renewable energy. This includes exploring critical raw material mining in the Africa region, with a gathering scheduled for the second half of 2024 to develop a joint advocacy strategy and discuss potential joint plans beyond 2024.

Collaboration between Milieudefensie, OCI, Both Ends, JET partners from Africa, and other international allies will continue to ensure the Dutch government and other Glasgow commitment signatories adhere to their promise to stop funding fossils abroad. Milieudefensie, FERN and IUCN NL have been actively engaged in Dutch and European advocacy through its membership in the European raw materials coalition, pushing for a just energy transition perspective in the EU Critical Raw Material Act (CRMA) and Dutch key policies. This advocacy will persist, linking global partners to spaces in the Netherlands and the EU for a just transition in renewable energy policies. Building on the success of the 2023 Feminist Just Energy Transition conference in Argentina, Milieudefensie, FoE Argentina, and FoEI will continue to integrate a transformative gender perspective into international Just Energy Transition advocacy work in 2024.

**Pathway C: Civic space**  
Citizens enjoy human and women's rights and safely participate in social movements.

Under this pathway, alliance members, partners and other CSOs and human rights defenders work together to monitor, secure and expand civic space, which is an important precondition for achieving results under Pathways A and B. Our main approaches are analysing, monitoring and documenting abuses and human rights violations, setting up effective safety and security strategies, advocating for improved women and human rights protection and ensuring access to justice for impacted communities and (W)EHRDs. The documentation of rights violations is also partly captured under Pathway A (IP&LCs).

Women participating in the walk for water for Atewa Forest in Ghana.  
Photo by A Rocha Ghana



The issue of shrinking civic space and violence against (W)EHRDs remains an ongoing concern for the FfJF programme, our partner CSOs and IP&LCs around the world. All GLA partner countries are either obstructed (**Bolivia, Ghana, Liberia, Indonesia and Malaysia**), repressed (**Colombia, DRC, Cameroon, the Philippines, Uganda**) or completely closed (**Vietnam**). In 2022, **Colombia** was the deadliest country in the world for environmentalists and the **Philippines** was the deadliest Asian country, according to [Global Witness](#).

Opening up civic space and protecting (W)EHRDs against threats and violence is a key part of the GLA programme. In all countries our CSO partners invest in monitoring, documenting and reporting human rights violations and strengthening coalitions and networks to jointly speak up and stand up against violations. The JET and CRDD thematic programmes and WECF/GFC help to bring the stories of (W)EHRDs to regional and global platforms. FoEI supports GLA partners through their internationalist solidarity system (ISS) and IUCN NL will continue the work with Protection International (PI) to train IP&LC communities in GLA landscapes in Bolivia, Ghana, Uganda, the Philippines and Indonesia to develop and implement their own territorial/community protection plans, and organise learning exchanges between GLA partners CSOs that were already trained by PI.

### Influencing policies and laws

At national, regional and international level, GLA partners use lobbying and advocacy to develop and improve agreements, policies and laws to support civic participation and protect (W)EHRDs. In 2024, Milieudefensie and IUCN NL, in collaboration of technical partners (FERN and GFC) aim to ensure that **EU and Dutch national regulation on corporate sustainability due diligence** includes strong wording on human rights, climate (in line with the OECD guidelines and Paris Agreement), deforestation, gender and the financial sector and gives (indigenous) communities increased possibilities to hold companies accountable.

In **Southeast Asia**, IUCN NL with APNED will initiate stakeholder engagement on the ASEAN environmental rights framework. Unlike in Latin America where the Escazu Agreement exists, the Asia Pacific has no regional mechanism to provide an enabling environment to (W)EHRDs in the region. It is in this context that ASEAN formed a working group on environmental rights through the ASEAN Intergovernmental Commission on Human Rights (AICHR). This working group aims to develop a regional framework which will be submitted to the AICHR for further discussion for consideration and eventual adoption of the ASEAN member states. APNED aims to ensure the meaningful participation of (W)EHRDs in the above process. In **South America** IUCN NL and partners aim to continue working on Escazu, especially to let countries that have signed, but not yet ratified Escazu, especially Brazil, stay connected.

To protect CSOs from strategic lawsuits against public participation (SLAPP), the CRDD thematic programme supports GLA CSO partners in lobbying for strong anti-SLAPP legislation, particularly in Asia. In **Indonesia** the anti-SLAPP legislation was improved in 2023. In 2024, Walhi will strengthen community knowledge of anti-SLAPP policies.

In **Ghana**, GLA partners will undertake a legal analysis for the proposed non-profit organisation (NPO) bill with support from experts and submit a position paper on the NPO bill, highlighting CSO concerns to the Ministry of Gender and Social Protection and the NPO secretariat that are responsible for the development of the bill.

Gaia Amazonas, **Colombia**, will implement the Amazon Above All advocacy campaign, which aims to mobilise civil society engagement, focusing on the protection of the flying rivers of the Amazon, on which the regulation of the continental water cycle depends. This is one of the life support systems that the region north of the Amazon river guarantees, as this is the largest and best-preserved tropical forest continuum in the world, and the water cycle highly depends on rain induced by trees. This campaign promotes the engagement of indigenous peoples in policy development and implementation, building on the understanding that it is the knowledge, governance and management systems of indigenous peoples, in practice, that guarantee an ecologically, socially and culturally connected Amazon, and this in turn guarantees the water supply in Andean cities, inviting civil society to engage actively and offering safe spaces to engage.

The **UN binding instrument on business and human rights** is of great interest to the FfJF

programme, but its development is slow. In 2024 it will be 10 years since a UN intergovernmental working group has been mandated to elaborate on the treaty, aimed at setting rights obligations for transnational corporations and other business enterprises. The Asian regional collaboration group will support the partners in Asia in lobbying and advocacy for NAPs on business and human rights.

## Civic space report

In 2023, the GLA developed a civic space report with input from partners in all GLA countries. The MTR concludes that the recommendations are solid and should be put into action, leading to their MTR recommendation #1 (prioritise and implement recommendations from the 2023 civic space survey). In 2024, the alliance will present a simplified version of the report externally and will present the findings in a targeted session with interested departments of the Ministry of Foreign Affairs and embassies. Additionally, the GLA will set up a task force to discuss the recommendations from the civic space report and operationalise those that are prioritised. These could include some of the following:

- share information and provide support for accessing emergency funds
- continue, and where relevant, intensify engagement of country partners with Dutch embassies and other diplomatic agencies in their countries of intervention
- further develop/strengthen partner and IP&LC risk management and protection plans, including the use of modern technologies
- provide capacity building and resources to pursue the viability of accessing regional jurisdictions for case filing and advocacy and accessing other regional intergovernmental platforms
- continue engaging the civic space survey consultant and conduct country-focused discussions to implement country-specific recommendations.

## Inclusion, gender equality and youth involvement

All countries, partners and thematic programmes implement activities and strategies to enhance inclusivity and involve women and youth. Strategies include ensuring meaningful participation of youth, women and other underrepresented groups (intersectional approach) in all activities, leadership development and ensuring their voices are heard in advocacy messages as well as opening up discussions and reflections on power dynamics. This also implies an active recognition and inclusion of IPs knowledge and practices for forest ecosystem restoration and biodiversity conservation (de-colonial approach). Relevant indicators of the FJF programme are disaggregated by ethnicity, gender and age to monitor inclusivity. The GLA alliance has committed to integrate a systemic, intentional and long-term twin-track approach to pursue gender transformation in its work, comprising gender mainstreaming (ensuring that GLA's interventions are inclusive and promote gender equality) and women's empowerment (targeted interventions to engage (young) women, supporting their specific needs, and investing in their voices and leadership). A gender hub (gender working group – see below) has been established with representatives of all GLA members, facilitated by WECF/GFC.

The MTR recognises the efforts that have been taken so far when it comes to gender and inclusion and recommends continuing this work and strengthening it, where relevant. In 2024, the specific recommendations for further strengthening the gender, youth and inclusion focus (MTR recommendations 5 A-D) will be implemented. The GLA will work with WECF/GFC and their network partners, while reviewing their input, roles, modalities and effectiveness in some countries (recommendation 5A). It will also try to address recommendations 5B-D using the **organisational gender action plans** (OGAPs) as the linking pin between the three. Greater efforts will be made in 2024 to continue to implement the OGAPs but with greater focus on programming and community-level engagement/activities and lobbying and advocacy (recommendation 5C), with the support of WECF/GFC and their in-country gender technical partners and consultants. WECF/GFC will also develop flexible and adaptable guidelines, acknowledging that no one method suits all, for the GLA partners to support with gender budgeting as this was identified as a key challenge.



A young Bolivian couple at the entrepreneurship event "Challenge for the Future of the Forests." Photo by Miguel Manchego, IBIF TBI

In 2024, (young) women are supported in all countries to participate effectively in decision making by conducting training and workshops, improving systems and structures and strengthening women's organisations. For example, in **Uganda**, the programme aims for a 20% increase of women membership in collaborative forest management (CFM) and CBOs and a 10% increase of women in leadership roles. In **Asia**, NTFP-EP provides small grants to women groups through the Pastor Rice small grants facility (PRSGF) to strengthen their position, and supports partners in implementing a gender transformative approach. In **Malaysia** and **Vietnam** it is recognised that the voice of women gets stronger if they make an income. The programme support to women-led micro businesses (Vietnam) and agroforestry coffee farms (Malaysia) also contribute to their increased influence and power. In **Colombia**, Gaia Amazonas uses the situated gender focus approach, working on strategies for women to exercise self-government, especially in 10 indigenous territories that are in transit to become indigenous territorial entities. In the first half of 2024, the sixth meeting of women of the Northeast Amazon will take place. A self-assessment tool will be used at this event to compare the goals of women's organisations with the progress made so far. The **CRDD programme** will pay specific attention to training female local forest monitors. In 2023, Milieudefensie, Friends of the Earth Argentina and FoEI successfully organised a **Feminist Just Energy Transition** conference in Argentina. In 2024, JET will continue building on the results of this meeting to ensure a transformative gender perspective is integrated in our international JET advocacy and campaigning work.

**WECF/GFC** will support partners to apply a gendered advocacy approach for forest/biodiversity restoration and conservation by developing guidelines to analyse and include gender in the EUDR (business sector). Also, WECF/GFC will contribute to the MTR recommendation of sharing more IP&LC voices in reporting by developing storytelling knowledge products (publication and/or podcast series) based on the Her Story of Change concept. This would be a collection of in-depth stories of IP&LC women's experience in forest governance across the GLA countries.



## 5. Global alliance coordination and collaboration in 2024

Feminist Participatory Action Research in Sinar Kuri village in Indonesia.  
Photo by Irpan Lamago, Trobenbos Indonesia

The GLA (global) coordination facilitates alliance-level collaboration and provides support to all alliance members and technical partners in 2024, as well as to all the CSOs in the different GLA countries and LGL thematic programme teams. The global coordination team consists of a small GLA central coordination team that works closely with the supervisory board (SB) and the programme coordination group (PCG). Jointly, and from their different roles within the alliance, they help to steer, coordinate and guide the programme. In addition, the programme has a number of working groups that also support and advise the above committees to ensure the mainstreaming of their core areas of expertise, mainly: finance working group (FWG); planning; monitoring; evaluation and learning (PMEL); gender hub (GH); integrity working group (IWG) and the communications working group (CWG). The following sections provide a brief overview of the work that the GLA alliance plans to carry out at the global programme level.

### Planning and reporting

In 2024, the following reports and plans will be developed.

Planning & reporting requirements	Period covered	Deadline
IATI periodic updates (per partner)	1 Jan - 31 Dec 2023	Apr 30 2024
Annual narrative and financial progress report	1 Jan - 31 Dec 2023	1 Jun 2024
Annual audit opinion and audit report together with report of findings	1 Jan - 31 Dec 2023	1 Jun 2024 (extension requested to July 2024)
Annual plan and budget	1 Jan - 31 Dec 2025	1 Dec 2024

Over the course of the year, the GLA will start to discuss and develop the terms of reference for the endline evaluation. Also, in 2024 we will start discussions on our exit strategy to move the agenda forward beyond 2025.

## GLA learning and exchange

### Exchange and learning space (ELS) to continue in 2024

At the global level, the **GLA exchange and learning space (ELS)** that was set up in 2022, carries out monthly learning sessions that are open to everybody involved in the FfJF programme. The sessions, initiated and hosted by TBI, provide the opportunity for interested people to come together, give updates and catch up on the programme in general. In addition, one hour is always dedicated to a learning topic. At the 2024 planning stage, GLA working groups, country teams and organisations working on specific policy dossiers proposed some options for next year (to be confirmed during the year based on interest):

- How GLA's work connects with the SDGs, and advocacy opportunities within the 2030 agenda (particularly as linked to the review in 2024 of SDG 13 on climate action).
- How to lobby at a UNFCCC COP: oriented to CSOs that will be attending COP29 and 30. Or for those that will not attend, on in-country lobbying (led by partners working on the UNFCCC and NDC policy dossier).

### MTR management decision I: Focus on learning in response to recommendation #6, as well as an overarching programme strategy

MTR recommendation #6 proposed to **develop and deliver on a learning agenda within the alliance**. In effect, although learning has always been encouraged within the programme at the different levels, it is largely based on the capacity building needs and interest of partners at the country and/or regional level.

During the second half of the programme, the alliance has decided to give greater focus to learning as an overarching programme strategy. In addition to recommendation #6, learning can also be used as a strategy for a number of other recommendations, particularly programmatic recommendations #1 (civic space) and #2 (LGL) and recommendations related to inclusion, gender equality and youth (5B-C), providing learning and sharing opportunities on topics that are key to the programme. Additionally, it will also provide the opportunity to address through learning recommendations #10 (strengthen links between implementing partners and the governance structures of the alliance) where joint learning and sharing of experiences could be used as the link to bring country coordinators and others together. And potentially some of the other recommendations too.

In 2024, learning and exchange will take a two pronged approach. We will continue to collaborate to strengthen the internal capacity of alliance members and local partners and enhance opportunities for (face to face) joint learning at all levels, largely through tailor-made capacity strengthening. Up to now these exchanges have mostly taken place at the country level, between GLA CSOs and/or networks based in a specific country or region (particularly in SouthEast Asia) or working within one of the LGL thematic programmes. This will continue to be the case. For example, in Colombia, partners will learn from each other through joint advocacy as well as promoting gender and intersectionality. As part of this, the newsletter Transformative Gender and Lessons Learned in Colombia will be published. In SouthEast Asia, there will be regional learning sessions on NDCs, ICCAs and sustainable livelihoods and food sovereignty. JET Africa will organise a meeting at the end of 2024 to exchange experience and prepare for joint advocacy on critical raw material mining.

On the other hand, the alliance has agreed to focus on one to two topics (impact driven, action orientated, integrated in existing work), ideally linked to topics that will be addressed within the other recommendations (e.g. LGL, civic space, gender). TBI will take the coordination role in the implementation of this recommendation by bringing in a part-time learning facilitator/knowledge manager to provide some additional support and guidance. In addition, a working group or taskforce will be created for each learning theme that is finally selected. The taskforce would be responsible for defining what methodology is best suited for each topic and what space to use to bring together interested parties. This could include virtual learning, F2F encounters linked to a specific topic, south-south exchanges based on synergies identified by partners, etc.



An initial brainstorm, also based on review of learning interests taken from the country annual plans, led to some container-type learning themes based on the pathways in the GLA ToC from which the one or two topics could be selected in 2024 Q1:

- (i) IP&LCs (CRDD, Pathway A, barriers and solutions to gender/inclusion, sustainable livelihoods, etc.)
- (ii) Drivers of deforestation (Pathway B, agri, mining, JET, etc., solutions, legislations)
- (iii) Civic space (Pathway C, strategic exchange of CS experiences, practical exchange on how to implement baseline recommendations)
- (iv) Climate and biodiversity (climate effect in countries, UNFCCC, CBD).

Other container topics may arise after consultation with country coordinators and CSOs.

Inclusion, gender and youth will be integrated in the learning topic(s) that are finally selected. Additionally, elements that are standalone can be addressed using a community of practice approach, already underway on an initiative from the gender hub.

### Other learning initiatives

Alliance partners that coordinate and/or participate in learning platforms with their own country partners and/or external networks will continue to promote learning through them. For example, TBI will continue to run the collaborative learning initiative that aims to promote landscape learning between power of voices partnerships. Over the course of 2023 it was included as the landscape learning platform under the covenant of the Ministry of Foreign Affairs (DGIS) and the Dutch and the Netherlands Environmental Assessment Agency (PBL). In 2024, more learning sessions will be planned of which outcomes are documented and used for PBL policy briefs to advise DGIS on their development policy with a special focus on landscape approach. A website, hosted by PBL, is under development.

Although originally foreseen for 2023, TBI and IUCN NL postponed the revival of the Dutch *Bossenoverleg* to 2024. This platform aims to bring together civil society, government and private sector actors for dialogue, consensus building and coherence purposes. It functions as a sounding board for relevant policy developments, especially those on the EU agenda.

## Vision on Collaboration and Equity

The GLA vision on collaboration and equity (VoCE) is a key cornerstone of the approach the GLA takes to collaboration and programme implementation. This will continue to be the case in 2024.

Additionally, the alliance will finalise the review of the GLA governance document and ensure to integrate the input from the MTR, mainly recommendations #10 (streamline and consolidate the governance and advisory structures of the alliance) and #11 (strengthen links between implementing partners and the governance structures of the alliance).

On this last point in particular, in 2024, the alliance will explore the interest of country coordinators to create an ad hoc working group for the remaining two years of the programme and in what capacity. If there is interest, the alliance will discuss in what capacity and try to identify issues of common interest going forward. Lessons learned in how it operates could inform the creation of a more permanent structure in a future GLA programme.

## GLA risk assessment (including SEAH) and mitigation plan

During 2024 planning, the GLA team reviewed the risk assessment of the FfJF programme based on the version developed for the programme document and updated in the annual report 2022. The team concluded the risks identified remain valid, including those related to contextual risks around armed conflict and shrinking civic space. The mitigation strategies continue to be relevant and will continue to be used by the

alliance next year. Currently, there are no new or unforeseen risks that need specific attention.

The team has not (yet) encountered the identified risks related to the implementing organisations, including the risk of sexual exploitation, abuse and sexual harassment (SEAH), and risks related to the use of technology and data. As in previous years, these potential risks will continue to be monitored and prevention measures are installed.

Partly as a follow-up to interest generated by two ELS sessions in 2023 on SEAH prevention, several countries have decided to conduct additional training in 2024. In **Indonesia**, the Indonesian gender team will conduct a training to strengthen the understanding of all partners on SEAH. In addition, a GLA SEAH policy will be developed. In the **Philippines**, a child and youth protection training will be organised for all partners.

## (Global) programme collaboration with other institutions and organisations

### Collaboration with the Ministry

Meetings with the different departments of the Dutch ministry including IGG, DSO and others, take place on a regular basis to provide updates and discuss any issues that require joint reflections or decisions. An annual policy dialogue will take place in March/April 2024 based on an agenda defined jointly with the ministry and will likely allow some follow-up to discussions from the previous policy dialogues and other meetings.

There is agreement to have at least two follow-up virtual or hybrid meetings in the first half of 2024. The first, on civic space and the growing threat to (W)EHRDs, based on key findings taken from the GLA civic space report. The second, on the EU deforestation regulation and implications of its implementation in tropical countries and regions. Other departments of the ministry may be invited as well as some staff from the embassies of GLA countries.

### Collaboration with embassies of the Kingdom of the Netherlands

In all countries, the GLA partners attempt to remain in close contact with the local embassy of the Kingdom of the Netherlands (EKN), be it in or outside the country where the GLA is active. Also in 2024, the aim is to provide regular (at least annual) updates on the plans and strategies of the programme within that country or when a specific issue arises that EKN can help with. The programme also intends to participate in meetings and events relevant to the programme aim and scope organised by embassies.

In particular, Colombia, DRC and Uganda have indicated plans to further strengthen collaboration, particularly in relation to enhancing the safety and security of (W)EHRDs. In DRC, a photo exposition is foreseen in collaboration with the Dutch embassy.

### Collaboration with other organisations and alliances in the Netherlands

Aside from working in the many local, regional and international platforms indicated throughout the report, the programme collaborates with other Dutch stakeholders. The GLA will continue to participate in the quarterly coordination meetings with the other strengthening civil society (SCS) climate alliances. All Dutch members are also part of the Partos network.

## Internal programme collaboration

The GLA (global) coordination facilitates alliance-level collaboration and provides support to all alliance members and technical partners in 2024, as well as to all the CSOs in the different GLA countries and LGL thematic programme teams. The global coordination team consists of a small GLA central coordination team that works closely with the supervisory board (SB) and the programme coordination group (PCG). Jointly, and from their different roles within the alliance, they help to steer, coordinate and guide the programme. In addition, the programme has a number of working groups that also support and advise the above committees to ensure the mainstreaming of their core areas of expertise, mainly: finance working group

(FWG); planning, monitoring, evaluation and learning (PMEL); gender hub; integrity working group (IWG) and the communications working group (CWG). The following sections provide a brief overview of the work that the GLA alliance plans to carry out at the global programme level.

### GLA PMEL working group

Following the MTR in 2023, the PMEL working group will use the first half year of 2024 to follow up with the MTR recommendations related to PMEL. This follow up will be further refined at the end of 2023 and the beginning of 2024, but will focus on:

- strengthening qualitative data collection for communication and learning
- reviewing the monitoring and reporting burden for different partners and assessing alternative ways of reporting to reduce burden, without risking under-reporting
- identifying ways for better representation of IP&LC voices in reporting.

In addition, the PMEL working group will work towards the regular planning and reporting requirements in 2024. During Q1 and Q2, GLA will support country partners with gathering and analysing data for the annual report 2023. This includes organising an outcome harvesting refresher training. In Q3 and Q4, the annual planning for 2025 will take place, and preparations for the endline report will start.

### GLA gender hub

The gender hub consists of representatives from all six alliance members and the technical partner WECF/GFC. The hub meets every two weeks and is responsible for formulating a strategic approach to gender and integrating this into the programme's strategic framework (plans, monitoring models, budgets, etc.).

In 2024, the gender hub will continue to support the programme on all issues related to inclusion and gender, and will further explore how to engage more broadly with CSOs implementing the programme in-country. It plans to host a community of practice to open up the option to participate in the hub to a larger group of organisations within the GLA to discuss issues related to gender, youth and inclusion.

### GLA integrity working group

Following the short capacity building offered to the IWG and country coordinators in 2023, the plan for 2024 is to pilot a moral judgement training with a select group of country coordinators or other in-country staff. On the basis of the pilot, the IWG can further consider the ways in which a moral learning process could serve the alliance.

The training in moral judgement usually takes one full day or two-half day sessions online. In the first part of this training, we discuss what integrity within an organisation means and why it is specifically important for this alliance. The group then discusses and learns the conceptual framework for making decisions that are in accordance with justice. Any misconceptions concerning the concept of justice are resolved and a broad working definition of the term is formulated. In the second part of the training, the participants learn to use a seven-step method that enables them to assess whether their own decisions are morally right, or in other words, in accordance with justice. At the core of this method is a careful weighing of the rights and interests of all stakeholders who will be affected by the decision. The training is interactive and participants work with real-life case studies that they contribute. These cases may involve past decisions they have taken or decisions they are yet to make.

### GLA communication working group

Some communication activities have already been agreed for next year: a short brief will be developed to provide external readers with an overview of the main MTR findings; during the annual report development, stories of change from the programme will be collected taking into account the MTR recommendations and shared externally, also via the GLA website. The working group will also review the GLA website and discuss if/how to improve it for the benefit of all alliance partners and members.



Representatives of GLA alliance members and partners trekking through the Tinipak River and Rock Formation in Rizal, Philippines. September 2023. Photo by Jon Robin Bustamante, NTFP-EP Asia.



## Section II

# Annual budget and narrative

The Amazonian Colombian region contains the macroterritory of the Yuruparí Jaguars, which includes the Indigenous territories of Pirá Paraná, Yaigojé-Apaporis, Mirití Paraná and Tiquié, who share the same cultural affinity.

Photo by Felipe Rodríguez- Fundación Gaia Amazonas

## 1. Introduction

The 2024 financial plan of the GLA as requested by the ministry is found in [Annex A](#). This includes the annual budget 2024 (A.1); per pathway (A.2); per country (A.3) and country/pathway (A.4). The budget is presented in relation to the approved budget for 2024 included in the revised five-year budget formally approved by the Dutch Ministry of Foreign Affairs (MoFA) on 7 March 2022.

**Per pathway:** All activities and projected expenditures correspond to one of the three core programme pathways or to the coordination of the programme:

- Pathway A: Indigenous peoples and local communities (IP&LCs).
- Pathway B: Drivers of deforestation.
- Pathway C: Civic space.
- Organisational coordination.

**Per country:** All activities and projected expenditures are also reported along the following divisions:

- Per country: GLA work at the country level.
- Regional, international and thematic: GLA work at the regional and international level.
- Organisational coordination: GLA coordination, administrative and PMEL costs.

The budget for 2024 is impacted by the results of the mid-term review that took place in 2023. Next to the MTR, the alliance undertook an exercise to provide insight on the expected spending for 2023 to be able to absorb any remaining funds from previous years in the last two years of the project, but also propose a realistic budget for 2024, including a follow up of the MTR recommendations. These have been taken into account in the budget presented in Annex A and summarised below

This report will provide an overview of the financial plan 2024 (section 2) and explanations for deviations with respect to the approved budget (section 3).

## 2. The Summary AP 2024 budget

The consolidated budget for the alliance for 2024 is EUR 10,222,655. This is 10% higher than what was estimated in the five year approved budget.

The total budget is allocated across the four result areas as follows: Pathway A: 33%; Pathway B: 37%; Pathway C: 18%; and coordination: 12%. This shows only a small shift when comparing the budget to the initial five year approved budget, where Pathway B was budgeted with a 32% share of the budget. As Pathway C and coordination is at the same level compared to the initial five year budget, the shift mainly comes from Pathway A: IP&LC, which was budgeted initially with a 36% budget share.

Table 1 provides a breakdown of the budget per partner and compares the 2024 budget with the initial approved budget for 2024. As shown in this table 1, Tropenbos International, SDI and GLA central coordination budget have significant variances from their approved 2024 budget. An explanation for this is included in section 3 of this report.

Table 1 - GLA budget 2024 by alliance partner

Consortium partner	Approved Budget (€)	Budget 2024 (€)	Variance (€)	Variance %	Budget 2023
Fundación Gaia Amazonas	571,485	<b>571,485</b>	0	0%	1,104,872
IUCN National Committee of the Netherlands (IUCN NL)	1,918,000	<b>1,918,000</b>	0	0%	1,909,000
Milieudefensie	2,416,200	<b>2,703,568</b>	298,972	12%	2,380,000
NTFP-EP	764,400	<b>852,755</b>	88,356	12%	787,700
Sustainable Development Institute (SDI)	286,183	<b>366,183</b>	80,000	28%	280,555
Tropenbos International	2,134,803	<b>2,660,256</b>	525,453	25%	2,132,704
Women Engage for a Common Future (WECF)	724,600	<b>723,996</b>	-604	0%	801,399
Fern	105,432	<b>118,965</b>	13,533	13%	103,428
Central coordination budget	365,700	<b>306,672</b>	-59,028	-16%	510,181
<b>Total alliance</b>	<b>9,286,803</b>	<b>10,222,655</b>	<b>946,653</b>	<b>10%</b>	<b>10,009,840</b>

In section 3 below, clarifications are given for deviations from the originally approved consolidated budget, mainly:

- budget differences of >25% and above 15.000 EUR on budget line level.
- budget differences of >10% and above 15.000 EUR on country level.
- budget differences of >10% and above 15.000 EUR on pathways.

## 3. Budget narrative

The proposed budget for year four is at the same level as the approved budget for year three. Several partners, Milieudefensie, SDI, Tropenbos International and FERN, are proposing a budget that is showing an increase compared to the 2024 budget as included in the initial five-year budget. The proposed higher budget for these partners can be explained by an anticipated increase in implementation, absorbing any remaining budget (underspending) from previous years.

Other partners are proposing a lower budget than the 2023 budget, the difference being the highest for Gaia Amazonas and coordination. For coordination, the MTR took place in 2023, which increased the budget for that year. The 2024 budget for coordination is at the same level as 2021 and 2022.

Gaia Amazonas has a remaining budget from the first two years also, which was planned. During the inception phase of the project it became clear that the current period in the project, after inception and maturation, would probably require more expensive activities than initially anticipated in the five-year proposal budget. Activities that require a robust budget for 2024 include: continuous participation in both CBD and UNFCCC dossiers need capacity and budget to be able to contribute, consolidate input,

inform decision making and follow-up; and MTR related collaboration and coordination actions at national and regional level. There have also been some changes in context that have given the lines of action and processes that Gaia Amazonas implements in the frame of GLA more relevance, making them gain momentum. Political changes in the region were foreseen by Gaia Amazonas with a positive shift towards protection-oriented governments, at least in Colombia and Brazil. These changes have placed the Amazon at the centre of global discussions, making it important for Gaia to have a flexible budget to respond and contribute to scenarios that emerge with short notice, such as the UN water conference and the Presidential Amazon summit, which took place in 2023. Considering that this will continue to take place and to have the capacity to follow-up on recently endorsed agreements in the region, and the emphasis on the importance of the Amazon for planetary wellbeing, Gaia Amazonas has projected a higher investment from GLA in advocacy-related matters for 2024 and 2025.

Tropenbos International's 2024 budget totals EUR 2,660,256 and is EUR 525,453 higher than was included in the initial five year budget, and EUR 527,552 higher than the 2023 budget. Based on the actuals from 2021 and 2022, and the projections for 2023, TBI has an estimated remaining amount from these three years. It is now planned that this will be equally absorbed over 2024 and 2025. The funds for the countries will be equally distributed over the partners and the pathways. Part of the absorption of these remaining funds and a shift compared to the original budget will be used for key MTR recommendations: 1) stepping up efforts on GLA learning; 2) strengthening the efforts on European deforestation regulation (EUDR); 3) budget is allocated to ensure sufficient time and capacity to participate in the gender hub and to support TBI partners in implementing the organisational action plans.

Milieudéfense's budget for 2024 is also higher than the initial budget, and is related to the thematic areas coming up to speed with additional staff hired in 2023. There are some shifts in the country projects, where Milieudéfense has implemented in countries that were originally budgeted with SDI. The country programme in Ghana and part of the thematic work will be managed by SDI in 2024, which is now presented in the budget.

In table 2 below, all significant deviations from the consolidated budget are described.

Table 2 - Deviations original consolidated budget 2024 vs consolidated GLA budget 2024

Country/budget line/pathway	Approved budget	Budget year 2024	Difference %	Explanation
<b>Budget lines (See annex A.1 for the full budget)</b>				
2B Costs of consortium partners	123,000	0	-	This is not budgeted for in 2024
2C: Activity related travel costs	150,712	186,562	24%	Intensified implementation in countries requires more travel than initially planned for
2F: Monitoring, evaluation and auditing	76,548	98,239	28%	MD, SDI, TBI and coordination anticipate more costs than initially planned for auditing and monitoring and evaluation

<b>Pathways (See annex A.2 for the full budget)</b>				
B: Drivers	3,015,215	3,753,148	25%	During the budgeting process it was difficult to estimate the deviations over the different pathways. In reality it is seen that partners allocate more budget towards Pathway B drivers and Pathway C civic space, and less towards Pathway A IP&LC versus the approved budget
<b>Countries (See annex A.3 for the full budget)</b>				
Cameroon	154,369	126,590	-18%	With the involvement of SDI in Cameroon increasing, the MD involvement will decrease. This results in a lower budget for staff, travel and other costs
DRC	448,021	496,224	11%	The increase in the DRC budget is coming from the higher budget for 2024 for TBI, which is also distributed over the countries
Uganda	283,063	389,466	38%	The increase in the Uganda budget is coming from the higher budget for 2024 for TBI. This higher budget is also distributed over the partners, including Ecological Trends Alliance (ETA) in Uganda
Vietnam	282,428	338,946	20%	The increase in the Vietnam budget is coming from the higher budget for 2024 for TBI, which is also distributed over the countries
Regional, international and thematic programmes	3,282,597	3,923,030	20%	The increase in the thematic programmes is mainly driven by MD. Several thematic programmes were originally budgeted with SDI and are now managed by MD

## List of abbreviations

ACHPR	African Commission on Human and Peoples Rights
ADSB	Atradius Dutch State Business
ANA	North Amazon Alliance
ASEAN	Association of Southeast Asian Nations
BHR	Business and human rights
CBD	Convention on biological diversity
CCS	Carbon capture and storage
CED	Center for Development and the Environment
CEDIB	Centro de Documentación e Información
CJE	Climate justice and energy programme
COP	Conference of the Parties
CREMA	Community resource management area
CRSF	Community rights support facility
CRDD	Community rights and deforestation drivers thematic programme
CSDDD	Corporate sustainability due diligence directive
CSO	Civil society organisation
CSW	Convention on the Status of Women
DAKRUCO	DakLak Rubber Company
DGIS	Directoraat Generaal Internationale Samenwerking
DRC	Democratic Republic of Congo
DSO	Directie Sociale Ontwikkeling
ECA	Export credit agency
EHRD	Environmental and human rights defenders
EI	Executive instrument
EKN	Embassy of the Kingdom of the Netherlands
EP	European parliament
EU	European Union
FARDC	Armed Forces of the Democratic Republic of Congo
FBE	Forest-based enterprises
FCLP	Forest and climate leaders' partnership
FERCs	Forest and ecosystem risk commodities
FfJF	Forest for a Just Future
FoE	Friends of the Earth
FoEI	Friends of the Earth International
FoI	Freedom of Information
GBF	Global biodiversity framework
GCRAC	Gerena community rights action committee
GFC	Global Forest Coalition
GH	Gender hub

GLA	Green Livelihoods Alliance
ICCA	Indigenous and community conserved area
IGEY	Inclusion, gender equality and youth
IGG	Inclusive green growth
IP	Indigenous peoples
IP&LC	Indigenous peoples and local communities
IUCN NL	IUCN National Committee of the Netherlands
IWG	Integrity working group
JET	Just Energy Transition thematic programme
KM-GBF	Kunming-Montreal global biodiversity framework
LGL	Local-to-global-to-local
LNG	Liquefied natural gas
NbS	Nature-based solutions
NDC	Nationally determined contributions
NTFP-EP	Non-Timber Forest Products - Exchange Programme
MoFA	Dutch Ministry of Foreign Affairs
MTR	Mid-term review
MWSS	Metropolitan waterworks and sewerage system
OECM	Other effective area-based conservation measures
PCG	Programme coordination group
RE	Renewable energy-related
RSPO	Roundtable on Sustainable Palm Oil
PMEL	Planning, monitoring, evaluation and learning
PRSGF	Pastor Rice small grants facility
SB	Supervisory board
SCS	Strengthening civil society
SDG	Sustainable Development Goal
SDI	Sustainable Development Institute
SEAH	Sexual exploitation, abuse and sexual harassment
SOP	Standard operating procedures
TBI	Tropenbos International
ToC	Theory of Change
UNBT	UN binding treaty on transnational corporations and human rights
UNFCCC	United Nations framework convention on climate change
UPR	Universal periodic review
VSF	Visa facilitation services
WALHI	The Indonesian Forum for Living Environment
WARSI	Komunitas Konservasi Indonesia
WECF	Women Engage for a Common Future
(W)EHRD	(Women) environmental human rights defendersMWSS



The opening ritual during the third day of the JET & Feminism Conference held September 2023 in Buenos Aires.  
Photo by Milieudéfensie.



# List of Annexes

## Annual Plan 2024

### A. Financial plan 2024

1. Annual plan 2024 budget
2. 2024 budget per pathway
3. 2024 budget per country
4. 2024 budget per country per pathway

### B. Overview of countries, partners and landscapes (updated for AP 2024)

### C. Brief summary country and regional plans 2024

1. Asia regional plan
2. Bolivia
3. Cameroon
4. Colombia
5. The Democratic Republic of Congo
6. Ghana
7. Indonesia
8. Liberia
9. Malaysia
10. The Netherlands
11. The Philippines
12. Uganda
13. Vietnam

### D. Brief summary local-to-global-to-local (LGL) thematic programmes plans 2024

1. Just Energy Transition (JET)
2. Community rights and deforestation drivers (CRDD)

### E. Brief summary local-to-global-to-local policy dossiers 2024

1. United Nations Framework Convention on Climate Change (UNFCCC)
2. EU deforestation legislation
3. Convention on biological diversity (CBD)

### F. GLA Management response to MTR recommendations (short version)

## Annex A: Financial plan 2024

### Annex A.1. Annual plan 2024 budget with respect to 2024 budget approved by DGIS in January 2023

By Year		Budget 2024 (based on revised budget Dec 22, 2021)	Budget 2024 (received from partners)	Difference	Difference %
<b>I. Direct staff costs</b>					
A. Staff costs	<b>Total</b>	€ 2,113,112	€ 2,217,407	€ 104,295	5%
B. Local staff costs	<b>Total</b>	€ 11,430	€ 11,430	€ 0	0%
C. Consultants and advisers	<b>Total</b>	€ 0	€ 102,988	€ 102,988	
<b>Subtotal I</b>	<b>Total</b>	€ 2,124,541	€ 2,331,825	€ 207,283	10%
<b>II. Other direct programme costs</b>					
A. Activity costs	<b>Total</b>	€ 5,763,970	€ 6,460,571	€ 696,602	12%
B. Costs of consortium partners and local NGOs	<b>Total</b>	€ 123,000	€ 0	-€ 123,000	-100%
C. Activity-related travel costs	<b>Total</b>	€ 150,713	€ 186,562	€ 35,849	24%
D. Project office costs (if applicable)	<b>Total</b>	€ 8,200	€ 8,200	€ 0	0%
E. Equipment and investments	<b>Total</b>	€ 18,715	€ 15,515	-€ 3,200	-17%
F. Monitoring, evaluation and auditing	<b>Total</b>	€ 76,548	€ 98,239	€ 21,691	28%
<b>Subtotal II</b>	<b>Total</b>	€ 6,141,145	€ 6,769,088	€ 627,942	10%
<b>III. Overheads / indirect costs</b>					
Overhead/Indirect costs	<b>Total</b>	€ 1,021,116	€ 1,121,743	€ 100,627	10%
<b>Total Budget (€)</b>		<b>€ 9,286,803</b>	<b>€ 10,222,655</b>	<b>€ 935,853</b>	<b>10%</b>

### Annex A.2 2024 budget per pathway

By Result		IPLCs	Drivers	Civic space	Organisational coordination	Total Budget (€)
		A	B	C	D	
<b>I. Direct staff costs</b>						
A. Staff costs	<b>Total</b>	€ 511,217	€ 751,658	€ 278,172	€ 676,359	€ 2,217,407
B. Local staff costs	<b>Total</b>	€ 0	€ 0	€ 0	€ 11,430	€ 11,430
C. Consultants and advisers	<b>Total</b>	€ 6,600	€ 6,600	€ 6,600	€ 83,188	€ 102,988
<b>Subtotal I</b>	<b>Total</b>	<b>€ 517,817</b>	<b>€ 758,258</b>	<b>€ 284,772</b>	<b>€ 770,977</b>	<b>€ 2,331,825</b>
<b>II. Other direct programme costs</b>						
A. Activity costs	<b>Total</b>	€ 2,445,599	€ 2,519,050	€ 1,309,785	€ 186,137	€ 6,460,571
B. Costs of consortium partners and local NGOs	<b>Total</b>	€ 0	€ 0	€ 0	€ 0	€ 0
C. Activity-related travel costs	<b>Total</b>	€ 66,469	€ 65,666	€ 33,366	€ 21,061	€ 186,562
D. Project office costs (if applicable)	<b>Total</b>	€ 3,490	€ 2,399	€ 2,012	€ 299	€ 8,200
E. Equipment and investments	<b>Total</b>	€ 2,038	€ 2,056	€ 1,993	€ 9,429	€ 15,515
F. Monitoring, evaluation and auditing	<b>Total</b>	€ 8,354	€ 4,924	€ 4,122	€ 80,839	€ 98,239
<b>Subtotal II</b>	<b>Total</b>	<b>€ 2,525,949</b>	<b>€ 2,594,094</b>	<b>€ 1,351,279</b>	<b>€ 297,765</b>	<b>€ 6,769,088</b>
<b>III. Overheads / indirect costs</b>						
Overhead/Indirect costs	<b>Total</b>	€ 375,307	€ 401,628	€ 182,282	€ 162,525	€ 1,121,743
<b>Total Budget (€)</b>		<b>€ 3,419,073</b>	<b>€ 3,753,981</b>	<b>€ 1,818,344</b>	<b>€ 1,231,267</b>	<b>€ 10,222,655</b>
<b>Total - Approved budget 2024</b>	<b>Total</b>	€ 3,387,450	€ 3,015,215	€ 1,615,535	€ 1,268,603	€ 9,286,803
<b>Difference</b>	<b>Total</b>	-€ 31,623	€ 738,766	€ 202,799	-€ 37,336	€ 935,852
<b>Difference %</b>	<b>Total</b>	0.9%	24.5%	12.6%	-2.9%	10%



Annex A.3 2024 budget per country

By Country		Bolivia	Cameroon	Colombia	DRC	Ghana	Indonesia	Liberia	Malaysia	Nigeria	Philippines	Uganda	Vietnam	Regional, international & thematic programs	Organisational Coordination	Total Budget (€)
		1	2	3	4	5	6	7	8	9	10	11	12	13	14	
<b>I. Direct staff costs</b>																
A. Staff costs	Total	€ 43,516	€ 0	€ 138,582	€ 45,259	€ 43,516	€ 55,516	€ 182,500	€ 0	€ 0	€ 49,716	€ 41,545	€ 10,549	€ 930,442	€ 676,359	€ 2,217,407
B. Local staff costs	Total	€ 0	€ 0	€ 0	€ 0	€ 0	€ 0	€ 0	€ 0	€ 0	€ 0	€ 0	€ 0	€ 0	€ 11,430	€ 11,430
C. Consultants and advisers	Total	€ 2,829	€ 0	€ 2,829	€ 2,829	€ 2,829	€ 2,829	€ 0	€ 0	€ 0	€ 2,829	€ 2,829	€ 0	€ 0	€ 83,188	€ 102,988
<b>Subtotal I</b>	<b>Total</b>	<b>€ 46,344</b>	<b>€ 0</b>	<b>€ 141,410</b>	<b>€ 48,087</b>	<b>€ 46,344</b>	<b>€ 58,344</b>	<b>€ 182,500</b>	<b>€ 0</b>	<b>€ 0</b>	<b>€ 52,544</b>	<b>€ 44,373</b>	<b>€ 10,549</b>	<b>€ 930,442</b>	<b>€ 770,977</b>	<b>€ 2,331,825</b>
<b>II. Other direct programme costs</b>																
A. Activity costs	Total	€ 377,776	€ 123,230	€ 501,396	€ 383,893	€ 402,636	€ 641,126	€ 120,379	€ 92,836	€ 0	€ 552,629	€ 295,611	€ 294,973	€ 2,496,220	€ 177,867	€ 6,460,572
B. Costs of consortium partners and local NGOs	Total	€ 0	€ 0	€ 0	€ 0	€ 0	€ 0	€ 0	€ 0	€ 0	€ 0	€ 0	€ 0	€ 0	€ 0	€ 0
C. Activity-related travel costs	Total	€ 7475	€ 3,000	€ 20,533	€ 9,975	€ 7,008	€ 8,808	€ 23,468	€ 0	€ 0	€ 10,058	€ 7,642	€ 2,000	€ 65,533	€ 21,061	€ 186,562
D. Project office costs (if applicable)	Total	€ 0	€ 0	€ 0	€ 0	€ 0	€ 0	€ 5,900	€ 0	€ 0	€ 0	€ 0	€ 0	€ 2,001	€ 299	€ 8,200
E. Equipment and investments	Total	€ 0	€ 0	€ 4,286	€ 0	€ 0	€ 0	€ 1,800	€ 0	€ 0	€ 0	€ 0	€ 0	€ 0	€ 9,429	€ 15,515
F. Monitoring, evaluation and auditing	Total	€ 0	€ 0	€ 4,286	€ 0	€ 0	€ 0	€ 5,024	€ 0	€ 0	€ 0	€ 0	€ 0	€ 8,090	€ 80,839	€ 98,239
<b>Subtotal II</b>	<b>Total</b>	<b>€ 385,251</b>	<b>€ 126,230</b>	<b>€ 530,501</b>	<b>€ 393,868</b>	<b>€ 409,645</b>	<b>€ 649,934</b>	<b>€ 156,571</b>	<b>€ 92,836</b>	<b>€ 0</b>	<b>€ 562,688</b>	<b>€ 303,252</b>	<b>€ 296,973</b>	<b>€ 2,571,844</b>	<b>€ 289,495</b>	<b>€ 6,769,088</b>
<b>III. Overheads / indirect costs</b>																
Overhead/indirect costs	Total	€ 53,089	€ 360	€ 106,695	€ 54,037	€ 51,039	€ 83,261	€ 30,185	€ 7,900	€ 0	€ 77,522	€ 41,602	€ 31,515	€ 420,744	€ 163,795	€ 1,121,742
<b>Total Budget (€)</b>		<b>€ 484,684</b>	<b>€ 126,590</b>	<b>€ 778,605</b>	<b>€ 495,992</b>	<b>€ 507,028</b>	<b>€ 791,539</b>	<b>€ 100,736</b>	<b>€ 100,736</b>	<b>€ 0</b>	<b>€ 692,753</b>	<b>€ 389,228</b>	<b>€ 338,946</b>	<b>€ 3,923,030</b>	<b>€ 1,224,267</b>	<b>€ 10,009,840</b>
Total - Approved budget 2024	Total	€ 460,261	€ 154,369	€ 753,862	€ 448,021	€ 504,979	€ 746,465	€ 340,398	€ 93,587	€ 0	€ 668,169	€ 283,063	€ 282,428	€ 3,282,597	€ 1,268,603	€ 9,286,803
Difference	Total	€ 24,423	-€ 27,779	€ 24,743	€ 47,971	€ 2,048	€ 45,074	€ 28,859	€ 7,149	€ 0	€ 24,584	€ 106,164	€ 56,518	€ 640,433	-€ 44,336	€ 935,852
Difference %	Total	5.3%	-18.0%	3.3%	10.7%	0.4%	6.0%	8.5%	7.6%		3.7%	37.5%	20.0%	19.5%	-3.5%	10.1%

Annex A.4 2024 budget per country per pathway

	Bolivia	Cameroon	Colombia	DRC	Ghana	Indonesia	Liberia	Malaysia	Nigeria	Philippines	Uganda	Vietnam	Regional, international & thematic programs	Organisational Coordination	Total budget (€)	
<b>IPLCs</b>																
Approved budget 2024	€ 267,390	€ 60,191	€ 275,021	€ 205,745	€ 151,732	€ 317,961	€ 106,997	€ 40,363	€ 0	€ 308,452	€ 107,860	€ 165,558	€ 1,375,418	€ 0	€ 3,387,450	
Budget 2024	€ 278,582	€ 42,819	€ 406,032	€ 188,829	€ 121,150	€ 352,494	€ 128,661	€ 35,760	€ 0	€ 336,740	€ 185,268	€ 195,358	€ 1,143,973	€ 0	€ 3,419,073	
Difference	€ 11,192	-€ 17,372	€ 131,011	-€ 16,916	-€ 30,582	€ 34,533	€ 21,664	-€ 4,602	€ 0	€ 28,289	€ 77,408	€ 29,800	-€ 231,445	€ 0	€ 31,623	
Difference %	4.2%	-28.9%	47.6%	-8.2%	3.9%	-20.2%	20.2%	-11.4%		9.2%	71.8%	18	-16.8%		-1%	
<b>Drivers</b>																
Approved budget 2024	€ 98,024	€ 60,381	€ 268,701	€ 119,863	€ 235,926	€ 244,819	€ 142,644	€ 27,485	€ 0	€ 221,106	€ 103,453	€ 42,825	€ 1,397,071	€ 0	€ 3,015,215	
Budget 2024	€ 88,387	€ 42,830	€ 179,472	€ 120,489	€ 228,969	€ 249,015	€ 159,850	€ 32,642	€ 0	€ 183,081	€ 137,010	€ 84,364	€ 2,210,977	€ 0	€ 3,753,981	
Difference	-€ 9,638	-€ 17,551	-€ 89,229	€ 626	-€ 6,957	€ 4,196	€ 17,206	€ 5,156	€ 0	-€ 38,025	€ 33,557	€ 41,539	€ 813,906	€ 0	€ 738,766	
Difference %	-10%	-29%	-33%	1%	-3%	2%	12%	19%		-17%	32%	97%	58%		25%	
<b>Civic Space</b>																
Approved budget 2024	€ 94,846	€ 33,798	€ 210,140	€ 122,414	€ 104,444	€ 134,897	€ 90,757	€ 25,739	€ 0	€ 138,612	€ 71,750	€ 74,045	€ 510,108	€ 0	€ 1,615,535	
Budget 2024	€ 117,715	€ 40,941	€ 193,102	€ 186,674	€ 107,336	€ 167,774	€ 120,745	€ 32,334	€ 0	€ 170,433	€ 66,950	€ 56,724	€ 528,080	€ 0	€ 1,818,333	
Difference	€ 22,868	€ 7,144	-€ 17,039	€ 64,261	€ 2,892	€ 32,876	€ 29,988	€ 6,595	€ 0	€ 31,821	-€ 4,801	€ 17,321	€ 17,972	€ 0	€ 202,799	
Difference %	24%	21%	-8%	52%	3%	24%	33%	26%		23%	-7%	-23%	4%		13%	
<b>Organisational Coordination</b>																
Approved budget 2024	€ 0	€ 0	€ 0	€ 0	€ 0	€ 0	€ 0	€ 0	€ 0	€ 0	€ 0	€ 0	€ 0	€ 0	€ 1,268,603	€ 1,268,603
Budget 2024	€ 0	€ 0	€ 0	€ 0	€ 0	€ 2,000	€ 0	€ 0	€ 0	€ 0	€ 0	€ 2,500	€ 0	€ 0	€ 1,224,266	€ 1,231,267
Difference	€ 0	€ 0	€ 0	€ 0	€ 0	€ 2,000	€ 0	€ 0	€ 0	€ 0	€ 0	€ 2,500	€ 0	€ 0	-€ 44,337	-€ 37,337
Difference %															-3%	-2.94%
<b>Total Budget (€)</b>	<b>€ 484,684</b>	<b>€ 126,590</b>	<b>€ 778,605</b>	<b>€ 495,992</b>	<b>€ 484,847</b>	<b>€ 791,539</b>	<b>€ 409,256</b>	<b>€ 100,736</b>	<b>€ 0</b>	<b>€ 692,753</b>	<b>€ 389,228</b>	<b>€ 338,946</b>	<b>€ 3,883,030</b>	<b>€ 1,224,266</b>	<b>€ 10,222,655</b>	
Total - Approved budget 2024	€ 460,261	€ 154,369	€ 753,862	€ 448,021	€ 483,404	€ 746,465	€ 340,398	€ 93,587	€ 0	€ 668,169	€ 283,063	€ 282,428	€ 3,282,597	€ 1,268,603	€ 9,286,803	
Difference	€ 24,423	-€ 27,779	€ 24,743	€ 47,971	€ 1,443	€ 45,074	€ 68,858	€ 7,149	€ 0	€ 24,584	€ 106,164	€ 56,518	€ 600,433	-€ 44,337	€ 935,851	
Difference %	5%	-18%	3%	11%	0%	6%	20%	8%		4%	38%	20%	18%	-3%	10.1%	

## Annex B. Overview of countries, partners and landscapes (updated for AP 2024)

#	GLA Partners	Type of partner	Landscapes (*)/Areas/Regions	# landscapes
<b>Bolivia</b>				
1	Instituto Boliviano de Investigación Forestal (IBIF)	Local implementing partner (TBI)	1) Eco-region of Chiquitania 2) Chaco Pantanal 3) Northern Amazon (Eastern Bolivia).  These landscapes include 6 municipalities, 4 national protected areas and 4 regional (departmental or municipal) protected areas.	3
2	Centro de Documentación e Información Bolivia (CEDIB)	Local implementing partner (IUCN NL)		
3	Asociación para la Conservación, Investigación de la Biodiversidad y el Desarrollo Sustentable (SAVIA)	Local implementing partner (IUCN NL)		
4	Productividad Biosfera Medio Ambiente (PRO-BIOMA)	Local implementing partner (IUCN NL)		
5	Centro de Capacitación e Investigación de la Mujer Campesina de Tarija (CCIMCAT)	Local technical partner - gender (GFC)		
<b>Cameroon</b>				
6	Le Centre pour le Développement et l'Environnement (CED) / FoE Cameroon	Local implementing partner (SDI)	1) Southern part of the Congo Basin rainforest in Cameroon. 2) Kilum Ijim forest in North West region	2
7	Cameroon Gender and Environment Watch (CAMGEW)	Local technical partner - gender (WECF)		
<b>Colombia</b>				
8	Tropenbos Colombia	Local implementing partner (TBI)	1) Northwest Colombian Amazon, also known as the deforestation arc which covers the departments of Caquetá, Guaviare and south of Meta; 2) Northeast Colombian Amazon, which covers the departments of Amazonas, Vaupés and Guainía. 3) Andes Region.	3
9	Gaia Amazonas Foundation	Alliance partner, Local implementing partner (Gaia)		
10	The Foundation for Conservation and Sustainable Development (FCDS)	Local implementing partner (IUCN NL)		
11	Censat Agua Viva / FoE Colombia	Local implementing partner (MD)		

#	GLA Partners	Type of partner	Landscapes (*)/Areas/Regions	# landscapes
<b>Democratic Republic of Congo</b>				
12	Alerte Congolaise pour l'Environnement et les Droits de l'Homme (ACEDH)	Local implementing partner (IUCN NL)	1) Eastern Landscape: Virunga/Kahuzi Biega 2) The central landscape, extending over three provinces: Mongala, Bas-Uele and Tshopo 3) Salonga and Upemba landscape (West DRC).	3
13	Centre de Recherche sur l'Environnement la Démocratie et les Droits de l'Homme (CRED-DHO)	Local implementing partner (IUCN NL)		
14	Fédération des comités des pêcheurs individuels sur le Lac Edouard (FECOPEILE)	Local implementing partner (IUCN NL)		
15	Strong Roots	Local implementing partner (IUCN NL)		
16	Centre d'Education pour la Protection de l'Environnement et Développement durable (CEPED)	Local implementing partner (IUCN NL)		
17	Foyer de Développement pour l'Autopromotion des Pygmées et Indigènes Défavorisés (FDAPID)	Local implementing partner (IUCN NL)		
18	Innovation pour le Développement et la Protection de l'Environnement (IDPE)	Local implementing partner (IUCN NL)		
19	Innovation et Formation pour le Développement et la Paix (IFDP)	Local implementing partner (IUCN NL)		
20	Tropenbos DRC	Local implementing partner (TBI)		
21	Coalition of Women Leaders for the Environment and Sustainable Development (CFLEDD)	Local technical partner - gender (WECF)		
22	Conseil pour la Terre des Ancêtres (CTA)	Local technical partner - gender (GFC)		
23	Programme Intégré pour le Développement du Peuple Pygmée (PIDP)	Local technical partner - gender (GFC)		
24	Common Front for the Protection of the Environment and Protected Areas (FCPEEP)	Local technical partner - gender (WECF)		
<b>Ghana</b>				
25	Tropenbos Ghana	Local implementing partner (TBI)	Eastern region: 1) Atewa Forest  Western-North region: 2) Juaboso-Bia 3) Sefwi-Wiawso	3
26	A Rocha Ghana (ARG)	Local implementing partner (IUCN NL)		
27	Friends of the Earth Ghana	Local implementing partner (SDI)		
28	Development Institute (DI)	Local technical partner - gender (GFC)		
<b>Indonesia</b>				
29	NTEP-EP Indonesia	Local implementing partner (NTEP-EP)	1) Mudiak Baduo (West Sumatra) 2) Ketapang-Kayong Utara (West Kalimantan) 3) Kayan (North Kalimantan) 4) Lariang (Central Sulawesi)	4
30	Sawit Watch	Local implementing partner (IUCN-NL)		
31	Tropenbos Indonesia	Local implementing partner (TBI)		
32	Wahana Lingkungan Hidup Indonesia (WALHI)	Local implementing partner (MD)		
33	Komunitas Konservasi Indonesia - Warung Konservasi (KKI-WARSI)	Local implementing partner (IUCN-NL)		
34	Solidaritas Perempuan   Berdaulat Perempuan Indonesia	Local technical partner - gender (WECF)		
35	Aksi! for gender, social and ecological justice (Aksi)	Local technical partner - gender (sub-contracted by Solidaritas)		
36	Yakkum Emergency Unit (YAKKUM)	Local technical partner - gender (sub-contracted by Solidaritas)		

#	GLA Partners	Type of partner	Landscapes (*)/Areas/Regions	# landscapes
<b>Liberia</b>				
37	Sustainable Development Institute (SDI)	Alliance partner, Local implementing partner (SDI)	1) Southeast (Sinoe, Grand Kru and Maryland Counties) 2) Northwest (Grand Cape Mount, Bomi and Gbarpolu Counties).	2
38	Community Rights Support Facility (CRSF)	Local implementing partner (SDI)		
39	Civil Society Oil Palm Working Group (CSO-OP-WG)	Local implementing partner (SDI)		
40	The Day Light	Local implementing partner (SDI)		
41	Rural Integrated Center for Community Empowerment (RICCE)	Local technical partner, gender (GFC)		
<b>Malaysia</b>				
42	NTEP-EP Malaysia	Local implementing partner (NTEP-EP)	Two landscapes on the northern section of Borneo Island: 1) Sabah (Telupid) 2) Sarawak (regions of Belaga, Apoh-Tutoh, Simunjan, Upper Baram)	2
43	Sarawak Dayak Iban Association (SADIA)	Local implementing partner (NTEP-EP)		
44	Save Rivers	Local implementing partner (NTEP-EP)		
45	PACOS Trust	Local technical partner, gender (GFC)		
<b>Philippines</b>				
48	NTEP EP Philippines (Non-Timber Forest Products Exchange Program)	Local implementing partner (NTEP-EP)	1) Sierra Madre Mountain Range in Luzon, 2) Southern Palawan 3) Northern Mindanao 4) South Central Mindanao	4
49	Institute for the Development of Educational and Ecological Alternatives, Inc. (IDEAS)	Local implementing partner (NTEP-EP)		
50	Environmental Legal Assistance Center (ELAC)	Local implementing partner (NTEP-EP)		
51	Mabuwaya Foundation	Local implementing partner (NTEP-EP)		
52	Alyansa Tigil Mina (ATM)	Local implementing partner (IUCN-NL)		
53	Kitanglad Integrated NGOs, Inc. (KIN)	Local implementing partner (IUCN-NL)		
54	Lilak Purple Action for Indigenous Women's Rights (LIILAK)	Local implementing partner (IUCN-NL)		
55	Samdhana Institute	Local implementing partner (IUCN-NL)		
56	Legal Rights and Natural Resources Center (LRCKSK/FoEPhils)	Local implementing partner (MD)		
57	Forest Foundation Philippines	Local implementing partner (TBI)		
<b>Uganda</b>				
58	Ecological Trends Alliance (ETA)	Local implementing partner (TBI)	1) Albertine Graben	1
59	African Institute of Energy Governance (AFIEGO)	Local implementing partner (IUCN-NL)		
60	Friends of Zoka (FoZ)	Local implementing partner (IUCN-NL)		
61	Action for Rural Women's Empowerment (ARUWE)	Local technical partner - gender (WECF)		
<b>Vietnam</b>				
62	Tropenbos Vietnam (TBVN)	Local implementing partner (TBI)	1) Central highlands. Four provinces in the Dak Lak, Gia Lai, Kon Tum, and Lam Dong.	1
63	PanNature	Local implementing partner (NTEP-EP)		
64	NTEP-EP Vietnam (Non-Timber Forest Products Exchange Programme)	Local implementing partner (NTEP-EP)		
* Definition of landscape (IUCN NL): 'A Landscape is a socio-ecological system that consists of a mosaic of natural and human-made land cover types which provide ecosystem services and development opportunities for a diversity of stakeholders.' Landscape boundaries may be concrete, fuzzy, or nested, and may correspond to watershed boundaries, distinct land features, and/or jurisdictional and administrative boundaries. Thus, a landscape may encompass areas ranging from hundreds to tens of thousands of square kilometres.				

## Annex C Brief summary country and regional plans 2024

### Annex C.1 Southeast Asia regional collaboration Annual Plan 2024 - Forests for a Just Future

#### Introduction

The Asia regional collaboration group composed of the alliance members, technical partner and 26 country partners agreed upon the following four priorities for joint lobby and advocacy, and learning:

1. Extractive, destructive and intrusive projects and programmes: mining, dams, oil palm.
2. Forest governance and tenure rights (FGTR): social forestry and ICCAs.
3. Defending environmental/women human rights defenders.
4. Food sovereignty and community-based livelihoods.

In the 2024 plan, the Asia regional collaboration will focus on awareness raising on improving customary tenure (CT) recognition through regional stakeholder sharing on the ASEAN CT guidelines in the context of climate change; joint learning and advocacy on the LGL topics of UNFCCC NDC and EUDR; strengthening the voices of IP&LCs, women and youth in different international policy dialogues and supporting the protection of (W)EHRDs by increasing capacity on security protection and management.

#### Expected changes in context and risks in 2024

Shrinking civic space and security threats remain major issues in the region. NTEP will facilitate more discussion on the protection of (W)EHRDs including support to develop security protection and management plans. Asian forest areas and their people will continue to be threatened by extractive, destructive and intrusive projects (EDIPP) such as mining, monocropping plantations and mega-dams. The Asian regional collaboration will strengthen its work on ensuring safeguards and customary tenure policies to protect the rights of IP&LCs.

#### Reflection/lessons learned and way forward

For the 2024 implementation, the regional plan has taken most of the MTR recommendations into account. NTEP will allocate funds to strengthen the bridge between local, national and international level as well as joint learning and advocacy, especially on UNFCCC NDC and EUDR topics.

Annual plan 2024	
Pathway A - IP&LCs	
Target outcomes by 2025	Main interventions
ASEAN Ministers on Agriculture and Forestry (AMAF) adopt ASEAN guidelines on customary tenure recognition in forested landscape and they are implemented by ASEAN member states.	Discussion among GLA country partners in Asia on the ASEAN customary tenure guidelines, pilot testing of the CT guidelines, and sharing of best practices and stories in ASEAN countries. Awareness raising on improving CT recognition through a regional stakeholder dialogue on the ASEAN CT guidelines in the context of climate change.
IP&LCs, women and youth participate meaningfully in forest governance and tenure rights at the regional/international level and the Asia Pacific Climate Week (APCW) WFC, NDC, UNFCCC COP, CBD COP, GLF.	Trainer training for CSO forum with participation of GLA FGTR members on community-led action research and application. Participation of IP&LC WY in relevant regional and global events e.g. Asia Pacific Climate Week (APCW), COP29. Learning session with GLA country partners on climate and biodiversity frameworks e.g. UNFCCC, CBD, EUDR. Capacity building for youth leaders.
IP&LC-WY groups have increased knowledge on climate adaptive livelihoods and sustainable management of community-based non-timber forest product enterprises (CBNEs).	One learning session on wild foods and community enterprises for GLA country partners. Provide support to at least one community-based NTFP enterprise per GLA country on marketing or production/technology capacity, networking, HR, financial management.
Pathway B - Drivers of deforestation	
Four GLA countries in Asia will produce national action plans (NAP) on business and human rights (BHR).	Learning sessions on BHR and the status and monitoring of extractive, destructive and intrusive projects and plans in Asia. Sharing of the EDIPP regional briefing paper with GLA country partners. Learning sessions and discussions on EUDR.
Pathway C - Civic space	
GLA regional network supports local campaigns and actions to promote and protect the rights, security and welfare of (W)EH-RDs.	Publish a briefing paper that will gather stories in Southeast Asia, and assess policies and programmes that can support and protect (W)EH-RDs. Learning sessions on security and protection of (W)ERHDs. Support to security and protection management plans of GLA partners in Malaysia.
Gender transformational approach/strategy	
NTFP-EP will continue to provide small grants to women and youth through the Pastor Rice small grants facility (PRSGF). PRSGF provides support to strengthen the capabilities and unify grassroots groups to lobby and advocate for women's rights and the environmental justice agenda, and implement gender just climate solutions.	

Annex C2 - Bolivia Annual Plan 2024 - Forests for a Just Future
Introduction
<p>The region or landscape of focus for the programme comprises the regions of Guarayos, Chiquitania, Pantanal, a portion of the Chaco and southern Amazon and their ecosystem transitions, within the Department of Santa Cruz, Bolivia. It also covers four of the largest protected areas in Bolivia: Kaa Iya (Chaco), San Matías and Otuquis (Pantanal, Chiquitania-Chaco), Noel Kempff Mercado (Southern Amazon transition to Chiquitania), Madidi (Northern Amazon) and their areas of influence.</p> <p>Priority areas for 2024 will be:</p> <ol style="list-style-type: none"> <li>1) forests and water: destruction of landscapes and loss of biodiversity due to agro-extractivism is generating a growing water crisis;</li> <li>2) mining and water: CEDIB and PROBIOMA will organise a big event on this topic in Santa Cruz with the objective of generating an exchange of experiences between communities;</li> <li>3) creation and strengthening of women and youth organisations.</li> </ol>
Expected changes in context and risks in 2024
<p>The year 2024 is a pre-electoral year in Bolivia, which accentuates all the risks and threats to the territories.</p> <p>Among risks and changes identified that could influence the objectives of the programme are:</p> <ul style="list-style-type: none"> <li>• the energy transition is generating a high demand for transition minerals, such as nickel, cobalt and tantalum which are present in the Chiquitania region. This implies a risk in a context where mining regulations in Bolivia are highly pro-mining operations, which have pushed for the removal of social environmental safeguards</li> <li>• the government supports an even more aggressive exploration plan when it comes to the hydrocarbons sector, which will have huge environmental consequences. There has also been increased violence against IP&amp;LCs around extractives projects.</li> </ul> <p>However, there are also some positive signals from judicial sectors, such as the agro-environmental court or the ombudsman's office, which are taking actions in response to the demands of local communities. They could be possible allies to explore in 2024.</p>
Reflection/lessons learned and way forward
<p>The main recommendations jointly identified by country partners during the MTR process are:</p> <ul style="list-style-type: none"> <li>• improve the global scope of advocacy against the drivers of deforestation and generate greater synergy between partners</li> <li>• strengthen actions in the field with greater financial support through development of new funding proposals</li> <li>• Bolivia partners are committed to include spaces for analysis and debate in order to improve the impact of our (joint) advocacy efforts.</li> </ul> <p>Reflections/lessons learned from the implementation in 2023:</p> <ul style="list-style-type: none"> <li>• An important positive reflection refers to increasing space and possibilities for collaboration between IBIF's allies of the indigenous people of Lomerio Women's Organization and decision-making bodies at a higher level such as ORMICH, CNAMIB, and the Autonomous Government of Santa Cruz.</li> <li>• The development of activities formulated directly by affected communities (e.g. on deforestation, aerial spraying and the water crisis) has been a success.</li> <li>• Publicly condemning the effects of mining activities is crucial for shaping public opinion and influencing international organisations in support of environmental protection and indigenous communities. This effort is particularly significant in the medium and long term, building on our communication initiatives from GLA 2015-2020.</li> </ul>

2024 Annual plan		
Long-term outcomes (2025)	Expected outcomes 2024	Action Plan for 2024
<b>Pathway A: Indigenous people and local communities</b>		
<p>The IP&amp;LCs and management committees build up their capacities to strengthen the inclusive and sustainable management of their territories.</p> <p>IP&amp;LCs have the capacity to defend their territories and denounce policies that are contrary to the HRTA and women's rights.</p>	<p>Communities permanently monitor their water sources.</p> <p>Communities are strengthened with quality information and take on processes to confront the advance of the mining frontiers and its impacts on water resources.</p>	<p>Practical workshops for community monitoring of water sources with the objective of addressing private cattle ranching activities which capture and impact water.</p> <p>Meeting on water and mining in Chiquitania, with the objective of strengthening the capacities of communities to resist mining activities through the identification of actors and the production of information.</p>
<b>Pathway B: Drivers of deforestation</b>		
<p>IP&amp;LCs, CSOs and management committees participate in decision-making processes on the development model that affects ecosystems and the rights of peoples and communities.</p>	<p>Partners have quality information on the evolution of agro extractivism (livestock and soy) and its impacts in Bolivia for dissemination in different spaces to inform analysis, debate, training and mass communication.</p>	<p>Recover and deepen the information and research on land use change and impacts on water resources.</p> <p>Document information on livestock in Bolivia with the objective of making its extractivist potential visible.</p>
<b>Pathway C: Civic space</b>		
<p>Bolivian civil society and international organisations recognise the role and needs of HRDs and defenders of women's rights.</p>	<p>CONTIOCAP who supports CSOs, journalists, collectives and other defenders linked to extractive activities strengthen capacities to protect their individual, collective and digital integrity.</p>	<p>Advocacy and strategic litigation training workshops.</p>
<b>Gender transformational approach/strategy</b>		
<p>The Bolivian programme partners emphasise that when talking about indigenous communities, these are excluded groups. In principle the whole community is a marginal actor. The work carried out by the country programme seeks to include them, not only partially in processes, but as actors in debate and decision making. Our work on WEHRDs is focused on fighting against power relations in economic and political settings.</p>		

Annex C3 - Cameroon Annual Plan 2024 - Forests for a Just Future
<b>Introduction</b>
<p>The interventions will focus on forest areas in southern Cameroon and will target the areas around the Dja, Campo and Ebo forest, where large infrastructure building, intensive logging, agro-industries, medium size plantations, especially of cocoa and rubber trees, and small scale gold mining are currently happening. The interventions will keep an eye on other parts of the forest, in the frame of monitoring illegal logging, land grabbing and rights violations.</p> <p>CED builds capacity and advocates with key allies, including NGO networks active on oil palm, land, forest and IP&amp;LCs, as well as gender focused groups and women's groups. RACOPY coordinates work with indigenous peoples and civil society working on IP issues and is a key partner in our programme. Community based organisations, community leaders and activists identified and trained during GLA 2015-2020 continue to be involved in the implementation.</p>
<b>Expected changes in context and risks in 2024</b>
<p>The acceleration of illegal logging, which continues with total impunity is leading to the creation of new logging concessions in places where they were not planned, and where they interfere with communities' rights to land and resources.</p> <p>The Government of Cameroon's position on the protection of biodiversity and the fight against climate change makes the need to develop the country essential in order to pursue the transfer of land, mining and timber exploitation rights.</p> <p>Rising inflation and Cameroon's substantial debt levels have prompted the IMF to revisit the country for public finance management. This scenario is expected to expand the rights allocated to corporations over land, mines and forests, consequently diminishing the available surface area for the local population.</p> <p>The closure of the civic space: rights violations of environmental and land rights defenders are increasing and becoming more violent, affecting more people within communities.</p>
<b>Reflection/lessons learned and way forward</b>
<p>Main recommendations and follow up actions from the Cameroon MTR include:</p> <ul style="list-style-type: none"> <li>• Continue to (historically) document cases, in order to effectively share stories with journalists</li> <li>• Have frequent meetings with the various stakeholders with influence in the country, and not just to call on them when problems arise</li> <li>• Build a relationship of trust in order to receive information from the communities and to be able to work with all the stakeholders</li> <li>• Focus on three issues or campaigns at most, and to see them through to the end. For example, a campaign on forests, a campaign on land issues and a campaign on the protection of environmentalists.</li> </ul> <p>Main reflections/lessons learned from implementation in 2023 include:</p> <ul style="list-style-type: none"> <li>• The role of the project's external partners in the success of the mobilisation has been an important asset, and will need to be strengthened. In 2024, focus will be on greater involvement of traditional chiefs, women and indigenous communities in advocacy</li> <li>• In 2024, more work with the media, particularly foreign media, will be actioned as a means of protecting whistleblowers in Cameroon.</li> </ul>

2024 Annual plan			
	Long-term outcomes 2025	Expected outcomes 2024	Action Plan for 2024
<b>Pathway A: Indigenous people and local communities</b>			
1	The village is recognised as a legal entity by the state of Cameroon, and collectively owns and manages its traditional land under a regime where lands cannot be sold.	<p>Three networks of NGOs support the position, and join the campaign.</p> <p>The parliament and the government are informed of the position.</p> <p>Networks of indigenous people support the position (including pastoralists).</p>	<p>Prepare a consolidated position paper.</p> <p>Support reach out trips to indigenous communities (forest and pastoralists).</p> <p>Organise an advocacy meeting with parliamentarians, civil servants and the media.</p>
<b>Pathway B: Drivers of deforestation</b>			
2	The government stops granting land-based concessions on HCV and HCSA forest areas, and land where communities claim customary rights, without their free prior and informed consent.	<p>The position is widely supported within civil society and communities, and well disseminated by the media.</p> <p>Two pilot cases are challenged, and used to illustrate the challenges and proposed solution. More information gathered and disseminated on illegal logging.</p>	<p>Prepare a consolidated position paper.</p> <p>Select two pilot cases to be monitored and exposed for changes.</p> <p>Present the position paper to the media for dissemination.</p> <p>Continue support to field monitors of illegal logging.</p>
<b>Pathway C: Civic space</b>			
3	The Government of Cameroon recognises the need to project EHRDs and develops a legal framework.	<p>A community system to monitor human rights violations is in place in the south of the Dja reserve.</p> <p>The National Human Rights Commission confirms its commitment to support the business and human rights agenda.</p>	<p>Prepare a joint briefing note with the Central Africa Office of the High Commissioner for Human Rights and disseminate it.</p> <p>Follow at least two cases of rights' violations with the National Human Rights Commission.</p>
<b>Gender transformational approach/strategy</b>			
<p>In 2024, GLA Cameroon will continue to support the young indigenous leaders' association as well as women associations around agro-industries.</p> <p>Additionally, all staff and NGOs involved in the project implementation will be actively informed on the CED gender policy.</p>			

Annex C4 - Colombia Annual Plan 2024 - Forests for a Just Future
<b>Introduction</b>
<p>GLA in Colombia focuses on the Colombian Amazon and the Andean region, recognising their ecological connectivity's significance for ecosystems, species and local populations. Collaborative efforts with indigenous peoples, local communities and peasants are led by Tropenbos Colombia (TBC), Gaia Amazonas Foundation (FGA), Foundation for Cooperation and Sustainable Development (FCDS), and CENSAT Agua Viva.</p> <p>In 2024, the programme prioritises:</p> <ol style="list-style-type: none"> <li>1) strengthening alternatives led by indigenous peoples, Afro-descendants, Campesinado and local communities (IPACLC);</li> <li>2) monitoring socio-environmental dynamics in the Amazon;</li> <li>3) monitoring of political agreements and regulatory frameworks, and lobbying and advocacy.</li> </ol>
<b>Expected changes in context and risks in 2024</b>
<p>In Colombia, there is a strong interconnectedness of environmental, social and political issues and their global implications. Deforestation remains a significant problem, with over 123,517 hectares lost in 2022. The government focuses on compensation instead of addressing root causes. The health of IPACLC is a growing concern, including respiratory diseases in the Andean region and outbreaks of dengue and malaria in the Amazon, linked to climate changes.</p> <p>Conflict dynamics persist in regions like Caquetá and Guaviare, posing human rights risks as armed groups contribute to deforestation. There have been some positive shifts after presidential elections, allowing for a different development model and improved human rights conditions. The inclusion of IPACLC in national plans has been successfully advocated for. Constitutional reforms in 2023 set the stage for agrarian and rural development reform in 2024, considering Amazonian particularities, but there is concern about the increase of carbon market projects, leading to increased investigations and complaints.</p> <p>At the regional level, recently-elected leaders of Amazon countries collaborate through ACTO for Amazon protection. Internationally, the Kunming-Montreal global biodiversity framework was signed, recognising indigenous territories, and the EU passed the anti-deforestation law.</p>
<b>Reflection/lessons learned and way forward</b>
<p>Partners recognise the challenges in Colombia, especially regarding forests, IPACLCs and EHRDs. Deforestation involves complex legal and illegal dynamics and interests at various levels. To address this, partners propose the GLA to facilitate horizontal and vertical collaboration, bringing together diverse partners for articulated initiatives and actions. The MTR highlights the value of shared, in-person events, prompting a recommendation for facilitated knowledge exchange and joint advocacy. The partners will use the LGL work for building inclusive messages and solutions based on diverse experiences, and will strengthen strategic communications for effective advocacy and knowledge management.</p>

2024 Annual plan			
	Long-term outcomes (2025)	Expected outcomes 2024	Action Plan for 2024
<b>Pathway A: Indigenous people and local communities</b>			
1	Position successful territorial governance models of indigenous peoples through multi-stakeholder dialogue platforms.	The North Amazon Alliance (ANA) collaborates with the indigenous peoples of the region to implement a joint regional agenda.	Implement a joint roadmap to protect ecosystem and socio-cultural connectivity in the region north of the Amazon river, involving members of ANA, allies and local organisations. Conduct a regional exchange between indigenous peoples and allies, focusing on indigenous knowledge and territorial management systems. Monitor political agreements at a regional scale.
	IPACLC strengthen their community initiatives and community management models.	Local organisations strengthen their community-based local government models.	Establish participatory educational spaces facilitating the exchange of experiences and knowledge on gender, economics, human rights, youth participation and leadership. Facilitate participatory spaces for designing proposals for ecological restoration of the territory. Foster dialogue and intercultural learning to generate agreements and identify common territorial management goals between IPs and peasants (Campesinado).
<b>Pathway B: Drivers of deforestation</b>			
2	The country has a platform for discussion and debate, focused on the drivers of deforestation, providing input for public policies that address the conflict of land use transformation.	Colombian civil society, political actors and local communities understand the drivers and consequences of deforestation, and develop and implement mitigation plans.	Continue regional dialogues. Contribute to local solutions. Promote awareness and dialogue. Facilitate joint advocacy and working groups. Strengthen alliances.
<b>Pathway C: Civic space</b>			
4	Develop advocacy strategies, focused on structural changes, influencing decision makers and the private sector, to reduce offending tendencies.	Advocacy campaigns addressing pressures and threats, promoting the safeguarding of ecosystem and socio-cultural connectivity.	The Amazon Above All advocacy campaign aims to protect the flying rivers of the Amazon by emphasising ecosystem and socio-cultural connectivity in the region north of the Amazon river. Recognising the vital role of indigenous peoples, the campaign highlights their knowledge and management systems as essential for maintaining an ecologically, socially and culturally connected Amazon. This connectivity ensures the mobilisation of water from the region to the Andean Mountain range, securing water supply for cities.
<b>Gender transformational approach/strategy</b>			
In 2024, there will be a focus on advocacy and capacity strengthening related to women and forests, and an aim to identify joint topics of interest such as REDD+, carbon credits, agrarian reform policies, peace, rural women and drug policies. This year will also focus on the integration of gender in actions addressing deforestation drivers, using methodologies to identify women's roles. Joint advocacy actions within the consortium will highlight gender and intersectionality. Colombian GLA partners will also strengthen their work plans and gender policies in 2024.			

Annex C5 - Democratic Republic of Congo (DRC) Annual Plan 2024 - Forests for a Just Future			
<b>Introduction</b>			
<p>The GLA programme in DRC focuses on three distinct landscapes: the eastern landscape (Virunga/KHB), the central landscape that extends over three provinces (Ituri, Mongala and Tshopo) and the Salonga landscape which is located in the west of the DRC. These landscapes hold large blocks of intact forests that provide vital ecosystem services for eastern Central Africa. These areas contain some of Central Africa's highest levels of species richness, high numbers of endemic species and significant numbers of globally threatened species. The landscapes are also an area of significant poverty, where more than four million inhabitants rely on subsistence agriculture, hunting and collection of forest products. A number of illegal activities are linked to violence and security issues such as illegal mining which is often under the control of illegal armed militias.</p> <p>For 2024, the three priorities are to:</p> <ul style="list-style-type: none"> <li>• encourage, mobilise and raise awareness among IP&amp;LCs to ensure their own representation, map their territory, structure themselves and adopt sustainable strategies to ensure their means of subsistence</li> <li>• organise roundtables, consultations, frank and permanent dialogue between IP&amp;LCs, women, young people and other marginalised groups and protected area managers</li> <li>• carry out popularisation and application campaigns for policies relating to forest management with local and national stakeholders on the management of forests and protected areas.</li> </ul>			
<b>Expected changes in context and risks in 2024</b>			
<p>From 2024 is a post-election period (elections are scheduled for the end of 2023) and there is a worry the new leaders will not understand the Theory of Change of the GLA programme.</p> <p>Also, 2024 will probably see the end of the state of siege in the North Kivu and Ituri provinces. This will be a significant change in power dynamics.</p>			
<b>Reflection/lessons learned and way forward</b>			
<p>The process of acquiring forest concessions by communities as well as the sustainable and inclusive management of community forest resources is a long process and requires sustained support from the project and substantial resources.</p> <p>An exchange of experiences with neighbouring countries could boost advocacy processes in DRC, even if it means adapting the elements to the context of the country.</p>			
<b>2024 Annual plan</b>			
	Long-term outcomes (2025)	Expected outcomes 2024	Action Plan for 2024
<b>Pathway A: Indigenous people and local communities</b>			
1	Women leaders participate in decision making regarding IP&LC territories through forest governance.	Draw inspiration from the Toolbox for Gender Integration document for the development of the gender policy by the implementation partners.	Development of the gender policy by each implementation partner.

2024 Annual plan			
	Long-term outcomes (2025)	Expected outcomes 2024	Action Plan for 2024
<b>Pathway B: Drivers of deforestation</b>			
3	Public authorities, industries in the agri-food and mining sectors, as well as the energy and infrastructure sectors, are controlling deforestation and responding to citizens' concerns regarding the protection of forests and human rights.	IP&LC resilience alternatives are developed to reduce pressure on ecosystems.	Carry out ongoing monitoring, lobbying and advocacy on the drivers of deforestation and the effects of climate change in and around Virunga National Park.  Share monitoring data with other GLA actors and authorities at the local, provincial and national level for decision making in terms of solutions.
<b>Pathway C: Civic space</b>			
5	Influence movements and/or create coalitions and social movements for environmental protection.	Increase the capitalisation of the actions and strategies of environmental and indigenous movements.	Organise broadcasts on the challenges, strengths and weaknesses of environmental defenders and land defenders in the Virunga landscape in terms of climate justice.  Organise a photo expo day of energy conservation and transition in collaboration with the Dutch embassy and the media.
<b>Gender transformational approach/strategy</b>			
As a priority outcome in 2024, GLA CSOs will develop gender policies with reference to the toolkit Towards a Gender-Transformative Organisation shared by WECF. This toolkit highlights how the rights of women, IPs and young people will be respected, as well as their participation and leadership. The technical partners will provide monitoring and guidance to the implementation partners, while strengthening synergistic activities between technical partners and implementing partners. In addition, GLA partners will ensure women, IP&LCs and young people participate fully and equally in activities and that their proposals are taken into account when addressing questions on forests and climate. In 2024, the partners will develop gender policies for each GLA organisation.			

Annex C6 - Ghana Annual Plan 2024 - Forests for a Just Future			
<b>Introduction</b>			
The GLA programme in Ghana has three implementing partners: A Rocha Ghana (ARG), Friends of the Earth Ghana (FoE GH), Tropenbos Ghana and works with the Development Institute (tDI) as gender technical partner. ARG works in the Atewa landscape, while TBG and FoE work in the Juaboso-Bia landscape. In 2024, partners will prioritise independent forest monitoring, where communities will continue to receive both technical and logistical support to monitor and report infractions on relevant natural resources laws. Attention will be given to sharing information with communities on their rights and responsibilities as provided for by the wildlife resources management law. At the national level, advocacy will be prioritised to persuade the non-profit organisation (NPO) secretariat to change sections of the NPO Bill that are restrictive of CSOs operational space.			
<b>Expected changes in context and risks in 2024</b>			
The government announcement of an increase in cocoa prices means more income for farmers. This can result in less motivation for farmers to engage in illegal and forest-destroying activities to support their livelihoods. It could also result in a negative action, though unlikely: farmers realising there is more money to be gained from cocoa per kilogramme, may expand into forest areas to be able to produce more cocoa. Partners will sensitise the local communities in the landscapes to stop encroaching on forest. Also, as Ghana will have national elections in 2024, the government is likely to focus all attention on political engagements at the expense of environmental issues. At this electioneering season, partners will collaborate with other CSO groups to engage the political parties to influence their manifestos and hold whichever party that wins to the content of its manifesto, and will collaborate with other CSOs to influence the manifestos of the political parties to prioritise environmental conservation.			
<b>Reflection/lessons learned and way forward</b>			
In response to the MTR recommendations, it has been noted that the difference in timelines for implementing partners to submit annual work plans makes planning together at the national level difficult. This should be discussed at the alliance level to harmonise timelines for partners and not only for countries. Also, there is a need for alliance partners to revisit their position on whether GLA can provide support for community livelihoods.			
<b>2024 Annual plan</b>			
	Long-term outcomes (2025).	Expected outcomes 2024	Action Plan for 2024
<b>Pathway A: Indigenous people and local communities</b>			
1	At least eight municipal and district assemblies (MMDAs), including traditional leaders, support and implement effective collaboration mechanisms for sustainable and integrated land use planning and natural resource management.	Local communities and CSOs monitor and support enforcement of sustainable logging and responsible mining.	Create awareness and sensitise communities, especially women and youth on the new provision in the Legislative Instrument (LI) 2462 and mining laws and its impact on their livelihoods (Atewa and Juaboso-Bia).  Mobilise CSOs and media to advocate for the effective enforcement of mining/forest laws by the Forestry Commission and other relevant institutions (national level).



2024 Annual plan			
	Long-term outcomes (2025).	Expected outcomes 2024	Action Plan for 2024
<b>Pathway B: Drivers of deforestation</b>			
1	By 2025, the government of Ghana and all development partners commit to sustainable forest management and gender.	Forestry Commission (FC) maintains the protection status of Globally Significant Biodiversity Areas (GSBAs), and gazettes them.	Lobby the FC to keep GSBAs as no go areas for extractive activities (national level). Engage the FC and the Ministry for Lands and Natural Resources to gazette the GSBAs that are not yet gazetted (national level).
<b>Pathway C: Civic space</b>			
1	Environmental CSOs, alliances and networks are actively involved in informed decision making and governance.	The NPO secretariat and the Ministry of Gender and Social Protection (MGSP) make the NPO Bill development process inclusive of CSOs' and CBOs' inputs and interests.	Submit a position paper on the NPO Bill, highlighting CSO concerns to the MGSP and/or the NPO secretariat that are responsible for the development of the Bill (national level).  Lobby the NPO secretariat to integrate CSOs input in the Bill (national level).
<b>Gender transformational approach/strategy</b>			
<p>The programme will help women groups and youth in our landscape to effectively participate in decision-making processes. This will be done through knowledge sharing on pertinent natural resources issues that are the subject of deliberations at decision-making forums. Other stakeholders, especially public institutions, will be engaged to deliberately consider women's needs in meetings, where natural resources decisions are taken and enable their full participation.</p> <p>Attention will be given to women's groups by educating them on issues in the natural resources sector and support them in engaging duty bearers to enforce their rights. From previous learnings, it is noted that women effectively participate in meetings when they are aware of the issues under consideration.</p> <p>With the guidance of the gender technical partner, the Ghana partners have already started implementation of the gender action plans and gender policies to reduce gender biases. Also, partners have internal organisational arrangements for managing SEAH risks although there are some variations among partners. There are reporting and redress mechanisms in place within all partner organisations to reduce this risk.</p>			

Annex C7 - Indonesia Annual Plan 2024 - Forests for a Just Future			
<b>Introduction</b>			
<p>The GLA programme in Indonesia is implemented by Tropenbos Indonesia (TI), Wahana Lingkungan Hidup Indonesia (WALHI), Komunitas Konservasi Indonesia - WARSI (KKI-WARSI), SAWIT WATCH, Non-Timber Forests Product - Exchange Programme (NTFP-EP) Indonesia and technical partners: working group for ICCAs in Indonesia (WGII), Consortium SIKLUS, Consortium ROA and the Indonesian gender team (IGT), consisting of AKSI, YAKKUM and Solidaritas Perempuan. In 2024, the partners will prioritise strengthening IP&amp;LCs in accessing and managing sustainable natural resources, stopping activities that can damage livelihood resources and the environment, and strengthening community protection and environmental activities.</p>			
<b>Expected changes in context and risks in 2024</b>			
<p>In 2024, Indonesia will face presidential and legislative elections. The civil society coalition in Indonesia will monitor this democratic process, including environmental and human rights issues. Political risks in 2024 include changes in policymakers in strategic positions at the national and regional levels. Mitigation is conducted by strengthening relationships and building long-term commitments with the government, including local governments.</p>			
<b>Reflection/lessons learned and way forward</b>			
<p>The concept of enhancing our internal partnership and collaboration for added value was integral to the design phase of the GLA programme. The partners committed to several collective activities, including bi-annual reflection meetings, annual planning and reporting, joint lobbying and advocacy (L&amp;A) efforts for Pathways B and C, and the feminist participatory action research (FPAR). Leadership roles for these joint activities were also distributed among the partners.</p>			
<b>2024 Annual plan</b>			
	Long-term outcomes (2025)	Expected outcomes 2024	Action Plan for 2024
<b>Pathway A: Indigenous people and local communities</b>			
1	National and district governments give approval to village spatial and social data/ information and use them as main references for spatial and development planning.	IP&LCs have mapped their territory and reach agreement with neighbouring IP&LCs.	GLA members will conduct participatory boundary mapping in six villages and land use mapping, involving 20% of women and youth in the process. Members will advocate for the district government to approve the village database as the basis for development and village spatial plans.
2	District government accommodates IP&LCs' territorial interests into the development plan.	Local government (formally) recognises ICCAs (through the issuance of district decision letters) in Lariang, and Ketapang-Nort Kayong by NTFP-EP, WGII and Tropenbos Indonesia.	GLA members will identify indigenous peoples conservation areas (ICCAs) or indigenous forest areas, facilitate ICCA registration and recognition from local governments and strengthen IP&LCs in ICCA management. Further develop policy briefs and collaborate with regional and global bodies on ICCAs. Finally campaigning for Indonesia's ICCA good practices in the CBD forum.
3	IP&LCs market their locally produced commodities.	IP&LCs establish mutual and equal partnership with external actors like the business sector or land-based investors.	GLA partners will strengthen the capacity of IP&LCs and community businesses by preparing business plans, and relevant training for business development.  Partners will also encourage community business groups to mobilise support and local fundraising to work with the private sector supported by the government and other stakeholders.

2023 Annual plan			
	Long-term outcomes (2025)	Expected outcomes 2024	Action Plan for 2024
<b>Pathway B: Drivers of deforestation</b>			
4	The government assists smallholders to comply with standards and certification.	IP&LC smallholder oil palm farmers comply with Indonesian sustainable palm oil (ISPO) in Ketapang-North Kayong and Kayan by Tropenbos Indonesia and Sawit Watch.	GLA partners will identify and map oil palm land in forest areas together with local governments, strengthen the capacity of ISPs to practise good agricultural practices and facilitate ISPs to obtain a cultivation registration certificate and ISPO certification.
<b>Pathway C: Civic space</b>			
5	The (W)EHRD defence network successfully supports (W)ERHDs who are criminalised and prosecuted.	Local facilitators trained through FPAR produce case studies on WEHRD violations and CSOs establish a network of human rights defenders that have fallen victim to criminalisation and violence.	GLA members will conduct capacity building for IP&LC women through FPAR III, strengthen understanding of SEAH, provide citizen journalism training for women and youth and other training relevant to women. Also, they will build and strengthen the alliance of 18 villages experiencing conflicts with companies, including women labour cases.
<b>Gender transformational approach/strategy</b>			
<p>GLA Indonesia members will increase the participation of women and youth through FPAR follow-up and encourage the involvement of women and youth in natural resource management through village institutions (social forestry groups, community business groups, tourism groups, farmer groups etc.) to achieve gender-inclusive and sustainable forest governance and increased participation in group-level decision making and village and regional development policies.</p> <p>Women and youth will be given special space (affirmation) to join village institutions and training to strengthen natural resource governance. This will contribute to local women and youth champions who will be able to voice their interests in various forums including the development policy-making agenda.</p> <p>GLA Indonesia members will continue to implement the gender action plan by strengthening the gender awareness of programme staff and internal gender policies.</p>			

Annex C8 - Liberia Annual Plan 2024 - Forests for a Just Future
<b>Where do we work, the problem we work on and our approach</b>
<p>The priority areas of the country's programme interventions are the southeast and the northwest landscapes of Liberia. In the northwest, the GLA partners work with concession-affected communities in Grand Cape Mount, Bomi and Gbarpolu counties, and in the southeast with concession-affected communities in Sinoe, Grand Kru and Maryland counties. The partners are the CSO oil palm working group (CSO-OP-WG), the community rights support facility (CRSF), Rural Integrated Center for Community Empowerment (RICCE), Liberia forest media watch (LFMW), and the DayLight.</p> <p>In 2024, the Liberia country partners will work on the following priority areas: 1) strengthening and expanding customary land formalisation (CLF) and building on that through strong legal support and gender mainstreaming with focus on implementing the organisation gender action plan (OGAP), capacity building for local communities on gender, business and human rights, policy, laws and standards, and land rights; 2) community mobilisation, advocacy and campaigns targeted at the private sector actors (concessionaires), and relevant government agencies to ensure compliance; 3) increase national and international media campaigns to expose environmental violations and human rights abuses, strengthen engagement with regional bodies ECOWAS and African Commission on People and Human Rights (ACHPR) on tackling the drives of deforestation.</p>
<b>Expected context changes in 2024</b>
<p>Politically, the Liberian 2024 presidential and general elections have ended but a level of uncertainty remains. The Liberian people have elected a new government in the runoff elections on November 14, 2023 which will determine the governance path and development approach of the country. That means there will be significant changes at the different government ministries and agencies which may require the need for CSOs to build new relationships/partnerships. Most importantly, there is still uncertainty about the selection of government officials and the outcomes of their approaches and decisions.</p> <p>There are new policies and agreements being ratified by the government that may have positive or negative impacts on our work going forward into 2024. One of these agreements is the Blue Carbon deal which - when finally signed - may violate community land rights, forest ownership and benefits.</p> <p>Environmental human rights defenders (EHRDs) can be at risk when they are actively resisting violations of community rights and reporting issues on environmental harm. Women, youth and people living with disabilities (PLWDs) are vulnerable and can become exposed to gender-based violence and abuse in concession areas. Partners will improve coordination among gender-based groups to help the victims report sexual exploitation, abuse and harassment (SEAH) cases to the right authority (county leadership, county gender coordinator, CSOs). The website of the DayLight, one of the country partners, was recently hacked and infected with malicious malware, immediately after it published a story about a wartime logger and his illegal entry into the logging sector in contravention of forestry reform law.</p>
<b>Reflection/lessons learned and way forward</b>
<p>Work will continue to strengthen the capacity of the established community land development management committees (CLDMCs). It is important to note that support by the community rights support facility (CRSF) in the certification of seven clans in Klay and Senjeh districts in Bomi county as part of the customary land formalisation (CLF) has increased community confidence, control and motivation to work collaboratively to ensure their land rights are protected.</p> <p>Mainstreaming gender into the programme activities remains a challenge. The full implementation of the OGAP will contribute to the quality of the programme for the remaining period. To complete this task each GLA partner organisation will appoint a gender focal person.</p>

Main expected outcomes 2025 per pathway (Theory of Change)		Expected outcomes 2024	Action Plan for 2024
<b>Pathway A: Indigenous people and local communities</b>			
1	Communities in the southeast and northwest of Liberia formalise their customary land rights, taking advantage of the country's progressive land legislation.	Four local communities in Dewein district self-identified, certificated and recognised as land owning communities, in accordance with the Land Rights Act of 2018.	Support the establishment of inclusive CLDMCs that include women, youth (boys and girls above 18 years of age), and vulnerable groups by providing special educational sessions that enable them to fully understand the customary land formalisation process and their roles as enshrined in the Land Rights Act of 2018.
<b>Pathway B: Drivers of deforestation</b>			
2	The Liberian government establishes a comprehensive national policy and legal framework on agriculture that includes community rights-based provisions on the allocation of land-based concessions, halting deforestation and promoting community-based agriculture.	The National Oil Palm Development Fund Bill is enacted into law by the national legislature through collective lobbying and advocacy by partners to ensure the protection of communities rights and equitable benefit-sharing.	Organise and facilitate dialogue with lawmakers including youth and women on the draft bill and present CSOs and communities' perspectives. Once the law is signed, conduct community outreach and capacity building on the national oil palm strategy and action plan to enable communities to take the appropriate actions or interventions.
<b>Pathway C: Civic space</b>			
3	Securing civic space for civil society and local community leaders to speak out for their rights, livelihoods and the forest.	The ACHPR, ECOWAS and other international redress institutions accept verified evidence and act upon at least one EHRD case filed by SDI, partners, and communities with more litigation cases filed nationally.	Coalition building and strategising with LCs (people with disabilities, youth, women), the CSO-OPWG, and international partners to campaign and advocate for community rights, women's land rights, protection of forests and the environment.  The CSO OPWG actively works with the independent national commission on human rights to document, report and expose abuses and violations of human rights and environmental harms both at the national and international levels.
<b>Gender transformational approach/strategy</b>			
The ongoing customary land formalisation in districts (Dewoin and Suehn Mecca) and the upcoming mapping and boundary harmonisation in Dowhein and some parts of Klay in 2024 will ensure the inclusion of youth, women group, and people with disabilities who will actively participate to formalise their lands and form part of the leadership.			

Annex C9 - Malaysia Annual Plan 2024 - Forests for a Just Future	
<b>Introduction</b>	
<p>The GLA Malaysia partnership consists of NTFP-EP Malaysia (coordinator); Sarawak Dayak Iban Association (SADIA), SAVE Rivers and PACOS Trust. NTFP EP focuses its project work primarily on the Belaga and Apoh-Tutoh regions of Sarawak. SADIA is focused mainly in the Simunjan region of Sarawak; SAVE Rivers in the Upper Baram region of Sarawak. PACOS Trust works with all three groups mainly on lobbying and advocacy, training and capacity-building workshops.</p> <p>In 2024, SADIA will focus mostly on capacity building and documentation of their eco-tourism project in Simunjan. SAVE Rivers will continue with their advocacy and campaign work for the Upper Baram forest area as well as community mapping and capacity building. NTFP-EP Malaysia will continue with empowering the community through community organising skills and continue with community mapping training. PACOS Trust will, as the technical partner, assist the partners in their capacity building plan and other training needs.</p>	
<b>Expected changes in context and risks in 2024</b>	
<p>The area that SADIA proposed for reforestation is now being surveyed by an unknown palm oil company which leads to uncertainty about the reforestation plan. The collaboration between SADIA and Sarawak Forest Corporation (SFC) will enable SADIA to seek support from SFC in case the reforestation area might be a target of encroachment. The collaboration with Sarawak Forest Corporation can turn out both positive or negative as they might want full control over the area. In the Upper Baram forest area there is a risk around stakeholders changing the vision of the project and trying to open up the no-touch zone of the forest. SAVE Rivers and the community are using diplomacy to prevent this from happening.</p> <p>On a more positive note, a new community (Long Banga) opened up to the ICCA support of SAVE Rivers. Also, the construction of the new bridge in Apo-Tutoh is expected to be completed by early 2024. This will enable the partners to implement more activities in the region. Partners will start working in a new village, Long Jaik, which faces similar challenges as Long Meraan and activities can therefore be duplicated.</p>	
<b>Reflection/lessons learned and way forward</b>	
<p>Country partners will aim to focus on one thematic topic for the local-global-local collaboration and to participate in the joint learning session, although this is challenging due to the different time zones and other obligations including travel.</p> <p>The participation of IP&amp;LCs in policy dialogues remains challenging because of government policies, language barriers and logistics/transport. In some cases, meetings are held online but this is not always a solution and communities often do not have internet in their village. The migration of young people is another challenge, as their views often differ from the older community leaders. The GLA partners will continue their community engagement to get more buy-in to ensure sustainability of the projects in their respective villages and schedule activities according to the community readiness and availability.</p>	

2024 Annual plan			
	Long-term outcomes (2025)	Expected outcomes 2024	Action Plan for 2024
<b>Pathway A: Indigenous people and local communities</b>			
1	IP&LCs are aware of the importance and value of sustainable agriculture and community forests to their welfare, health and happiness.	Establishing long-term forest protection and land rights in the upper Baram River Basin is an ongoing campaign.	Organise an Upper Baram forest area (UBFA) and SAVE Rivers Open Day. Host community consultations in Ulu Baram and Miri.
2	IP&LCs are aware of the role of traditional law (adat) in the ownership and management of NCR lands and forests.	Production of a draft manual of the local culture and adat/traditional law for the community in SADIA landscape.	Organise a planning meeting with a timeline to discuss documentation of culture and adat/traditional law of local villages in SADIA landscapes.  Draft a community protocol.
<b>Pathway B: Drivers of deforestation</b>			
3	GLA partners and an IP&LC establish an ICCA area of 1000 hectares as a biodiversity conservation area.	The Stop the Chop campaign advocates for communities regarding community participation in land use decisions and reducing or stopping logging in their forests.	SAVE Rivers will coordinate between communities, media, and public and private entities involved in logging, run campaigns for full compliance with Malaysian timber certification scheme (MTCS) guidelines for logging concessions, and advocate for social forestry.
<b>Pathway C: Civic space</b>			
4	National, regional and local governments include representatives from GLA partners, IP&LCs and other CSOs (especially environment, women and youth CSOs) as integral members of environment and development policy-making bodies.	Indigenous people have a space to share, exchange learning, build networks and solidarity on their issues, plans and visions.	Campaigning and advocacy work in coordination with the other CSOs in Sabah and Sarawak, including developing a community engagement plan (Sarawak), a community protocol and an FPIC training and workshop.  Communities and partners attend Indigenous People's Day which will be held in Sarawak in 2024. This is a space to share, exchange learning, build networks and solidarity on their issues, plans and visions.
<b>Gender Transformational approach/strategy</b>			
In 2024, partners will strengthen their capacity and awareness on gender equality and women's empowerment with the aim to empower women in the Upper Baram forest area, and other GLA landscapes in Malaysia through skill development, income generation and community engagement. By enhancing the role of women in decision-making processes and providing them with skills and resources, the programme can catalyse sustainable development and uplift the entire community. Starting with three community women groups in Jamok, Long Semiyang and Long Moh, SAVE Rivers seeks to enhance the lives of women living in this region by providing them with tools, resources and opportunities to improve their socio-economic conditions by cultivation of additional plants in their agroforestry coffee farm, thereby generating extra income. Also, the partners are dedicated to promoting sustainable practices that align with the forest environment through workshops and training on women's empowerment and to include and consider women's impact and role in designing effective community projects or initiatives, ensuring greater female participation in the overall community decision-making platform.			

Annex C10 - Netherlands Annual Plan 2024 - Forests for a Just Future
<b>Introduction</b>
There are three GLA alliance members active in the Netherlands: Milieudefensie, IUCN NL and Tropenbos International. This report provides an overview on programme implementation in the Netherlands that has not already been captured in other (LGL and thematic programmes) reports.
<b>Expected changes in context and risks in 2024</b>
The 2023 Dutch general elections on November 22 resulted in a victory for the Party for Freedom (PVV). In its election manifesto the PVV states it wants the Netherlands to withdraw from the Paris Climate Accord, an end to gender measures at the municipal level, and to cancel official development assistance (ODA). Not only do PVV's proposals go diametrically against the goals and the values of GLA, considering its political opinions the party's election win is also likely to lead to prolonged coalition negotiations during which important decisions on climate action and the new ODA framework might be postponed.  The dialogue on EU CSDDD might lead to a weakening of the text with respect to climate, financial sector responsibility and how far along the value chain due diligence should extend. That would hamper the opportunities to achieve binding regulations for the financial sector. The 2024 European elections in June might lead to delays in the legislative process of the CSDDD.  Mining has become a serious driver of deforestation, further fuelled by the demand for transition minerals such as nickel for EV batteries, copper and bauxite. This is happening in and outside GLA landscapes. The Dutch raw materials strategy and the EU Critical Raw Materials Act do not currently include any safeguards to prevent the mining of critical minerals that will cause deforestation.
<b>Reflection/lessons learned and way forward</b>
More emphasis needs to be put on deforestation as a key element in scope three emissions of financial institutions and the food sector, in particular the link between mitigating climate change and preventing deforestation including the protection of IPLCs' rights.  The partners need to target adaptation of MHRDD/EU/UN BT dossiers to include mandatory climate plans in line with the Paris Agreement and that such legislation is in line with the OECD guidelines.  Achieving a just and sustainable economy is not possible without a transition to more sustainable protein production and consumption. Milieudefensie advocates for a mandatory climate plan/climate due diligence for corporations which should include a protein transition.
<b>2024 Annual plan</b>
<b>Pathway A: Indigenous people and local communities</b>
Milieudefensie will build a strong evidence base linking financial institutions to deforestation in research reports and policy briefs, with the goal for EU evaluators to conclude in 2024 it is necessary to include the financial institutions under the due diligence regime of the deforestation directive.  Milieudefensie will campaign through the fair finance guide coalition for binding regulation by the Dutch government of the financial sector to prevent them from contributing to climate change, deforestation and human rights violations. The aim is that by the end of 2024, Dutch regulators propose mandatory norms (Kaag law) for the climate plans of financials to achieve 1.5C degree alignment of their portfolios and phasing out the finance of fossil fuels.  In 2024, IUCN NL will continue to work with VBDO on influencing Dutch investors in the mining sector, especially linked to the energy transition, with the aim for investors to use their influence to enhance circularity and reduce the ecological and human rights footprint of mining. The partners will organise an event with VBDO on responsible investment in the energy transition with a focus on data and impact reporting to increase transparency in the transition mineral value chain.  TBI will continue with the collaborative learning initiative. This has been established as a landscape learning community by Tropenbos International and a growing number of Dutch based international NGOs and knowledge institutes together with the Ministry of Foreign Affairs. The initiative has started as an informal self steering platform with members organising landscape learning sessions in turns.

<b>2024 Annual plan</b>
<b>Pathway B: Drivers of deforestation</b>
<p>Milieudefensie will build a strong evidence base linking financial institutions to deforestation in research reports and policy briefs, with the goal for EU evaluators to conclude in 2024 it is necessary to include the financial institutions under the due diligence regime of the deforestation directive.</p> <p>Milieudefensie will campaign through the fair finance guide coalition for binding regulation by the Dutch government of the financial sector to prevent them from contributing to climate change, deforestation and human rights violations. The aim is that by the end of 2024, Dutch regulators propose mandatory norms (Kaag law) for the climate plans of financials to achieve 1.5C degree alignment of their portfolios and phasing out the finance of fossil fuels.</p> <p>In 2024, IUCN NL will continue to work with VBDO on influencing Dutch investors in the mining sector, especially linked to the energy transition, with the aim for investors to use their influence to enhance circularity and reduce the ecological and human rights footprint of mining. The partners will organise an event with VBDO on responsible investment in the energy transition with a focus on data and impact reporting to increase transparency in the transition mineral value chain.</p> <p>TBI will continue with the collaborative learning initiative. This has been established as a landscape learning community by Tropenbos International and a growing number of Dutch based international NGOs and knowledge institutes together with the Ministry of Foreign Affairs. The initiative has started as an informal self steering platform with members organising landscape learning sessions in turns.</p>
<b>Pathway C: Civic space</b>
<p>Milieudefensie together with IUCN NL and a broader coalition of NGOs will advocate for EU and Dutch national regulation on corporate sustainability due diligence with the Dutch IMVO platform and with a European coalition for binding supply chain due diligence. The partners promote strong wording on climate (in line with the OECD guidelines and Paris Agreement), deforestation and the financial sector, and increased possibilities for (indigenous) communities to hold companies accountable.</p> <p>In 2024, IUCN NL will continue to work with Protection International (PI) to train IPLC communities in GLA landscapes in Bolivia, Ghana, Uganda, the Philippines and Indonesia to develop and implement their own community protection plans. GLA partners CSOs that were already trained by PI will take part in organised exchanges to discuss their security context and the measures they have taken to address this.</p>
<b>Gender transformational approach/strategy</b>
<p>In 2024, Milieudefensie is planning a training for GLA staff to enhance colleagues' knowledge on what it means to integrate gender into their work practically at this level. Incorporating lessons learned from the transformative approach applied by the JET thematic programme can be part of this capacity building. Gender justice will be made one of the priorities and expertise will be available within Milieudefensie.</p>

Annex C11 - The Philippines Annual Plan 2024 - Forests for a Just Future			
<b>Introduction</b>			
<p>The GLA Philippine programme works in four major landscapes: Sierra Madre of Luzon, Southern Palawan, Northern Mindanao and South-Central Mindanao, and at the national level. There are ten collaborating partners in the country namely Alyansa Tigil Mina (ATM), Environmental Legal Assistance Center (ELAC), Forest Foundation Philippines (FFP), Institute for the Development of Educational and Ecological Alternatives (IDEAS), Kitanglad integrated network of NGOs (KIN), Legal Rights and Natural Resources Center (LRC KSK/FOEPhils), Lilak Purple Action for Indigenous Women's Rights (LILAK), Mabuwaya Foundation (MF), NTFP EP Philippines (NTFP), and The Samdhana Institute Philippines (TSI).</p> <p>For 2024, partners will work on ensuring that indigenous peoples organisations/structures, and women and youth participate in negotiations involving projects within their ancestral domains and local government units (LGUs) from the different landscapes, and pass ordinances/resolutions recognising sustainable and indigenous forest management and governance, and policies protecting natural forests, rivers and watersheds and IP rights.</p>			
<b>Expected changes in context and risks in 2024</b>			
<p>The Barangay (village) and Sangguniang Kabataan (youth council) elections were held last 30 October 2023. Winners coming from IP and LC partners can facilitate the implementation of the GLA programme. With mid-term elections being held in May 2025, 2024 can be an opportunity for our partner IPs and LCs to build constituencies for their advocacies. The country's national average inflation rate is at 6.6%, primarily driven by rising food prices, with food security remaining a problem. GLA partners need to strengthen and/or access livelihood support for partner communities. As the push for renewable energy is increasing, the global demand for certain critical minerals like nickel and copper is increasing. GLA partners need to intensify advocacy against mining. Apart from the Kaliwa Dam in the Sierra Madre, big infrastructure projects, e.g. railways and expressways, are being proposed in ancestral domain areas, especially in Northern Mindanao. GLA partners and communities need to be vigilant in ensuring that FPIC is conducted in the affected communities and that community campaigns on the proposed projects are carried out. GLA partners foresee that in 2024 there will be an increasing number of attacks against (W)EHRDs. We will coordinate with the Commission on Human Rights and the LGUs in reactivating the Barangay Human Rights Action Center. There is a need to continue beefing up security plans and if possible, set up a legal support group and fund.</p>			
<b>Reflection/lessons learned and way forward</b>			
<p>The most significant actions that will be implemented by GLA partners coming from the main recommendations of the MTR are: 1) focus on strengthening IPs and LCs, including women and youth, through effective community organising and organise inter-ancestral domain women gatherings in the different landscapes; 2) continue to maximise social media as a medium for campaigns and advocacies; 3) strengthen the collaboration with LGUs and government agencies to better influence policies and programmes at the local level (e.g. ICCA proposed ordinance); 4) conduct regular security and risk assessments.</p>			
<b>2024 Annual plan</b>			
	<b>Long-term outcomes (2025).</b>	<b>Expected outcomes 2024</b>	<b>Action Plan for 2024</b>
<b>Pathway A: Indigenous people and local communities</b>			
1	IP&LCs, women and youth, in 11 key biodiversity areas/ indigenous territories/ landscapes install inclusive governance structures, sustainable forest management plans.	At least 22 IPOs/IP structures and local communities, with women and youth, participated in negotiations involving projects and programmes inside ancestral domains to ensure the protection and conservation of forests and the protection of the rights of IPs and LCs, including women.	Organise indigenous peoples organisations/IP structures with women and youth. Conduct capacity development sessions. The topics are leadership training, governance reflection sessions, lobby and advocacy, negotiation, parliamentary procedure, paralegal, case documentation, drafting complaints, project development, impacts of mining on women's rights.

2024 Annual plan			
	Long-term outcomes (2025).	Expected outcomes 2024	Action Plan for 2024
<b>Pathway A: Indigenous people and local communities</b>			
2	Government and stakeholders display increased public support to biodiversity-friendly and sustainable forest management projects of IPs and LCs.	LGUs pass ordinances/ resolutions recognising sustainable and indigenous forest management governance and practices and together with other government agencies provide financial and technical support to sustainable farming practices and community-based enterprises.	Coordination/linking with LGUs and other government agencies. This will involve conducting landscape dialogues where IPs and LCs and LGU officials are present, participation in policy formulation meetings with LGUs, government agencies, and other multi-sectoral bodies.
<b>Pathway B: Drivers of deforestation</b>			
3	Government shifts plans away from forest destructive activities, protects human rights and adopts climate-smart and resilient development plans.	LGUs in Palawan pass legislation and policies on protecting natural forests and the rights of indigenous peoples, including women.  LGUs within the Cagayan de Oro river basin area adopt sustainable river management policies, and LGUs in South-Central Mindanao adopt watershed protection policies.	Conduct policy research and documentation on the drivers of deforestation and forest degradation in Southern Palawan including research on the gendered impacts of mining. Capacity building and negotiations with the private sector and government on benefit sharing arrangements and safeguard mechanisms related to large water projects and tourism in forested areas and ancestral domains. Conduct lobbying and advocacy work to ensure adoption of policies.
<b>Pathway C: Civic space</b>			
4	Government passes laws and policies that protect EHRDs and women's rights defenders.	At least three barangay LGUs pass resolutions to support the passage of the HRD Bill in the Bangsamoro Autonomous Region in Muslim Mindanao (BARMM) and Brooke's Point LGU passes resolutions that protect (W)EHRDs.	Conduct capacity building to IPs and LCs including women on existing EHRD national laws and local ordinances, workshops on security protocols and landscape dialogues. Develop/strengthen web of care support mechanism and implementation of security protocols.
<b>Gender transformational approach/strategy</b>			
<p>The priority gender and youth related results are: 1) the national IP youth network lobbies on their indigenous youth agenda, including on the prevention of deforestation and pursuing climate justice, to government and/or multi-stakeholder bodies (NTEP); 2) youth networks in eight provinces lobby for mining no-go zones in their areas and for the Alternative Minerals Management Bill (AMM); 3) IP and LC women actively document and monitor women and human rights violations in their communities, ensure the security of members and conduct anti-mining campaigns (Lilak).</p> <p>The following strategies will be implemented to achieve these outcomes: 1) organise women and youth, through assemblies and camps, and ensure their participation in local councils; 2) capacity building - leadership training and lobby and advocacy on gender and women's rights, child protection, mining 101, gender transformative conservation. All partners will continue to work on their OGAPs with the gender technical consultant. GLA partners identified two learning topics on decolonisation and child and youth protection. Partner organisations also identified their own capacity development activities.</p>			

Annex C12 - Uganda Annual Plan 2024 - Forests for a Just Future
<b>Introduction</b>
<p>The GLA partnership in Uganda consists of Ecological Trends Alliance (ETA), Africa Institute for Energy Governance (AFIEGO), Friends of Zoka (FoZ) and ARUWE, a gender-based organisation to facilitate the gender agenda. The overall aim of the GLA partners is to protect Uganda's Albertine Rift forest landscapes from oil and gas exploitation and ensure sustainable and inclusive governance of the Albertine Rift.</p> <p>During 2024, partners will ensure that IP&amp;LCs sustainably govern increased areas of forest by ensuring that IP&amp;LCs have inclusive strong governance structures that manage forest landscapes and realise livelihoods from FBEs, MDAs and IP&amp;LCs appreciate FPIC and the need to resist incompatible developments from oil, gas and agro-commodities, while CSO networks and social movements resist laws that constrict civic spaces.</p>
<b>Expected changes in context and risks in 2024</b>
<p>Uganda is at the development stage of oil and gas which is the most sensitive in terms of impacts to both the environment and the affected communities with both the government and international oil companies under pressure to meet the first oil deadline by 2025. This is seen to increase government pressure and scrutiny of CSOs operating in the oil and gas landscape as these are seen as saboteurs to the set targets.</p> <p>The Anti-Homosexuality Act, 2023 has increased scrutiny of CSO operations especially those concerned with human rights and impacted government-CSO external funding and visibility for other funding opportunities.</p> <p>In 2023, the government did not renew the operational licence of the UN human rights and this will have a direct impact on the future of women and environmental human rights defenders ((W)EHRDs).</p> <p>The five-year gap between presidential election campaigns is continuously narrowing with political tensions seen to continue throughout the government programme implementation period. Campaigns for 2026 elections are already underway with unprecedented rights violations and pressure on civil society.</p> <p>The political coup d'états that swept north and western Africa promoted the reactivation of the Public Order Management Act, 2013 which has affected the CSOs mobilisation and engagement with the IP&amp;LCs.</p> <p>The 21 June 2023 presidential ban on the exportation of non-processed timber products, if implemented, is seen as a remedy to reducing the escalating harvesting of timber from natural forests.</p> <p>Internal conflicts in both the DRC and South Sudan have increased the number of refugees in the country which in turn increases the pressure on forests and their resources.</p> <p>The Russia-Ukraine war has escalated commodity prices, especially fuel, affecting the entire economy through increased food prices and other price hikes, but also creates unforeseen increases in project implementation costs.</p>
<b>Reflection/lessons learnt and way forward</b>
<ol style="list-style-type: none"> <li>1. Civic space continues to be fragile and sensitive so the recommendations from the civic space survey need to be prioritised given the continued shrinking civic space.</li> <li>2. There is observed fatigue in the IP&amp;LCs whose capacities have been enhanced over time. This comes with demands to support some of the start-up activities in which they have been trained as part of uplifting their livelihoods. Harmonising the GLA position on providing economic support to alternative livelihoods for primary stakeholders is key.</li> <li>3. There was less participation of women and youth reported in 2023. To ensure better results in 2024, there will be greater emphasis on the voices of women and youth who live in the forested landscapes.</li> <li>4. In 2023, partners chose to jointly implement some activities with the district as part of the district planning process. This was to help develop a sustainability strategy to land gains achieved and strengthen local ownership.</li> </ol>

2024 Annual plan		
Long-term outcomes	Expected outcomes 2024	Action Plan for 2024
<b>Pathway A: Indigenous people and local communities</b>		
1	MDAs, IP&LCs and cultural institutions implement measures that build climate resilience and result in attainment of NDCs.	Four community forest management (CFM)/ IP&LCs groups and one cultural institution empowered to contribute to the conservation of 20,000Ha of forest to conserve biodiversity and build climate resilience.
<b>Pathway B: Drivers of deforestation</b>		
2	Private sector and financiers comply with national laws, international best practices, frameworks on climate change and their own ENR and land policies.	Two CFM groups strengthened and supported to patrol over and protect the sanctity of Wambabya CFR. Partners continue to organise meetings, disseminate information and support radio talk shows to mobilise and empower Bugoma forest communities participating in the Save Bugoma campaign. Partners continue to organise exchange learnings between IP&LCs to strengthen social movements
<b>Pathway C: Civic space</b>		
3	Government enacts and enforces inclusive and engendered policies and laws that protect civic spaces for CSOs and (W)EHRDs.	EACOP-affected IP&LCs empowered on land and environmental rights through training and engagements organised by CSOs. Oil and agro-commodity companies and governments comply with IP&LCs' land and environmental rights as a result of training organised by CSOs. Partners organise and provide mobilisation and economic support to IP&LCs and CBOs to engage oil and agro-commodity proponents. Platforms for CSOs and IP&LCs trained to engage private sector and financiers to stop financing non-compliant oil, gas and agro-commodities projects.
<b>Gender transformational approach/strategy</b>		
Through individual group training supported by the gender partner, we aim to increase women's membership of CFMs and CBOs by at least 20% in each group and have at least 10% more women taking up leadership roles. We will also implement the recommendations of the research on gender equality and social inclusion in the oil and gas sector in Uganda and take part in engendering the policies and laws currently under review. ARUWE will build the capacities of GLA partners and their members/beneficiaries in gender mainstreaming, gender planning, gender balance, gender violence, gender policies and instruments, referral pathway systems and gender transformative approaches. Together with the partners, the organisational gender action plans (OGAPs) will be reviewed every six months as a strategy of ensuring the identified gender needs are being addressed while appraising progress being made.		

Annex C13 - Viet Nam GLA Annual Plan 2024 - Forests for a Just Future
<b>Introduction</b>
GLA covers the Central Highlands, focusing on Srepok river basin in Dak Lak (Tropenbos VN and PanNature), Gia Lai (PanNature and NTFP-EP VN), Kon Tum and Lam Dong (NTFP-EP VN). In 2024, the programme plans to work on improving forest governance and management, forest land allocation, IP&LCs' livelihoods and CBNEs, participation of IP&LCs' youth and women, participatory guarantee system (PGS) for local products and FLA policies.
<b>Expected changes in context and risks in 2024</b>
IP&LCs are more aware of the impact of climate change, and more attention has been given to forest conservation, especially in the Central Highlands. The central government has committed to a national zero-emission by 2050, and the governments of the Central Highlands have also become aware of EUDR and proposed to work with relevant CSOs to help smallholders practise sustainable forest management and protect their land rights. Vietnam's commitment to the GBF (30x30) target has brought about new opportunities to expand protected areas, especially to OECMs. The biodiversity law also prescribes that OECMs can be governed by a variety of rights holders and actors, including IP&LCs, government agencies, as well as private actors.
The pandemic led to an economic crisis forcing workers in major industrial zones to return home to rural areas. This has created new demands for local food at low prices (the workers and their families have lost their main source of income). The agriculture sector, especially the small businesses, is expected to develop further to cover these needs. GLA activities can help increase agricultural productivity and reduce the environmental impact of farming. However, a violent incident in Dak Lak in June 2023 has led to more restrictions on activities related to ethnic minority groups. Permissions for NGOs/CSOs to work in areas with ethnic minority groups would be delayed due to more careful consideration by governmental organisations at all levels, especially for those with works related to issues that are considered politically sensitive.
<b>Reflection/lessons learned and way forward</b>
Additional training and support for IP&LCs on establishing and enhancing sustainable livelihood models and products is necessary. Sustainable livelihood models and products not only help IP&LCs to secure their life, but also serve as an effective means to improve their images and voices in sustainable conservation of forest landscapes, helping them to secure even more rights towards their forest land.
The participation of youth and women, especially those from IP&LCs, in decision-making processes must be ensured. These stakeholders play a major role not only in livelihoods but also in the protection of forests. OGAPs should be continued to ensure multi-sectionality justice. Partners and alliance members continue to work with WECE/GFC and where appropriate, country-based gender technical partners to provide capacity building and support for the adoption of a gender-just approach.

2024 Annual plan			
	Long-term outcomes (2025).	Expected outcomes 2024	Action Plan for 2024
<b>Pathway A: Indigenous people and local communities</b>			
1	Local authorities conduct forest land allocation (FLA) or recognise IP&LCs current forest land with LURC/legal documents.	Departments of Natural Resources and Environment (DONRE) and Department of Agriculture and Rural Development (DARD) receive feedback from IP&LCs through stakeholders, and experts on the process and effectiveness of FLA to effectively unify legal documents.	GLA partners evaluate the participatory process and effectiveness of FLA to IP&LCs in the Central Highlands; create and share fact-based information; promote interaction between landscape actors with policymakers; and any related lobbying and advocacy activities.
<b>Pathway B: Drivers of deforestation</b>			
2	Government issues laws and policies restricting forest conversion (sanctions, third party monitoring) and upholding rights of IP&LCs.	Local governments and people have better knowledge of the potential impacts of EU regulation on agro-commodity products from deforested land/forest.	GLA partners create and share research findings on the potential impacts of EU regulations on the future export of agro-commodity products to the EU, and on the livelihoods of local people. GLA partners share the research findings at provincial and national dialogues to raise awareness and for better preparedness among all landscape actors.
3	Business sectors apply FPIC principles, equity and environment standards in production processes.	Rubber and coffee businesses in Gia Lai and Dak Lak provinces are fully prepared to comply with EUDR.	Assess the readiness of the rubber industry in Central Highlands in response to EUDR. Assess impacts of EUDR to small-scale household businesses in Central Highlands. Pay attention to the impacts of the poor, women-headed households. Organising workshops and providing support for Gia Lai provincial DARD to respond to EUDR.
<b>Pathway C: Civic space</b>			
4	CSOs work with IP&LCs, and support them to develop forest based livelihoods, sustainable forest management and climate change plans.	A participatory guarantee system (PGS) is established in Kon Phe commune.	NTPP-EP Vietnam and PanNature work with local governmental agencies and IP&LCs in Kon Phe commune to establish a PGS for their products, including a branding logo, while making sure women, men and youth have the equal chance to join.
<b>Gender transformational approach/strategy</b>			
All stakeholders have increased awareness on the importance and benefits of providing knowledge and skills to IP&LCs, especially women and youth, on forest governance and climate change in order to mitigate the gender gap in communities. They are also aware of the potential impact of policies and EU regulations on agro-commodity products and their livelihoods so they can all have their own considerations. The participation of all stakeholders in forest and natural resource management is more effective as the selected are chosen based on their capacities and needs. The community-based natural resource management network is established with the inclusive participation of all stakeholders. They are encouraged to share problems and experiences with others in the network and their confidence in public speaking will be increased.			

## Annex D Brief summary local-to-global-to-local (LGL) thematic programmes plans 2024

Annex D1 - GLA Annual Plan 2024 - Forests for a Just Future Friends of the Earth (FoE) thematic programme: Just Energy Transition (JET)	
<b>Introduction</b>	
<p>In 2024, the JET programme builds on the work done in 2023 by FoE partners. It will continue to connect local to global struggles to address climate change and support a just transition by halting deforestation and related human rights violations in relation to fossil as well as renewable energy-related (RE) mineral extraction.</p> <p>In terms of strategies, the JET programme will focus on supporting international collaboration in lobbying and advocacy and mutual capacity building (campaigning and community mobilising).</p> <p>During 2024, the JET programme will continue to advocate for improved regulation of dirty business and its (public) financiers, in order to halt ongoing and expanding fossil support, and to ensure responsible (i.e. just) RE alternatives are developed that protect forest ecosystems and human rights of impacted communities in the global south.</p>	
<b>Expected changes in context and risks in 2024</b>	
<p>The Russian invasion of Ukraine continues to cause a surge in the push for oil and gas, especially in Africa, and is acting as a backlash against the successes of the fossil finance advocacy.</p> <p>The urgency of the climate crisis is certainly becoming clearer and more people are aware of this. This means there is an audience to tap into and increase the number of public support to boost mobilising and campaigning for a just transition.</p> <p>African partners will use the momentum generated during the Africa Climate Summit (ACS) in 2023, to address the loopholes identified in the declaration text and to push for compliance with progressive statements, and ensure a complete shift away from fossil fuels ahead of the next summit.</p> <p>As the support for a Just Energy Transition becomes stronger, there is increased pressure/intimidation from government and corporate actors to continue business-as-usual. To address these civic space issues, working in local-to-global and global-to-local partnerships remains important.</p> <p>There is growing concern about the global rush for critical minerals from Africa and other regions that are needed to power the clean energy transition.</p> <p>Election results in the Netherlands (2023) and Europe (2024) might lead to delays of policy processes or even the undermining of existing policies and processes. This will be mitigated by engaging with various Dutch and EU/international advocacy platforms and politicians.</p>	
<b>Reflection/lessons learnt and way forward</b>	
<p>Three key reflections from the JET MTR were:</p> <ul style="list-style-type: none"> <li>• Despite several of the JET partners having to deal with continued harassment, intimidation and (the risk of) arrest, they have made impressive progress because they make use of a broad range of strategies in their work.</li> <li>• Working in local-to-global and global-to-local partnerships is key for advocacy success as well as the protection of civic space. Building partnership at all levels - especially with like-minded CSOs and communities - strengthens the advocacy demands vis-a-vis policymakers in both government and parliament, and at the international level.</li> <li>• If mobilised and sensitised, youth and women are powerful advocates for a Just Energy Transition (JET).</li> </ul>	



Long-term outcomes (2025)	Expected outcomes 2024	Action plan for 2024
<b>Pathway B: Drivers of deforestation</b>		
1	By 2025, (Dutch) investors and financiers have moved away from adverse investments in the energy / extractive sector (fossil and RE-related) and promote a just transition.	Increased awareness among CSOs on the negative aspects of false climate finance models and transition models - including Just Energy Transition Partnerships (JETPs) - that promote gas and hydrogen exploitation for the benefit of the global north and debt-for-climate swaps.
2	By 2025, governments implement gender, Human Rights and IP&LC policies reflecting international frameworks on climate and forests that support a Just Transition, including increased climate finance for a just transition in the global South.	Key principles and demands for a feminist just energy transition are shared with a wider group of CSOs and are used in advocacy towards decision-makers.
3	By 2025, (Dutch) investors and financiers have moved away from adverse investments in the energy / extractive sector (fossil and RE-related) and promote a Just Transition.	Increased public awareness on the Critical raw materials Act (CRMA) and S-N advocacy to address gaps in the act.
<b>Gender Transformational approach/strategy</b>		
<p>In 2024, JET partners will:</p> <ul style="list-style-type: none"> <li>ensure women, youth and IP&amp;LCs participation, perspectives, demands and gender-specific impacts are embedded in national/international advocacy, research and media/mobilisation work</li> <li>support spaces for feminist discourse and joint analysis on a just transition and integrate the resulting transformative analysis and strategies into JET work. During 2024, the partners will build on the 2023 JET and feminism meeting outcomes and will expand the work with FoE member groups and allies in promoting key principles and demands for a just and feminist transition in advocacy as well as CSO capacity building.</li> </ul>		

Annex D2 - GLA Annual Plan 2024 - Forests for a Just Future Friends of the Earth thematic programme: Community Rights and Deforestation Drivers
<b>Introduction</b>
<p>The CRDD international campaigns work is led by Milieudefensie and SDI. It is a space for Friends of the Earth (FoE) groups and allies to organise their work with IP&amp;LCs, and to connect IP&amp;LC rights and corporate driven deforestation struggles to national, regional and international fora and social movements. The CRDD international thematic programme also hosts substantial programmes from Friends of the Earth International, Friends of the Earth Europe and Friends of the Earth groups in Malaysia, Paraguay and Brazil. The programme provides for strategic capacity-building, and lobbying and advocacy interventions to build and execute international grassroots and rights based forest campaigns. The partners work mainly in the FoE Africa and Asia region and link to European and US-based groups to target perpetrators of deforestation and rights violations.</p>
<b>Expected changes in context and risks in 2024</b>
<p>Stronger environmental regulation to halt deforestation or change agriculture systems increasingly results in a backlash from actors with vested interests. They use argumentation such as 'we need to feed the world', other economic arguments and pull up smokescreens on impacts of the regulations, such as on smallholders, neo-colonialism or trade barriers from the Indonesian and Malaysian governments. A mismatch of European regulation on European nature or its implementation with demands for other countries are backfiring as well.</p> <p>Implementation of the global biodiversity framework adopted in December 2022 has been slowly starting-up in 2023. The long-term action plan on mainstreaming biodiversity across sectors was not completed at the CBD COP15 in 2022, and is included in the CBD agenda in 2023. It will regain importance again in subsidiary body on implementation meetings in spring 2024 and later in the COP16. FoEI considers it a priority to engage in these discussions as false solutions are expected to be an element of the mainstreaming plans.</p>
<b>Reflection/lessons learnt and way forward</b>
<p>The CRDD programme takes on the MTR recommendations on civic space by providing more budget and technical support to specific tailor-made actions based on the civic space survey. The programme also works along the recommendation to improve inclusiveness of IP&amp;LCs through expanding the local forest monitoring network. The CRDD programme is southern driven and co-coordinated by SDI and Milieudefensie. The partners already work in line with the MTR recommendation to connect local to global. Good practice for this recommendation is the internationalist solidarity system hosted by FoEI. The programme needs to be more strategic in turning pressure from divestments into real change on the ground, but should also be confident and patient towards the end goal. This means long term commitment to cases using multiple strategies. A research project should be conducted on successful roadmaps to redress for IP&amp;LCs in deforestation cases. With the new global biodiversity framework in place, there are more opportunities to use biodiversity as a leverage point in international campaigns. FoEI main lessons from establishing the GBF include: 1) pro-active submissions in early stages; 2) detailed work on negotiations where most space for dialogue and lobby exists; 3) in the defining stages there is less civic influence as government negotiators turn inwards; 4) use the media specifically to get new insights on the agenda, for example the corporate capture study from 2022.</p> <p>The first interventions with the African Commission and ECOWAS are promising. For the ACHPR, there is a need to get the adverse impacts of monoculture plantations more firmly on their agenda through active participation in their sessions. Following this, the respective commissioners and working groups might accept partner invitations for country visits. The ACHPR can be used as a broker to increase leverage at national level. ECOWAS influence might be limited so there is a need to be strategic in what can be achieved.</p>

2024 Annual plan			
	Long-term OC (2025)	Expected OC 2024	Action Plan for 2024
<b>Pathway A: Indigenous people and local communities</b>			
1	Decision makers at national and international policy levels strengthen community forest management (CFM), food sovereignty and agroecology initiatives and ensure IP&LCs human rights, social justice and their rights to healthy forest ecosystems are promoted and respected in legal and policy frameworks.	1) The European Commission (EC) develops and implements the comprehensive union strategic framework with tropical forest countries to address root causes of deforestation and improves civil society participation and transparency.  2) 200 community forest monitors in Indonesia, the Philippines, Ghana, Cameroon and Liberia actively send in reports on rights violations and deforestation to FoE groups.	Joint advocacy and media work with FERN, WALHI, CED, SDI, FoE Africa including one visit of EC officials/parliament/media to tropical forest country.  Work with global south CSOs to jointly advocate for a strong implementation and lobby towards the Dutch government and the EC on Article 30, transparency and mitigating role towards Indonesia and Malaysia.  Support LRC, WALHI, CED, SDI, FoE Ghana, CED with implementation of local forest monitoring. Develop palmoil.io and potentially Sarvision collaboration research supply chains and remote sensing.
<b>Pathway B: Drivers of deforestation</b>			
2	Regulations for economic sectors which cause deforestation and human rights violations of IP&LCs and environmental defenders are adopted in international policy spaces.	FoEI positions on binding requirements, false solutions and corporate accountability over consumer responsibility are reflected in the long-term action plan on mainstreaming, developed in 2024 and adopted in the COP16.	Mainstreaming will be on the agenda of the subsidiary body for implementation in May 2024 and will also be taken up in the COP in the Autumn 2024. FoEI engages in these processes and works with national groups to develop positions on corporate accountability.  FoEI will continue to develop evidence against and to resist false solutions.
<b>Pathway C: Civic space</b>			
3	UN bodies and other international institutions improve and enforce binding environment and human rights frameworks and grievance procedures.	1) ACHPR puts deforestation and impunity of the agri-business sector on their agenda and commits to country visits.  2) CSOs expose European involvement in deforestation and forest degradation and related HR violations in at least two tropical forest countries and/or cases.	Active presence at one AC session and side event where a holistic report on adverse impacts of monoculture plantations is launched.  Advocacy with relevant commissioners to accept the invitation of a country visit, potentially together with national human rights commissions. These visits will probably only be possible in 2025.  Internationalist solidarity system (ISS) operationalised.
<b>Gender transformational approach/strategy</b>			
In line with the new FoEI and FoEE long-term strategy, the programme will widen the intersectional justice lens of the ISS solidarity cases. Documented impacts of projects and investment on EHRDs will specifically focus on impacts on youth and women and will be highlighted in communication materials. Women's leadership in advocacy meetings, communication and media work will be prioritised.			

## Annex E Brief summary local-to-global-to-local policy dossiers 2024

Annex E. Brief summary local-to-global-to-local policy dossiers plans 2024
<p>As noted in the main narrative report, in the first years of the programme, alliance members prioritised four key policy dossiers. Based on one of the MTR recommendations (#2), in 2024-25 the GLA will continue to collaborate on three of these international dossiers:</p> <ul style="list-style-type: none"> <li>• UN Framework Convention on Climate Change (UNFCCC)</li> <li>• EU Deforestation Regulation (EUDR)</li> <li>• Convention on Biological Diversity (CBD), particularly the Kunming-Montreal Global Biodiversity Framework (KM-GBF).</li> </ul> <p>Some members will continue to work on the fourth international dossier - the UN Binding Treaty (UNBT) for Transnational Corporations and Human Rights and EU Corporate Sustainability Due Diligence Directive (CSDDD) legislation. Going forward, partners will plan and report any work on this dossier within the regional and/or The Netherlands plans and reports. Likewise, it was decided that it makes more sense to work on Nationally Determined Contributions (NDCs) - previously integrated with the UNFCCC policy dossier working group - at country level.</p> <p>Further information on the 2024 work plan on the three policy dossiers indicated above will be sent in early 2024 as additional time was needed to address MTR recommendation 2 (Sharpen the focus of the programme's LGL work). We are currently reassessing the purpose, synergies, outcomes, scope, points of agreement and differences amongst GLA members and partners working on these dossiers. Partners also needed more time to determine whether the work of these international policy dossier groups should be re-orientated more towards learning and sharing (in this case linking also to management decision 1) or towards collectively identifying actions and advocacy opportunities based on synergies which link local to global level advocacy. A further aspect we wish to pursue is making these groups more open and allow participation of any interested CSOs involved in the GLA programme and that work on these dossiers but that are not necessarily alliance members.</p>

## GLA management response to MTR global report

Summarised version for external audience (December 2023)

### Introduction to the GLA management response to the MTR report of the FfjF programme

The midterm review (MTR) report of the Forests for a Just Future (FfjF) programme was commissioned by the Green Livelihoods Alliance (GLA), in compliance with the grant agreement with the **Ministry of Foreign Affairs of the Netherlands** (ref. 4000004338). Based on the guidance provided by the Ministry, the MTR covers the period from January 2021 to April 2023. The GLA contracted an external consultancy firm, [ACE consultants](#), to facilitate the MTR process and to develop the MTR report.

The MTR had two main **objectives**: (1) Assess to what extent and how the GLA programme is making **progress towards the programme targets** as formulated in the baseline report, how this is influenced by external contextual factors impacting the programme, what this means for its **Theory of Change** and how the programme can **improve/adjust for the remainder of the funding period**; and (2) reflect and gain insights on **partnership collaboration** towards larger programme impact. For the Alliance, it was also key that the MTR process allows partners to collectively learn and share their experiences so far.

This is the management response to the recommendations that the consultants made in the MTR report. It presents the decisions taken by GLA management in response to the MTR recommendations and if/how these will be addressed during the rest of the programme duration (2024-2025). When not possible in this project cycle, but relevant for the programme development of a potential next phase, that is also mentioned.

For those recommendations that GLA adopted, the management response also provides indications on concrete actions to follow up and if these will have any financial implications that alliance members and technical partners should take into account in their planning going forward.

A summarised version of this management response has also been developed for an external audience. It was included as an annex to the Annual plan 2024 and uploaded on the GLA website here: [GLA MTR management response](#).

### Key background documents to the GLA MTR management response

#### MTR:

- MTR report: [here](#)
- For GLA reflections on the MTR report, please refer to the [GLA MTR cover letter](#).

### Summary of MTR recommendations and GLA management decisions

The MTR presents a list of 16 recommendations. Fourteen were for the Alliance, one for the ministry and one for the Dutch embassies. These can be found in the final section (7) of the report and are listed in box 1 below:

#### Box 1: List of MTR recommendations to the GLA

##### Recommendations for the Alliance

##### Programmatic recommendations

- 1) Prioritise and implement recommendations from the GLA 2023 civic space survey.
- 2) Sharpen the focus of the programme's LGL work.
- 3) Harmonise the FfjF approach/position to allow for livelihood support across the alliance and allow partners to reallocate the financial resources required to respond to expressed needs, based on the country's context and priorities.
- 4) Maintain the alliance's structure and ensure approaches and strategies remain responsive to dynamic and emerging global, regional and national forest, climate and biodiversity priorities.

##### Inclusion, gender equality and youth

- 5) Continue and, where relevant, strengthen the inclusion, gender equality and youth core of the programme:
  - continue working with WECF and reviewing the input, roles, modalities and effectiveness of in-country gender technical partners in some countries
  - focus on further closing the gender gap in targeting and power inequalities between primary stakeholder groups and develop qualitative indicators or progress markers
  - continue implementing OGAPS but with greater focus on programming and community-level engagement/activities and lobbying and advocacy
  - renew efforts to conduct regular gender and inclusion analyses.

##### Monitoring and evaluation and learning

- 6) Develop and deliver on a learning agenda within the alliance.
- 7) Align the monitoring and evaluation framework with the ToC, document stories of change to demonstrate the contribution of the alliance and utilise emerging data to strengthen programme direction.

##### Reporting

- 8) Simplify and streamline programme monitoring and evaluation routines for national implementing partners.
- 9) Strengthen consultation with IP&LCs and ensure their voices are represented in programme reporting.

##### Coordination and collaboration

- 10) Streamline and consolidate the governance and advisory structures of the alliance.
- 11) Strengthen links between implementing partners and the governance structures of the alliance.
- 12) Clarify the position of the alliance regarding the regional coordination role of members.

##### Budget

- 13) Review the programme budget in line with the recommendations.

##### Sustainability

- 14) Develop an exit strategy to land the gains achieved and strengthen ownership and sustainability.

##### Recommendations for others

##### To the Dutch Ministry

- 15) To continue its funding support for the programme beyond the current phase, addressing a wide spectrum of critical global challenges including climate change, deforestation, biodiversity loss, gender inequality, just energy transition and the protection of Indigenous peoples' rights.

##### To the Dutch Embassies

- 16) To enhance their support, embassies should begin by (or continue to) prioritise regular information sharing with FfjF partners in their countries or where they have jurisdiction. Even with limited resources, maintaining awareness of the programme's activities, goals and achievements can enable embassies to engage effectively and identify opportunities for collaboration that align with their mandates.

In response to the above recommendations, the alliance took the following management decisions:

Management decisions	Directly addresses recommendations	Also links to recommendations
<b>Level of effort: high</b>		
I. Focus on learning in response to recommendation 6, as well as an overarching programme strategy	6	1, 2, 5, 11 and 12
II. The alliance will intensify its efforts to address gender justice and inclusivity, addressing and taking actions in relation to inclusion, gender equality and youth (IGEY) recommendations 5 A-D and also linking these to learning topics.	5	6
III. Give priority to programmatic recommendations 1, 2 & 3 also linking these to learning topics if/where relevant.	1,2 & 3	6
<b>Level of effort: medium</b>		
IV. Partly address the recommendations linked to MEL and reporting.	7, 8 & 9	11
V. Establish spaces to further discuss recommendations 11 and 12 with the stakeholders mentioned in these and jointly define what actions are feasible within the span of the programme (2024-25).	11 & 12	
<b>Level of effort: low</b>		
VI. Streamline recommendation 10 into internal processes that are already underway.	10	11
VII. Recommendations that were already part of existing programming will take place as planned.	(1), 4, 13 & 14	
VIII. Communicate to the ministry the MTR recommendations addressed to them and the embassies.	15 & 16	

Further information on the management decisions, and concrete responses to each of the MTR recommendations are provided in the next section.

This is a summarised version of the management response for external audiences. Internally, the alliance developed a more complete version of the management response that includes additional sections with information on actions to be taken per recommendation, roles and responsibilities and indications on budget implications.

## Management decision I

### Focus on learning in response to the recommendation 6, as well as an overarching programme strategy

The alliance considers it strategic and smart to address several recommendations (at least in part) through a single common strategy. This is particularly the case for recommendation 6 that proposes the alliance to develop and deliver on a learning agenda. Alliance members agree that learning should be **impact** and **demand-driven** and **action-orientated**, **integrated** into the work that is being done within the programme. This being the case, for the period 2024-25, learning will become an overarching programme strategy and a linking pin for several of the MTR recommendations.

#### Recommendation 6: Develop and deliver on a learning agenda within the alliance

Category: MEL

Linked to MTR report findings / conclusions presented by consultants in section 4 (several sub-sections) and 5.2. Full recommendation on MTR page 98.

**GLA Management response:** In principle, Alliance agrees with recommendation and decides to take action within the span of the programme.

#### Additional reflections on this recommendation:

- Learning should be impact and demand-driven and action-orientated, integrated into the work that is being done within the programme (i.e. avoid “learning for the sake of learning”).
- Learning will also be used strategically and serve as a linking pin for a number of other recommendations, particularly:
  - **Recommendations 1** (civic space), **2** (LGL) **and 5** (inclusion, gender equality and youth): Provide learning and sharing opportunities on topics that are key to the programme: civic space; LGL policy dossiers; gender equity, inclusivity and youth.
  - **Recommendation 11** (strengthen linkages between implementing partners and the governance structures of the alliance): joint learning and sharing of experiences could be used as the linking pin to bring country coordinators and others together.
  - **Recommendation 12** (reclarify regional coordination role): Depends on conclusion of the clarification exercise. However, if the decision is to define a form of coordination in one/both of these regions, one way could be through regional learning & sharing.
- Going forward, we will make better use of all the PMEL data that has been gathered for the programme for learning purposes.
- The Alliance decided to have a diversified approach respond to different learning needs and interests at the different programme levels (landscape, country, regional or global).
- The alliance will also select 1-2 global programme learning themes (impact driven, action orientated, integrated in existing work), and develop a learning trajectory for them for the 2024-25 period. These will ideally be linked to topics that will be addressed within the other recommendations (e.g. LGL, civic space, gender).
- In all cases, any learning trajectories will be opt-in/opt-out.
- Finally, the GLA Exchange and Learning Space (ELS) is appreciated by all alliance members (and participation numbers suggest that also by partner CSOs) and will continue to take place monthly following the existing format. In some cases, the ELS could be used for learning and sharing of the topics indicated below. But in general, it will be kept as a separate and informal learning and sharing space, open to all, as to date.

**Putting it into action:**

- To select the 1-2 global programme learning themes, an initial brainstorm led to some ‘container type’ ideas for further consideration:
  - IP&LCs ( CRDD, Pathway A, barriers and solutions to gender/inclusion, sustainable livelihoods, etc)
  - Drivers of Deforestation (Pathway B, agri, mining, JET, etc., solutions, legislations)
  - Civic Space (Pathway C, strategic exchange of CS experiences, practical exchange on how to implement baseline recommendations)
  - Climate and Biodiversity (climate effect in countries, UNFCCC, CBD)
  - Other container topics may arise after consultation with country coordinators and CSOs.
- Inclusion, gender and youth will be integrated in the learning topic(s) that are finally selected. Additionally, elements that are standalone can be addressed using a community of practice approach, already underway on initiative from the gender hub (refer to proposed response to recommendation 5). It has already been (soft) launched in Q4 of 2023, continuing in 2023 with certain Gender Hub meetings being fully dedicated to exchange sessions with diverse GLA partners.
- PMEL WG will be asked to discuss and propose how to use existing data for learning purposes.
- Whatever topic is selected, there is agreement that it is important to ensure that participation in the task-force (see below) is open to partner CSOs too. Interested partner CSOs should ensure time is allocated to members that will participate in general.

**Management decision II**

**The alliance will intensify its efforts to gender justice and inclusivity, addressing and taking actions in relation to inclusion, gender equality and youth recommendations 5 A-D and also linking these to learning topics.**

Under the category “inclusion, gender equality and youth” (IGEY), the MTR made a key recommendation that had several sub-components.

The first (sub-recommendation 5a) refers to the support received by the programme from GLA technical partner Women Engage for a Common Future (WECF) and their sub-contracted strategic partner Global Forest Coalition (GFC). Both these organisations work closely with their large network of partners based in the GLA countries and in 2021 identified those best placed to provide in-country support to the CSOs implementing the FJF programme. Where they did not have an existing partner organisation, gender consultants were hired. This recommendation is orientated towards ensuring the technical support provided to GLA implementing partners in the second half of the programme remains effective.

The other sub-recommendations (5b-d) refer to inclusion and gender equality practices within the programme, and how these may be strengthened during the remainder of the programme. We consider the three are very interconnected and should be addressed through a common strategy that builds on the existing Organisational Gender Action Plans (OGAPs). Given this choice, we present our management response to 5b-d jointly.

**Recommendation 5: Continue, and where relevant, strengthen the inclusion, gender equality and youth core of the programme**

Category: Inclusion, gender equality & youth  
 Linked to MTR report findings / conclusions presented by consultants in sections 4.2 and 4.5. Full recommendation on MTR page 96-97.

**5a. Continue working with WECF and reviewing the input, roles, modalities and effectiveness of in-country gender technical partners in some countries**

**Proposed GLA Management response:** Alliance agrees and decides to take action within the span of the programme.

**Additional reflections on this recommendation:**

- The role of WECF as a GLA gender technical partner was already contemplated for the full programme duration (a 5-year partnership agreement was signed in 2021) so the recommendation endorses that decision and aligns with existing programme planning for 2024-25. At global level (i.e. Alliance members and governing bodies) WECF with its strategic partner GFC will continue to provide support. WECF will continue to coordinate gender technical support for GLA countries Cameroon, DRC, Indonesia, Malaysia & Uganda, and GFC will coordinate Bolivia, Colombia, Liberia, Ghana, Philippines & Viet Nam.
- This MTR recommendation is also valuable in case of a next phase (see proposed actions below).

**Putting it into action:**

- In relation to the reviewing the input, roles, modalities and effectiveness of in-country gender technical partners in some countries, WECF indicates clearly that they already have contracts with their existing in-country partners and consultants and that it goes against their feminist values of being a reliable partner to consider budget changes for the period of 2024 at short

notice. Changes can be made, however, in assigned roles and tasks to ensure more tailor-made support to partners and to improve effectiveness.

**5b. Focus on further closing the gender gap in targeting and power inequalities between primary stakeholder groups and develop qualitative indicators or progress markers**

**5c. Continue implementing OGAPS but with greater focus on programming and community-level engagement/activities and lobby and advocacy.**

**5d. Renew efforts to conduct regular gender and inclusion analyses.**

**Proposed GLA Management response:** Alliance partially agrees and decides to take action within the span of the programme, addressing the three sub-recommendations jointly and building on the existing Organisational Gender Action Plans (OGAPs).

Clarification why agreement is partial:

- 5b. We take very seriously the MTR finding that indicates that in some landscapes the GLA seems to be providing greater levels of support and resources to men over women and young men over young women. However, a closer look at the data differentiated by countries and landscapes shows important differences on how gender transformation is addressed. In order to focus the support and tailor our approach, we will review the data again and try to get a better understanding on where these differences exist and why. And also, to look beyond the quantitative data and also consider other cultural/context-based elements that may further help to interpret findings.  
Additionally, the recommendation suggests to collect data on impact indicator 2a annually. The alliance has decided it will not take any action in this respect. We consider that collecting this data annually from 2024 onwards will not serve any purpose as it will not help steer the programme (which it may have done if we had collected it from programme start). Instead, the PMEL WG will dedicate additional time to analysing the gender data that we have already collected for the annual reports and the MTR data and use that for adapting our actions in the 2024-25 period.
- 5d. Given the remaining duration of the programme (2024-25), the GLA considers that in general, the gender analysis carried out during programme development stage and the baseline was sufficient. Gender transformation takes much longer than the duration of the programme, and it is unlikely that the background context will have changed significantly. Limited action will be taken at global level to address this recommendation, primarily by renewing efforts to do gender analysis of data collected, and efforts to identify which gender actions are proving most impactful (this is mostly captured by management decision I regarding learning). However, it is recognised that in some countries and landscapes, there may have been substantial changes in context since the gender baseline and that partners may consider that a GESI assessment would be useful at this stage. A question can be included in the OGAP to ensure partners ask themselves whether an updated assessment may be needed in their country/landscapes.

**Additional reflections on this recommendation:**

- The OGAP tool is very explicitly a guideline and should be adapted to fit contexts and priorities. That is what we have done during the first phase of the programme with CSOs. Beyond addressing gender in internal policies, practices and infrastructure, the OGAP is a tool that supports organisations to consider what is needed to take a gender approach in all their work (for example, in policy advocacy or direct activities within communities). Therefore conversations on gender may take place, not only internally but also within the communities of the programme's primary stakeholders. Actions to address these sub-recommendations should be orientated towards that whilst also recognising that some organisations may use

different gender tools linked to the context in which they work. Approaches also vary (e.g. Gaia's Situated Gender Approach). Facilitating such processes and discussions is where the Alliance can add value and spark a change.

- Additionally, these recommendations can also be addressed through a joint learning strategy (which we have [linked to recommendation 6](#) above through the creation of a community of practice).

**Putting it into action:**

- (Lack of) allocated budget to implement the OGAPs continues to be a concern and if not solved, could hinder the implementation of these sub-recommendation. There appears to be a lack of clarity, at least at CSO level, on whose responsibility it is to ensure budget is available to implement the actions in the OGAP which often means insufficient/no budget is allocated. Alliance members agree that it is their responsibility and that of their implementing CSOs to budget accordingly. WECF/GFC and the gender hub will be requested to provide basic guidance for alliance members and their partners to take into account when developing their 2024-25 budgets.
- With reference to 5b, in response to the suggestion to propose to country coordinators to develop their own country level qualitative progress markers to complement the quantitative measures to monitor their own progress and adjust strategies when needed. This will be suggested to alliance members / CSO as part of the OGAP review process. However, it will be in the autonomy of each alliance member /CSO to define if this is relevant for them and whether they wish to include it in their OGAP. This decision is in line with the VoCE principles and [recommendation 8](#) (not increase reporting burden). Country partners will therefore not be requested to do this unless they see an added value in terms of improving their local monitoring.
- With reference to 5d, in those cases where partners indicate an updated gender and inclusion assessment is needed, the alliance agrees that:
  - WECF/GFC are able to provide support on this at different levels. Particularly by providing tools and guidance on the methodology. And also, discussing with in-country gender technical partners how to best provide direct technical support to the implementing CSOs.
  - GLA alliance members will discuss with their CSO partners increased support in terms of capacity and (re-) allocation of budget to be able to carry out the exercise.

### Management decision III

#### Give priority to programmatic recommendations 1, 2 & 3, also linking these to learning topics if/where relevant

The alliance considers that all the programmatic recommendations are relevant and should be addressed, with some nuances. Priority will be given to recommendations 1-3. Recommendation 4 was already part of existing programming and will therefore take place as planned (thus, presented in management decision VII).

#### Recommendation 1: Prioritise and implement recommendations from the 2023 civic space survey

Category: Programmatic

Linked to MTR report findings / conclusions presented by consultants in section 4.4. Full recommendation on MTR page 95.

**GLA Management response:** Alliance agrees and decides to take action within the span of the programme.

##### Additional reflections on this recommendation:

- The creation of a taskforce to decide how to proceed with the recommendations from the survey was already planned for after the MTR so this is in line with existing programming (so, also aligned with management decision VIII).
- The implementation of this recommendation will also be addressed through the joint learning strategy (refer to management decision I, linked to [recommendation 6](#)). The report already indicates several areas for capacity building (e.g. improving access to emergency funds, access to regional intergovernmental platforms, transnational tort litigation, sustainable financing and/or funding of CSOs and community work, SLAPP and media work, etc.). The task-force would be asked to explore addressing these recommendations from the civic space report from a learning and sharing angle.

##### Putting it into action:

- The consultants give some suggestions on which of the recommendations should be prioritised. This will of course be taken into account by the taskforce. However, the final decision on which ones to take forward will be defined by the alliance based on our internal reflections and considerations of what is finally viable in terms of time and resources.

#### Recommendation 2: Sharpen the focus of the programme's LGL work

Category: Programmatic

Linked to MTR report findings / conclusions presented by consultants in sections 4.4 and 5.2. Full recommendation on MTR page 95.

**GLA Management response:** Alliance partially agrees and decides to take partial action within the span of the programme. In case the alliance decides to develop a follow-up to the FFJF programme, any proposal development discussions will take into account the recommendations presented in this MTR report again as most are also relevant for a programme with a longer timeframe.

Clarification why agreement is partial:

- In relation to the international policy dossiers: The alliance agrees with the MTR recommendation to take a fresh look at the dossiers and focus more on those in which we (Alliance members) are stronger together and where collaboration brings an added value.

However, we do not agree with the consultants' view that there should be more international policy spaces where all Alliance members and/or partners should all work together. As stated in our Vision on Collaboration and Equity (VoCE), the GLA is based on the premise that civil society represents diverse and complementary views and capacities, and because collaboration should never become an objective by itself. As GLA partners, we believe in the strength of synergies shaped by multi-actor and multi-scale advocacy strategies in all countries, which are southern-led, context-based and complementary at the global level.

- The recommendation for LGL Thematic Programmes (TPs) is for future programming. We agree there is little value in reassessing them or to adjust to include more partners and landscapes at this phase of the programme, when they are at a stage where focusing on implementation is key to achieve impact. Having said that, partners consider that through learning and sharing (link to [recommendation 6](#)), it may be possible to create more linkages between them and related work being carried out by other partners at the country level. The JET team will also be asked to explore the possibility of working on the theme with existing partners in DRC.

##### Additional reflections on this recommendation:

- The alliance decided to change the name from "LGL topic groups" to "International policy dossiers" (the LGL TPs will continue to be called the same).
- We will discuss the aim and scope of the groups working on the International policy dossiers and how they can be made more inclusive of GLA partners that are not necessarily alliance members & technical partners. One option may be to focus initially on CSOs that already strongly focus those policy dossiers and/or CSOs partners in a country coordination role ([link to recommendation 10](#)).

##### Putting it into action:

- Based on the above, the alliance reaches the following agreements:
  - Increase focus on UNFCCC (taking out NDCs as focus): This is the international policy dossier where there is a clear added value to collaborating together, particularly if technical staff of partners working on these dossiers are requested to focus on finding common ground for joint influencing and advocacy work towards COP 29 (Azerbaijan) and COP 30 (Brazil) (possibly including regional pre-COPs). This implies partners will need to be open to allocate sufficient time and resources to enable this.
  - Increase focus on EUDR: Alliance members already collaborating on this dossier, together with other interested CSOs will be asked to explore opportunities for joint work during the first phase of implementation of the regulation approved earlier this year. This work could focus on the impact of the implementation of the regulation in specific GLA countries / landscapes or linked to specific commodities.
  - CBD: Partners will continue working on CBD, but separately. Considering the strategic value of this dossier, also for MoFA, we will continue with limited specific collaboration. For example, in relation to specific GBF targets (mainly, those linked to IP&LCs and gender). Or orientated to the development of a "comparative study" linked to the CBD and our pathway A work. This study could showcase diverse approaches or ways of how one same aspect of the GBF is being addressed or implemented in the GLA countries geographies, as an opportunity to make the GLA asset of working across so many geographies evident and take it into action, offering a broad perspective of how one same general global policy orientation can be shaped different ways when amplified to specific contexts.
  - UN BT & EU CSDDD (referred to as MHRDD in previous GLA reports): Specific partners will continue working on these dossiers as they continue to contribute directly to result areas within the programme ToC. However, we will no longer profile it as an area where GLA

collaborates. Information by Dutch GLA partners on the EU CSDDD (previously MHRDD) will be placed within the NL country plans and reports. Partners working to influence UNBT will be placed within the relevant country / regional reports.

- When reviewing the purpose, synergies, outcomes, points of agreement and differences amongst partners, alliance members will be asked to explore if learning and sharing could become a cornerstone of the joint work ([linked to recommendation 6](#)).

**Recommendation 3:** Harmonise the FFJF approach/position to allow for livelihood support across the alliance and reallocate the financial resources required to respond to expressed needs

Category: Programmatic

Linked to MTR report findings / conclusions presented by consultants in section 4.1.1.2.3. Full recommendation on MTR page 96.

**Proposed GLA Management response:** Alliance partially agrees and decides to take action within the span of the programme

Clarification why agreement is partial:

- Only relevant for some alliance members and/or their implementing partners (i.e. some do not focus on livelihoods, others don't use GLA funds for livelihood support, or use other funding resources).

**Additional reflections on this recommendation:**

- This refers to financial resources in support of sustainable livelihoods of IP&LCs in GLA landscapes. This support is permitted by some alliance members but not by others. On some occasions, it may even vary within alliance members with different staff members giving different guidance. So therefore it needs harmonisation. Interesting to note that this was also brought up as an issue and key recommendation of the GLA1 MTR.
- Reflecting on livelihood support may help to strengthen the IGEY recommendations, as some partners have noted that women's social and political standing - and therefore confidence to engage in decision-making and leadership - can be strengthened when they are in a stronger economic/financial position.

**Putting it into action:**

- At global coordination level, we will ensure information and guidance is given to facilitate dialogue and decision-making by alliance members with their CSOs. However, this will be more in terms of establishing the basis and parameters for the dialogue. The decision on how to proceed should take into account the situation and preferences of all partners in a given country but ultimately, agreements will need to be established between the CSOs and the alliance member with whom they have a contractual relationship.

## Management decision IV

### Partly address the recommendations linked to MEL & reporting (7-9)

Recommendations linked to monitoring, evaluation and learning (MEL) and reporting will be reviewed carefully. Adjustments will be made if/when feasible, also taking into account where it is considered that it will be effective at this stage of the programme.

**Recommendation 7:** Align the monitoring and evaluation framework with the ToC, document stories of change to demonstrate the contribution of the alliance and utilise emerging data to strengthen programme direction.

Category: MEL

Linked to MTR report findings / conclusions presented by consultants in section 4.4.6. Full recommendation on MTR page 98.

**Proposed GLA Management response:** Alliance partially agrees and decides to take partial action within the span of the programme

Clarification why agreement is partial:

- The required effort needed to make a significant change in the monitoring is high in relation to the time period left of the programme. Additionally, adjustment of the evaluation framework at this stage of the programme would make it more difficult to measure progress at the end of the programme because of adjustments in variables. And likely lead to increased burden of country teams (at least in 2024) as they are all asked to adjust to the new framework. This evaluation framework has also been approved by the ministry.
- The alliance PMEL WG considers that the Theory of Change (ToC) and evaluation framework do align sufficiently on most key aspects. Additionally, 10 of the 11 indicators (previously 12) are qualitative indicators with a lot of qualitative content and labels. However, they become quantitative when aggregated for global reporting purposes (e.g. the number of policies, media outings, participation, capacity strengthening and gender campaigns). We do agree that the programme could benefit from a better explanation and visualization of how the ToC and the evaluation framework align. We also need to ensure more effective communication on the framework and how it links to the ToC with the GLA implementing partners.

**Additional reflections on this recommendation:**

- Stories of change are already documented through OH. Stories are also requested as part of the narrative annual reporting. Based on the input from the MTR, however, we will review how to improve them. We will also study how to improve our internal communication and sharing of these stories of change within the alliance, and maybe externally too.
- On point 3, data for indicator 4 already collects changes in practices. However, we agree that a deeper analysis of these changes is indeed useful.
- On point 4, although greater efforts could be made to improve the data and request partners to complete the contribution column of Project Connect, this would require quite some effort and the data at this level is hardly used in the alliance. This would therefore increase the reporting burden for the partners without a clear added value for them or the programme.

**Putting it into action:**

- A number of concrete actions will be taken, refer to the internal action plan.



**Recommendation 8: Simplify and streamline programme monitoring and evaluation routines for national implementing partners**

**Category:** Reporting

Linked to MTR report findings / conclusions presented by consultants in section 5.2. Full recommendation on MTR page 99.

**Proposed GLA Management response:** Alliance partially agrees and decides to take partial action within the span of the programme

Clarification why agreement is partial:

- Substantial efforts were made in early 2022 to simplify programme planning and reporting routines. Global planning and reporting is carried out annually and has been reduced to the minimum required to comply with donor requirements. In any case, the feedback will be reviewed carefully to better understand the challenges raised by GLA partners as part of the MTR to see if further adjustments can be made.

**Additional reflections on this recommendation:**

- The MTR recommends either providing additional resources to national partners to support reporting or differentiating the reporting responsibilities and guidelines between the national implementing partners and alliance members to lessen the reporting burdens. This suggests that further research may be needed at intermediate levels, however. Particularly:
  - Alliance member requirements to their CSOs for the GLA programme that are not required at global reporting level. This could potentially lead to a reduction in these.
  - Analyse if there are ways for global coordination to better support the country/thematic programme level reporting (e.g. ensuring that country-level CSO OH data is available in time to prepare for country/TP meeting, etc.). And / or request country/TP coordinators to review the country-level processes. And/or provide an excel form to partner with bad connection, then Alliance partner have to fill it for their partners in PC.
  - Some CSOs indicated that the burden is not linked specifically to the FfJF programme but rather, to the need to report on various programmes to various donors following the same reporting cycle. This suggests overburdening of specific roles (particularly CSO programme coordinators, who may be coordinating several programmes at the same time). In this case, it may also be possible to look for solutions at the Alliance member level.
  - CSOs with smaller budgets are particularly affected as it takes a relatively high share of their capacity. The PMEL WG is requested to review how many CSOs have budget below a certain range (this may relate to specific alliance members). And in those cases, whether alternative ways of reporting may be feasible (e.g. below a certain annual budget, not request CSOs to report via outcome harvesting or following the standard templates but rather, using other methods such as on specific outcomes or stories of change). This could lead to under-reporting so would need to be well studied by the PMEL WG and communicated to the donor.

**Putting it into action:**

- The PMEL WG has been requested to review again this recommendation and indicate if there are actions that the programme should take to address it. Some country coordinators will also be asked to contribute.

**Recommendation 9: Strengthen consultation of IPL&LCs and ensure their voices are represented in programme reporting**

**Category:** Reporting

Linked to MTR report findings / conclusions presented by consultants in section 4.2. Full recommendation on MTR page 99.

**Proposed GLA Management response:** Alliance partially agrees and decides to take partial action within the span of the programme

Clarification why agreement is partial:

- Alliance members consider that a core aspect of their work centres on IP&LCs, who are consulted and participate throughout. However, from the feedback from the consultants, we understand that this is not coming across enough in the reporting which should be addressed.

**Additional reflections on this recommendation:**

- The PMEL and Comms WG proposed a number of ideas for this, the alliance will go ahead with those that have no budgetary implications (below).

**Putting it into action:**

- PMEL WG to & country coordinators to jointly review country OH data on PC during annual reporting to identify and highlight relevant outcomes linked to IP&LCs that should be referenced in country annual report.
- We will refocus the Annual Report stories of change to represent IP&LCs better, for example by adjusting the questions / template for these stories to include the voices of IP&LCs better. Alliance members would need to encourage their CSOs to include the perspectives of IP&LCs in the stories and make this clear and explicit in the way they/relevant comms officers write and edit the stories.
- Alliance members to request that some CSOs select a number of key community members to write/record a simple report responding to two or three questions, included in annual reporting process.

### Management decision V:

#### Streamline recommendation 10 into internal processes that are already underway

**Recommendations 10:** Streamline and consolidate the governance and advisory structures of the alliance.

**Category:** Coordination & collaboration

Linked to MTR report findings / conclusions presented by consultants in section 5.2. Full recommendation on MTR page 99.

**Proposed GLA Management response:** This recommendation is for future programming. In all cases, the Alliance acknowledges the recommendation and will also take it into account in the internal process that is already underway to review the governance structure document.

**Additional reflections on this recommendation:**

- Aspects of the recommendation that will be taken into account in existing review process:
  - Review again possibilities for a more inclusive gender balanced Supervisory Board
  - Within the global governance structure, clarification of role and responsibilities gender hub vis a vis gender technical partners.
- Aspects of the recommendation that will be taken into account in future programming:
  - Suggestion to put in place a GLA global coordination unit which brings together all daily coordination/oversight, administration, finance, communications, integrity and PMEL, and the budget and leadership enabling conditions required for this implies.
  - Suggestion to set up a Technical unit organised around priority advocacy topics.

**Putting it into action:**

- Take into account reflections mentioned above during the review of the GLA governance document.

### Management decision VI

#### Establish spaces to further discuss recommendations 11&12 with the stakeholder mentioned in these and jointly define what actions are feasible within the span of the programme (2024-25)

Some of the recommendations will require further discussion with different stakeholders within the programme before taking decision on how to address these within the remainder of the programme. That is the case for recommendations 11 and 12.

**Recommendations 11:** Strengthen linkages between implementing partners and the governance structures of the alliance

**Category:** Coordination & collaboration

Linked to MTR report findings / conclusions presented by consultants in section 5.2. Full recommendation on MTR page 100.

**Proposed GLA Management response:** Alliance agrees and decides to take partial action within the span of the programme.

**Additional reflections on this recommendation:**

- The MTR proposes a country coordinators and facilitators working group. As the facilitators WG was only created for the MTR and consists largely of external consultants, implementation of this recommendation will only focus on country coordinators.
- It is unclear whether this recommendation speaks to all or most of the country coordinators, many who express they are overburdened for different reasons. Therefore, a space will be created to ask if they consider a space where they can have a direct channel to the consortium level relevant. E.g. to share insights from the programme implementation at a country level, raise situations related to their context or voice queries related to the programme, inform the programme orientation from the country coordinator's perspective.

**Putting it into action:**

- To address the second bullet above, we will plan 2-3 zoom meetings in 2024, with a clear scope of dialogue on topics pre-agreed by the country coordinators and commitment from most of them to participate. Alternatively, this could also be organised (first) at the regional level.
- Additionally we can explore a space where the country coordinators come together as part of the joint learning strategy (see **recommendation 6** above), where country coordinators will be invited to participate (always opt-in/opt-out).
- If the country coordinators propose actions that require additional budget, this will be planned for 2025, if alliance members and/or the relevant CSOs are able to pre-agree and allocate budget for these actions in their AP 2025.

**Recommendations 12:** Reclarify the position of the Alliance regarding the regional coordination role of Alliance members.

**Category:** Coordination & collaboration

Linked to MTR report findings / conclusions presented by consultants in section 5.2. Full recommendation on MTR page 100.

**Proposed GLA Management response:** Alliance agrees it is important to discuss and clarify the position. Based on that, it will define if/what actions are feasible to take within the span of the

programme. In all cases, this recommendation will also be taken into account in the case of future programming.

**Additional reflections on this recommendation:**

- Regional coordination is ongoing in SE Asia, with NTFP EP taking a coordinating role with an associated budget. This is working well and will continue.
- For the Africa and Latin America regions, the situation is different. Through their own networks, SDI and Gaia are present throughout their respective regions. However, they do not have a presence in the other GLA countries where the programme operates. Additionally, the spread of the GLA countries in these regions and differences in approaches of work and challenges faced in the different landscapes limit the opportunities for joint lobby and advocacy towards regional bodies. Lastly, no budget was allocated to this (not even for coordinating collaborative actions amongst partners in the region).
- Partners would like to explore and what it means within the GLA to coordinate actions at a regional level (vis a vis regional coordination), as in some context, like the case of Africa and Latin America, these two imply very different actions and power relationships amongst partners in the region that they consider should be taken into account. Nonetheless, regions have manifested there is still an appetite for learning between partners in GLA countries of the same region, and these could be linked to actions to be taken for **recommendation 6** (learning).

**Putting it into action:**

- SPC will start up conversations within the alliance to decide how to proceed.

**Management decision VII**

**Recommendations that were already part of existing programming will take place as planned**

**Recommendation 4: Maintain the Alliance's Structure and ensure approaches and strategies remain responsive to dynamic and emerging global, regional, and national forest, climate, and biodiversity priorities**

Category: Programmatic  
General recommendation, not linked to specific section of MTR report findings / conclusions. Full recommendation on MTR page 96.

**GLA Management response:** In principle, Alliance agrees with recommendation and will take action within the span of the programme.

**Additional reflections on this recommendation:**

- None.

**Putting it into action:**

- No further actions required.

**Recommendation 13: Review the programme budget in line with the recommendations**

Category: Budget  
Linked to MTR report findings / conclusions presented by consultants in section 6. Full recommendation on MTR page 100.

**Proposed GLA Management response:** Alliance agrees and will take action within the span of the programme.

**Additional reflections on this recommendation:**

- This was already in the original programme proposal and therefore aligns with existing programme planning for 2024-25.

**Putting it into action:**

- No further actions required.

**Recommendation 14: Develop an exit strategy plan to land the gains achieved and strengthen ownership and sustainability**

Category: Sustainability  
Linked to MTR report findings / conclusions presented by consultants in section 6. Full recommendation on MTR page 100.

**Proposed GLA Management response:** Alliance agrees and will take action within the span of the programme.

**Additional reflections on this recommendation:**

- None.

**Putting it into action:**

- No further actions required.



# Green Livelihoods Alliance

## Alliance members

Gaia Amazonas



## Technical partners



## In partnership with



Ministry of Foreign Affairs of the Netherlands