

# Derecho, Ambiente y Recursos Naturales Strategic Plan

2023-2027

Approved January 13th, 2023

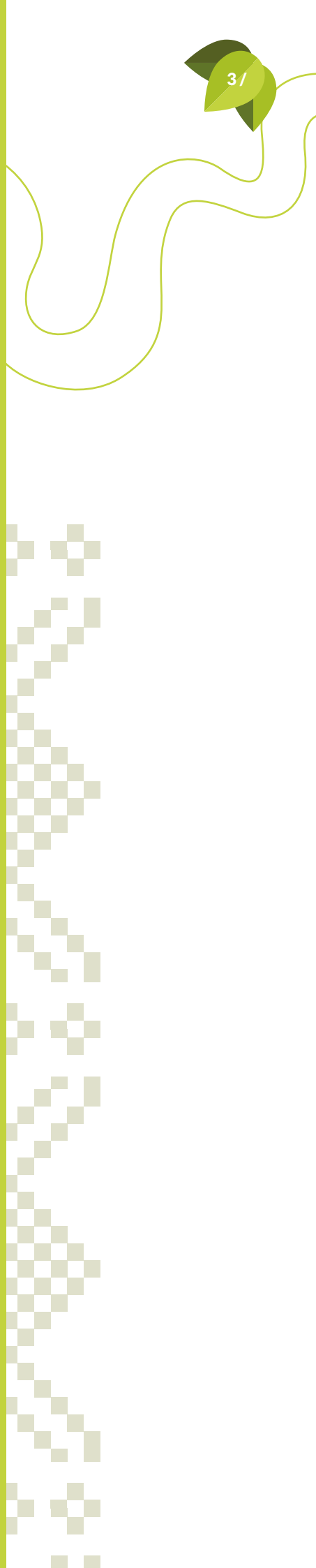


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Photo: DAR



# METHODOLOGY & PROCESS

Derecho, Ambiente y Recursos Naturales (DAR) is a non-profit civil association created in 2004 which currently has more than eighteen years of experience in contributing to the development of the country, based on the management and sustainable use of its natural resources, the management of the environment and the protection of human and collective rights.

At DAR, under our line of work, our values and competencies, we've been implementing strategic planning actions to optimize results that brings us closer to our vision. Thus, based on the experience of planning, management and evaluation of our 2013-2017 and 2018-2022 Strategic Plans, as well as a reflective and participatory process with members of DAR, with its Advisory Council and with key allies, we built this current 2023-2027 Strategic Plan, hereinafter PE 2023-2027. This construction process had five fundamental phases.

## Construction process PE 2023-2023

### • 01

Technical and  
methodological analysis



1. The components of the PE 2018-2022 were evaluated and a methodology was built for its comprehensive evaluation, as well as for the construction of the PE 2023 - 2027.

## 02

Contextual and organizational diagnosis



2. As part of the application process, a diagnosis of the organization was carried out, which includes an analysis of the essence of DAR, its strengths, its weaknesses and its evolution. Likewise, an analysis of the current and prospective context was carried out to assess opportunities and threats.

## 03

Drafting the base proposal for the PE 2023-2027



3. Based on the analyzes carried out in a participatory manner and through the development of several meetings, the vision, mission, strategic approach, values, competencies, strategic objectives and programmatic objectives were built, which were systematized.

## 04

Drafting the final proposal with the participation of the Advisory Council



4. Based on the PE proposal, prepared through an internal process, the participation of the Advisory Council for the construction of the PE was integrated, collecting their opinions and substantial contributions, which strengthened this document.

## 05

Validation and approval of the 2023-2027 PE



5. Based on the adjustments and incorporation of the contributions provided, a stage of sharing with key actors was developed on December 2022, in order to gather their opinions. Following this, after organizing all the contributions received, the final version of DAR's 2023-2027 Strategic Plan was presented at the Assembly of Associates, consequently being approved on January 13, 2023.



Photo: Rolando Mondragón / DAR

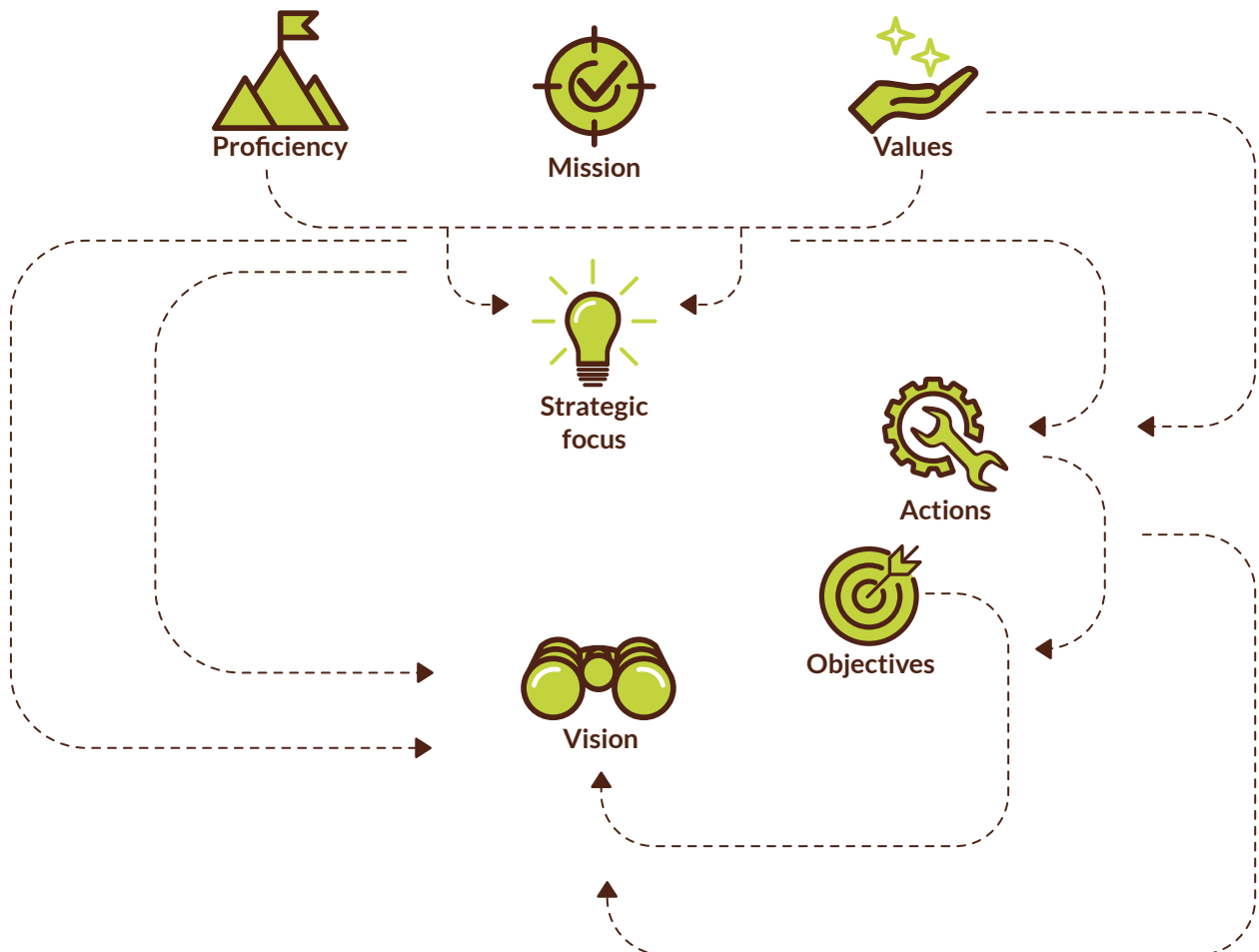


# OUR ORIENTATION:

## The organizational strategic plan

Our Strategic Plan is the guiding instrument that establishes the objectives that will allow us to achieve our **vision** or final objective to which we want to contribute, through the optimal development of our **mission**, applying our **strategic approach** (DAR's work formula).

Graph 1.  
Strategic Plan Sequence



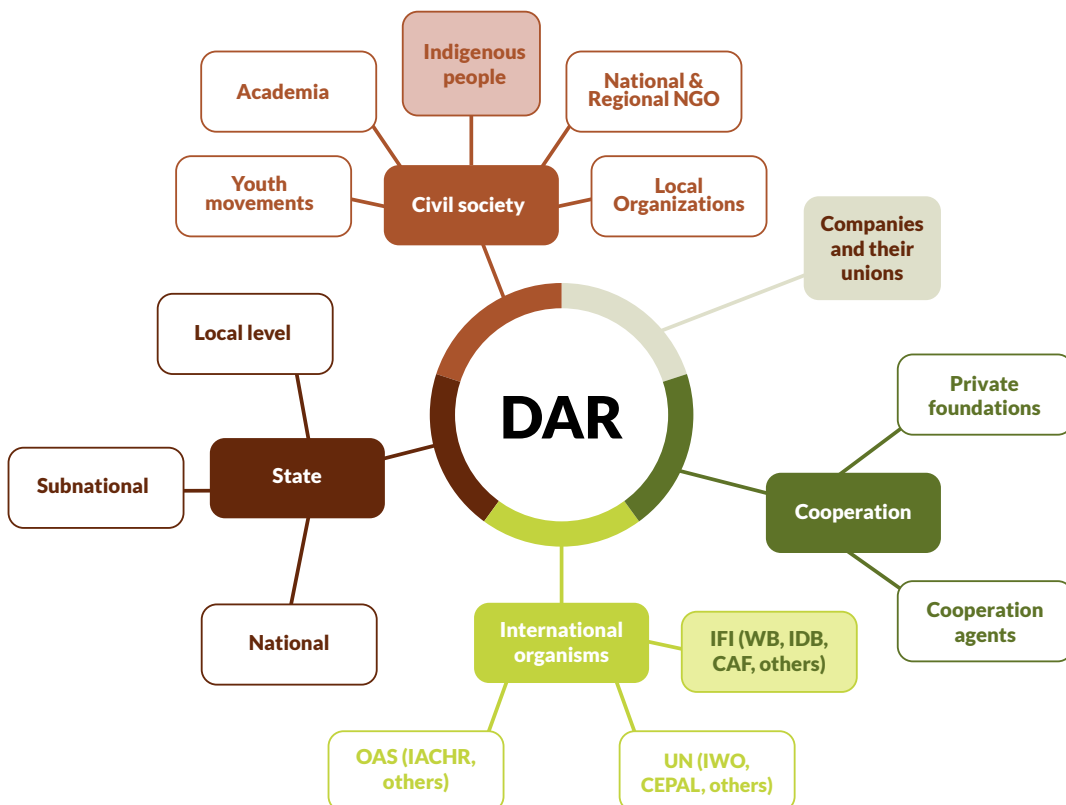
Graph 2.  
Work Formula



Our strategic and programmatic **objectives** are established in different themes, and will be achieved through **actions** effectively implemented, also considering the **strategic approach**, the **values** and **competences** of the organization.

The Strategic Plan work chain intrinsically considers a multi-stakeholder and multi-level participatory work, deepening the link with different stakeholders, local work and a comprehensive agenda.

Graph 3.  
Multi-stakeholder and multi-level network





# CONTEXT

## Transformations in the context: Changes and challenges to achieve sustainable development in the Amazon basin

At a global level, the war between Ukraine and Russia broke out at the beginning of 2022, as a consequence of geopolitical tensions in that area, motivated by events and reactions to the expansion of NATO and the European Union in the territories that once formed part of the Soviet Union.

The war, to date, has caused attacks and the takeover of some areas in Ukraine by the Russian army that led to a humanitarian crises and large-scale social effects such as migratory phenomena, the energy crisis and the deterioration of the world economy, which is still dealing with the consequences of the COVID-19 pandemic, as it has had an impact on the increase in the prices of commodities, food and oil, which further drives inflation globally.

In this line of uncertainty at the international level due to the development of the war between Ukraine and Russia, other geopolitical and political-economic tensions between countries and blocks of countries are also developing and intensifying, due to the positions of current governments like the United States, European Union, Russia and China, where the commercial and energy plans will continue to have a special importance. Likewise, in the Middle East, the conflict in Afghanistan intensified with the entry into power of the Taliban; in Israel and Palestine, new confrontations continue to break out and Yemen continues to suffers a civil war.

These tensions reflect a certain deficit of international institutions and organizations, which have the challenge of strengthening, implementing and ensuring compliance with safeguards and the conditioning of cooperation agendas.

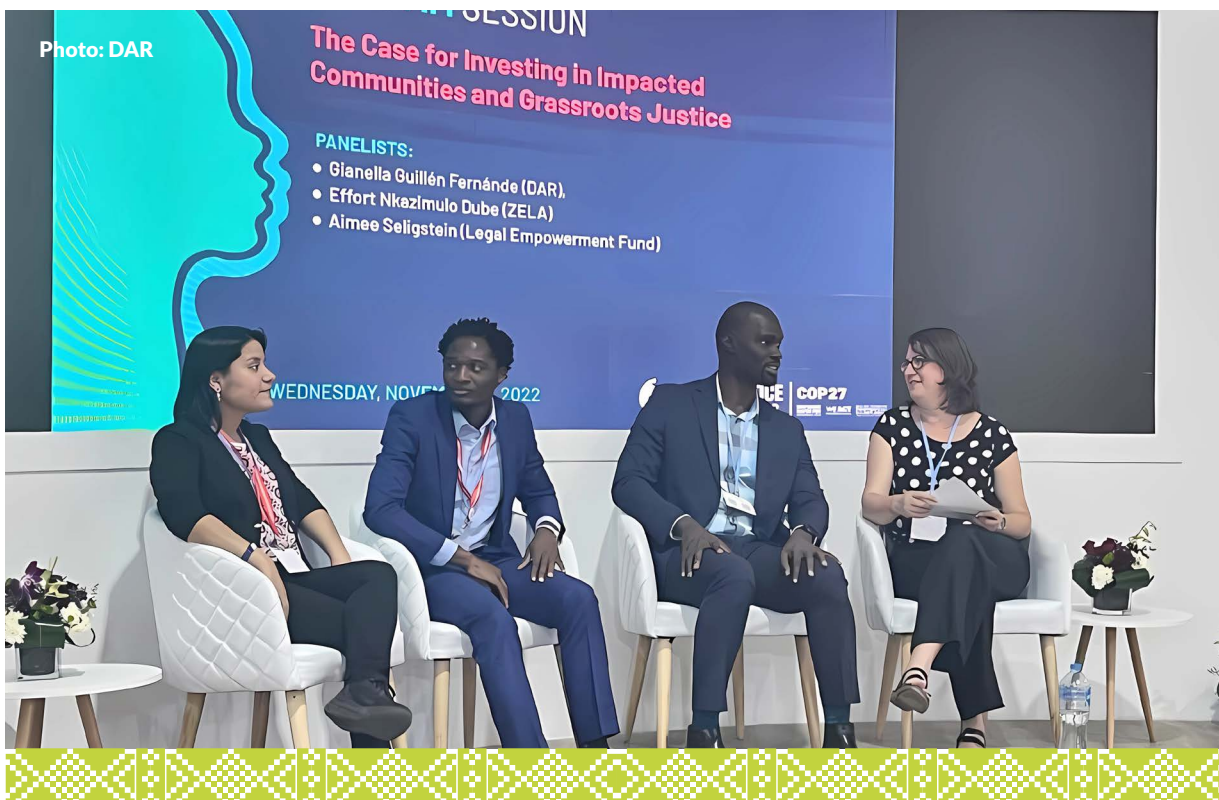




Photo: DAR

Another global alert that is becoming more acute is the climate emergency, due to the effects of climate change. Along these lines, the UN has issued a red alert for humanity, based on a report on climate change by the Intergovernmental Panel of Experts on Climate Change, which concludes that global warming will change the world in the coming decades, as continued greenhouse gas emissions could surpass a key global temperature limit in little more than a decade, for which many countries have raised concerns. However, no concrete action has been proposed for its mitigation, nor has an agreement been generated from the main economies to take action on the matter.

At the regional level, COVID-19 has hit local and national economies hard, so the Amazonian countries will continue their efforts to reactivate their economies under an old line of reactivation, which is based on promoting increased investment, even at the cost of weakened socio-environmental requirements and standards, which is generating serious threats for the Amazon basin, even more so considering the precarious responses of States to local needs and the increase in illegal and informal activities, which not only makes it difficult to fully establish the state of right, but has been charging and threatening the lives of environmental and indigenous defenders. Along these lines, it is important to mention how the Escazú Agreement has been strengthening or weakening in different countries of the region, through its ratification and non-ratification.

In the economic reactivation of Latin America, China has continued to boost its position based on investment injection, bringing as a strategy various guidelines and voluntary environmental guides, such as the “Guide for climate financing” or the previous “Green Credit Guidelines” , with which it has sought to strengthen the inclusion of environmental sustainability as a decision criterion for the financing of projects inside and outside the country, in the face of complaints and questions of non-compliance with socio-environmental standards in different projects in Latin America and the Caribbean. Likewise, International Financial Institutions (IFIs) have leveraged funds for the health emergency and economic reactivation at the regional level, simultaneously implementing reviews of their internal regulations and improving their socio-environmental standards, as in the IDB.

In the political context, at the regional level, two Amazonian countries, Brazil and Colombia, recently held presidential elections at the end of 2022, the results of which reaffirm the validity of the left in Latin America, since Gustavo Petro won in the Colombian country and in Brazil Lula da Silva won, two official candidates of the left. An important point to highlight from both presidents is the recognition of the urgency of climate change and the need to propose an environmental agenda with a view of protecting the Amazon.

At the national level, Peru is going through an economic crisis in the face of the global recession, the health emergency, a scenario of political conflicts, mistrust and corruption, in which the Odebrecht case continues to be in force; and where files of complaints and investigations against different political officials are added. Given this, it can be affirmed that economically there hasn't been growth, but there has been a perception of high economic distrust in Peru.

At the political level, regional and local elections were held in the second half of 2022, in which the new governors who will mark a new scenario were elected. However, at the national level the political crisis has been deepening from 2016 to 2022. In this period we have had six presidents, three presidential vacancies and one closing of Congress.

Thus, since the election of Pedro Castillo as President of the Nation in 2021, who was to take office until 2026, a context of recurring tensions has developed between the political forces of the Executive and Legislative Powers, who have battled for a vacancy, the closure of Congress or the anticipated call for new elections, as well as other problems of institutional incapacity. This has resulted, at the end of 2022, in the vacancy of former President Castillo, in the face of a coup d'état and an attempt to close Congress unconstitutionally, and subsequently the appointment of the first female president, Dina Boluarte, who has placed on the table the call for early general elections for the year 2024, in the face of violent protests at the national level that demand her resignation and the closure of Congress. Until December 2022, as a result of this situation, twenty-eight people died and 682 were injured, so this situation has increased mistrust, social conflicts and has weakened the governability and institutionality of the State.



Photo: Presidencia Perú/ Christian Olea



This political precariousness has increased polarization and political violence, whose narratives affect the work in favor of the governance of natural resources, the exercise of human rights and the introduction of the perspective of sustainability in the State, society and market. Likewise, the social and environmental crisis, as well as the risk of food security, has demonstrated the need to strengthen state and business capacity to manage environmental and climate emergencies, such as frequent oil spills in the Amazon, forest fires, and droughts. That occur in different regions, as well as the fight against illegal and informal activities that have been threatening the Amazon and the health of local residents, as a consequence of environmental degradation. Likewise, territorial ordering and the legal security of the territory have made little progress, and large infrastructure projects that involve the Amazon, such as roads without adequate socio-environmental planning, pose great challenges due to environmental and social risks (especially for indigenous peoples).

Despite this, on the public agenda, urban issues and problems occupy media attention in the face of rural demands, minimizing local needs and protests, despite the fact that there is a strengthening of local movements and Amazonian indigenous organizations, which must continue to complementing and consolidating their actions in different processes.

However, some advances in environmental and social matters in recent years should not be made invisible, such as: i) the issuance of a Law on Climate Change, ii) the strengthening of the Law and Regulations for Prior Consultation for Indigenous Peoples, iii) the adaptation of the Forestry Law for the Land Classification Regulation on its Greater Use Capacity (RCTCUM), iv) the recognition of the climate emergency at the national level, where although it is necessary to strengthen different provisions and resolve tensions of its management, especially on the issue of receiving, managing and benefiting from climate funds, is a step towards recognizing the problems that are being faced worldwide, v) the national and local strengthening of international transparency initiatives, among others.



# INTERVENTION SCENARIOS

Faced with possible national scenarios, we propose the following intervention strategies:

## Political

### SCENARIO 1

Political confrontation between the Executive and Legislative intensifies and there is a fight for a new vacancy or the closure of Congress.

### INTERVENTION STRATEGY

Promotion of social surveillance and analysis of measures adopted by the Executive and Legislative Powers in the face of a political crisis.

### SCENARIO 2

There is an agreement between the Executive and Legislative Powers for an end to the political dispute that results in a Government until 2026 or early elections in 2024.

### INTERVENTION STRATEGY

Analysis of the new Government, and of possible political measures to be implemented, rethinking of the strategy to make the socio-environmental agenda visible.

## Economic

### SCENARIO 1

Global economic crisis and continued economic recovery.

### INTERVENTION STRATEGY

- Surveillance and improvement of socio-environmental standards at a national and regional level.
- Promotion of local initiatives that guarantee sustainable development.
- Promotion of indigenous economy.
- Monitoring of investment projects.

## Socio-environmental

### SCENARIO 1

An increase in socio-environmental problems has state intervention responses that do not provide effective solutions, but calms the conflict.

### INTERVENTION STRATEGY

An accompaniment strategy for local actors is prepared for technical support and strengthening of negotiations with state actors and for monitoring compliance with agreements.

### SCENARIO 2

Increase in socio-environmental problems without a response from the State, promotes the development of strong socio-environmental conflicts.

### INTERVENTION STRATEGY

Promotion of surveillance of respect for rights, and support in strengthening the necessary measures to be implemented by the State and local actors.

# OUR ORGANIZATIONAL WORK IN THE SEARCH OF CHANGE TOWARDS SUSTAINABLE DEVELOPMENT WITH RIGHTS



DAR has worked to establish and consolidate an efficient organizational structure, considering that it is part of a sector legally regulated by the State and to guarantee optimal procedures for the access and execution of financing by multilateral organizations and other donors, complying with contractual commitments. Acquired with donors and with the commitments generated with the beneficiaries.

For the implementation of different activities, DAR has developed a spatial focus of its activities, giving cohesion to the mission, vision, focus and unity of action. However, it also implements strategic actions outside the spatial unit of intervention in order to identify actions that can be replicated, make visible the need for state intervention, strengthen compliance with the functions of relevant state institutions and/or establish precedents.

DAR has focused on policy advocacy, on issues of forests, indigenous peoples, investments in infrastructure and extractives (except fishery), climate change, renewable energy, sustainable local economic initiatives and good governance, among others; articulating and integrating the national scale (regulations, policies, surveillance, governance, planning) with the local scale (planning, territorial management, projects, monitoring, governance) and the international scale (safeguards, governance, surveillance). Likewise, it's been strengthening the work at the territorial level in order to generate concrete impacts in the territory.

For this, the tactics implemented by DAR have been hybrid and hinged, that is, it develops actions where it works hand in hand with the State, as a support to promote and/or improve policies and responses to local, socio-environmental, and on the other hand, it develops actions hand in hand with organizations and/or local populations to promote and/or improve initiatives that allow better local management, development mechanisms and social surveillance. Likewise, it promotes an articulated work between the State and local actors (the population). As a conclusion, a strategy capable of promoting and synthesizing positive aspects of the different roles and visions is implemented, overcoming the traditional antinomy of top-down/bottom-up, public/private change.

In this line, DAR works in the generation of knowledge, creating, using, strengthening and disseminating technical, scientific, academic knowledge and local knowledge; articulating and strengthening the capacities of multiple actors and promoting local development. Likewise, it fulfills the role of advocacy and positioning agent, mainly in the political dimension.

An important point to consider is that political advocacy actions and the promotion of sustainable initiatives at the territorial level not only have the objective of responding to the need to protect and ensure the sustainable use of ecological systems, but also to respond to the needs of local populations and to enhance their capacities and exercise of rights. Likewise, we seek that those who plan, evaluate and implement different initiatives, policies and projects are aware of and responsible for the life, rights and values of indigenous peoples.

Along the same lines, our work bases its strategy on cooperation and not on competition. Although sometimes there are competitive relationships between organizations for funding, for prioritization of agendas or for attribution of achievements, DAR seeks and promotes privileging collective and cooperative work relationships to overcome common threats or difficulties. In that same sense, DAR has avoided having a political alignment, prioritizing a focus on results.



Photo: COICA



# OUR DIFFERENTIATING BASE: VALUES AND PROFICIENCIES

DAR has values and proficiencies that identify our emotions, behavior and relationships in order to guarantee the quality of work and results.

## • Values



**Commitment** We perseveringly strive to achieve our vision and mission.



**Solidarity** We are determined to commit ourselves and collaborate for the common good.



**Coherence** Our actions are always consistent with our vision, mission and values.



**Responsibility** We comply with the obligations and commitments assumed and we act considering and evaluating the consequences and impacts.



**Empathy** We understand and consider the feelings of others through open communication, collaboration and trust.



## • Proficiencies



**Adaptability** We respond adequately to the demands of the environment, without diverting our objectives.



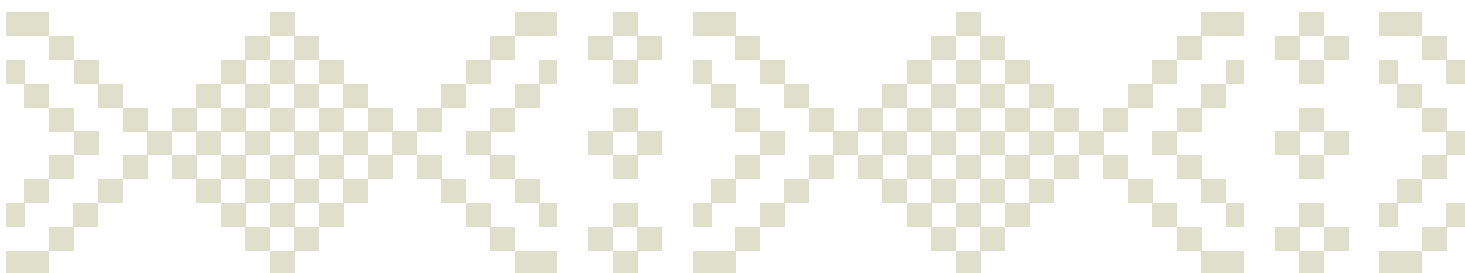
**Collective work** We work in the articulation and internal and external collaboration with different actors, aiming at respect, communication and honesty.



**Quality** We work for optimal and effective activities, processes and results, which guarantee the fulfillment of our vision and mission.



**Creativity** We have an attitude and ability to meet needs with solutions, new proposals and innovations.



## • Approaches

In addition, it is important to mention three approaches implemented by DAR at the organizational level that are coherent and go hand in hand with our values and proficiencies:



### **Gender approach:**

We respect and promote equal opportunities and rights based on the identification of needs and demands of women and men inside and outside the organization.



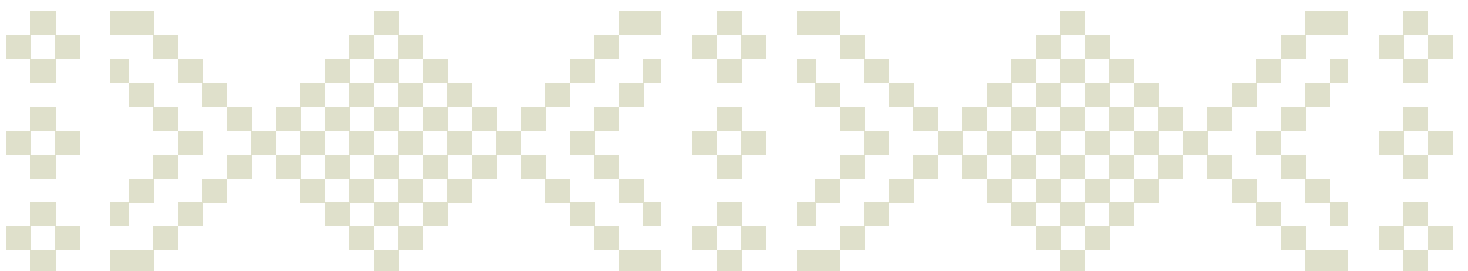
### **Intergenerational approach:**

We strengthen the articulation between people of different generations, strengthening and valuing their capacities, knowledge, interventions and participation, considering the roles in the past, present and future.



### **Intercultural approach:**

We implement a process of exchange, dialogue and learning, which seeks to generate relationships of equity between various ethnic-cultural groups, based on the recognition and positive assessment of their cultural differences, visions and conceptions of well-being.





# OUR STRATEGIC PLAN

## VISION

A sustainable, inclusive and equitable Amazon basin  
with socio-environmental governance.

**Amazon basin.** Focusing of actions on the Amazon as a basin, covering the entire Andean-Amazon region, from the Amazon plain to the Andean headwaters of the basin.

**Sustainable.** Work is done for the existence and security of life in a dynamic and harmonious balance between society and the nature that surrounds it and of which it is a part, promoting a development that satisfies the needs of the present without compromising the capacity of generations, guaranteeing the balance between economic growth, care for the environment and social welfare.

**Inclusive.** Because it ensures that all people can exercise their rights and take advantage of their abilities and opportunities.

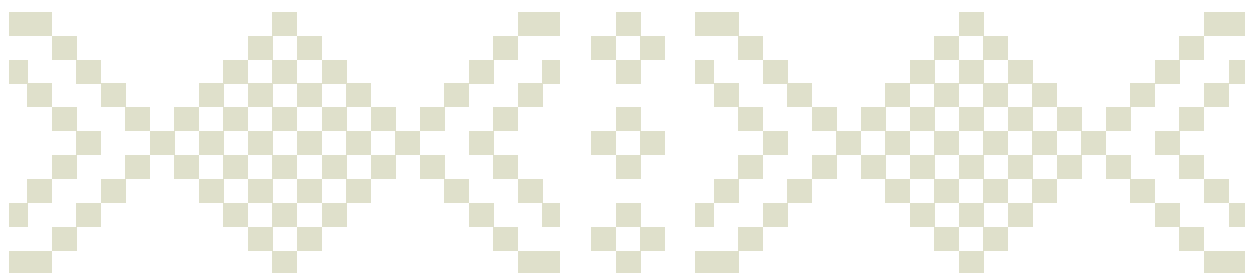
**Equitable.** So that the exercise of rights and the fulfillment of the obligations of the people occur in a way that is considered fair, inequalities are addressed and a fair and equitable distribution of benefits and costs is implemented.

Putting emphasis on the local population of the Amazon, such as indigenous peoples, riverside populations, settlers and citizens in general who live in rural and urban areas, and who suffer greater impacts due to transformations and interventions in the Amazonian territory.

**Governance.** For a way of governing together with all the actors in society, generating and strengthening participation in public decision-making, based on a series of principles: i) planning of policies, plans and programs; ii) institutional management capacity; iii) coordination between government and intersectoral levels; iv) accountability of the authorities to the citizens; v) citizen participation; vi) public integrity that promotes ethics and prevents corruption, and vii) transparency and access to public information.

**Socio-environmental.** So that the social and environmental aspects (environmental management, conservation and use of natural resources and biological diversity, climate change, among others) that are intrinsically linked are dealt with in a cross-sectorial manner at the policy level, in its planning, regulation, management, promotion and control of land use planning.

Map 1.  
Amazon basin map



## MISSION

DAR is an organization that contributes to the defense of human rights, conservation and sustainable use of natural resources, promoting socio-environmental governance in coordination with local populations and indigenous peoples.

The mission reflects our main roles, as well as our articulation with territorial actors; with a view to achieving the vision outlined:



- **Contributes to the defense of human rights:** DAR promotes and strengthens the protection, exercise and fulfillment of human rights and fundamental freedoms.



- **Conservation and sustainable use of natural resources:** DAR implements a line of work aimed at the protection, preservation, sustainable management and restoration of natural environments and ecological communities.



- **Socio-environmental governance:** DAR promotes decision-making by state institutions that involves a process of effective participation, transparency, accountability, and political empowerment of the population. Also, it is characterized by efficiency, effectiveness and the fair and equitable distribution of benefits and costs, mainly in issues that involve social, environmental and climatic dimensions.



- **Articulation with local populations and indigenous peoples:** DAR works hand in hand with active actors who know and live the territorial problems; who practice and promote the management of existing resources; that mainly respond to a territorial logic; and who have been fighting for the protection of their territories, their rights and sustainable development through the implementation of institutional and local mechanisms.

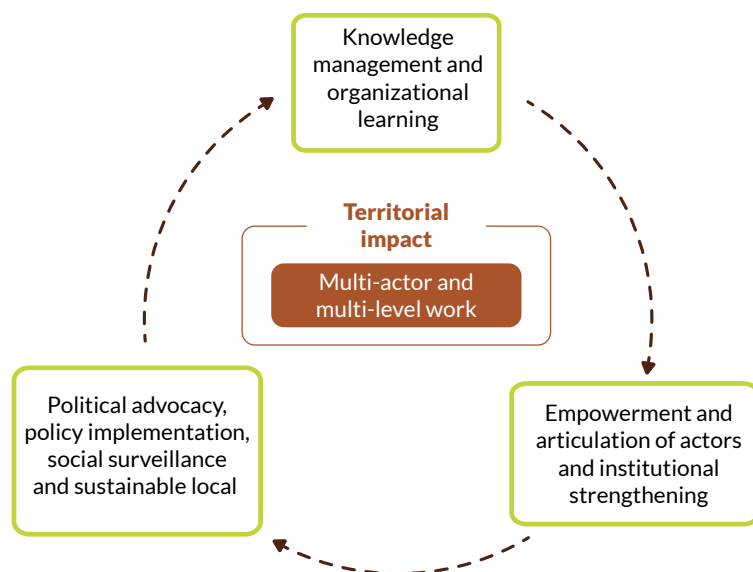
## STRATEGIC APPROACH

- Knowledge management and organizational learning
  - Empowerment, articulation and strengthening of actors and institutions
- Political advocacy and implementation of policies, social surveillance and sustainable local initiatives

Our management strategy or formula has the following bases:

### Knowledge management and organizational learning:

By creating, systematizing, using and disseminating technical, scientific, academic and local knowledge, our allies and DAR achieve effective organizational learning. In this first stage, the following process is considered: i) Generation of knowledge and systematization; ii) Operation; iii) Evaluation; and iv) Learning and feedback.



**Empowerment and articulation of actors.** We strengthen the different capacities and articulate the citizens of the Amazon basin, organizations and institutions, considering the needs, expectations and roles that can strengthen their actions in the defense of rights, as well as promoting their own local initiatives for the sake of sustainable development.

**Strengthening the institutional.** Strengthening the capacities of institutions beyond technical knowledge, to fulfill their mandates and functions effectively and efficiently.

**Political advocacy:** A systematic process is actively and early implemented to influence the improvement of decision-making and different policies, promoting their proper implementation (effectiveness, financing and ethics). All this with the intention of developing specific positive changes in the public and social sphere.

**Policy Implementation:** The actions implemented to obtain improvements are focused on the entire public policy cycle (evaluation of the public agenda, formulation, implementation and evaluation of policies); for this, we provide support to governments as well as to different actors.

**Social surveillance.** We collaborate in the monitoring and control process carried out by citizens, especially indigenous peoples and local populations, to the different interventions in the Amazon basin, as well as in the accompaniment for compliance with policies, environmental regulations, standards and Socio-environmental commitments for good governance and sustainability in the Amazon basin.

**Implementation of sustainable local initiatives:** Considering the territorial approach, local initiatives are promoted that contribute to the sustainability of life and contribute to the environmental, social and economic well-being of local populations.

**Multi-actor and multi-level work.** Working and articulating the local, national and international scales, through multi-stakeholder and multi-level work, a dynamic process with interactions (cyclical and non-cyclical) that seeks to generate positive impact changes in public policies and in the territory.



Photo: Pamela Cifuentes / DAR



## Strategic Objectives

Our strategic objectives are based on thematic axes, having an organizational axis called the internal axis and three external axes: governance axis, sustainability axis and rights axis. These four axes are intertwined in seven strategic objectives. To achieve them, DAR proposes a set of programmatic objectives and actions.

### 1. Internal Axis: This axis is oriented to internal processes and seeks to strengthen sustainability, management and organizational positioning.



Photo: DAR

STRATEGIC OBJECTIVE	IMPACT TO GENERATED BY 2027
1. Consolidate organizational sustainability	~ Financial and organizational sustainability in the short and medium term.
2. Consolidate organizational management	~ Quality system of our processes, accredited by certifications and recognitions of external actors and allies.

## 2. Sustainability Axis:

External axis aimed at impacting the functionality and sustainability of Amazonian ecosystems (and their interactions), considering a territorial and landscape approach, such as the well-being of local populations.



Photo: Rolando Mondragón / DAR

STRATEGIC OBJECTIVE	IMPACT TO BE GENERATED BY 2027
<p>3. Contribute to the functionality of Amazonian ecosystems for their conservation, sustainable use, and adaptation and mitigation to climate change</p>	<ul style="list-style-type: none"> <li>~ The management of Amazonian ecosystems has improved, thus contributing to improving the quality of life of the local population.</li> <li>~ The trend of deforestation and degradation in worked Amazon areas is reduced.</li> </ul>

### 3. Governance Axis:

External axis that seeks to strengthen the institutional framework through the implementation of good governance in the planning and implementation of policies and measures, and in the accountability that impact the Amazon, guaranteeing optimal processes of citizen participation and transparency.



Photo: DAR

STRATEGIC OBJECTIVE	IMPACT TO BE GENERATED BY 2027
<p>4. Promote processes, safeguards and effective planning (design) and management instruments</p>	<p>~ The evaluation and management of socio-environmental impacts in the project cycle have improved.</p>
<p>5. Contribute to the design and implementation of policies and standards and initiatives for transparency, access to information and participation</p>	<p>~ Authorities implement transparency mechanisms and effective mechanisms for the best exercise of the right of access to socio-environmental information and citizen participation.</p>

### 4. Rights Axis:

This axis seeks to contribute to the protection, respect, exercise and assurance of human, collective and ESCER rights, with an emphasis on human rights.



Photo: DAR

#### STRATEGIC OBJECTIVE

- 6. Contribute to the protection and exercise of rights with emphasis on Economic, Social, Cultural and Environmental Rights - ESCER and rights of indigenous peoples

#### IMPACT TO BE GENERATED BY 2027

- ~ The full exercise of rights is ensured with emphasis on ESCER and the rights of indigenous peoples, through state mechanisms and those of indigenous organizations.

## LOGICAL CHAIN OF THE STRATEGIC PLAN

Vision	Mission	Strategic approach	Axis	Strategy Objectives	Program Objectives
<p>A sustainable, inclusive and equitable Amazon basin with socio-environmental governance.</p>	<p>DAR is an organization that contributes to the defense of human rights, conservation and sustainable use of natural resources, promoting socio-environmental governance in coordination with local populations and indigenous peoples.</p>	<p>Knowledge management and organizational learning  Empowerment and articulation of actors and institutional strengthening  Political advocacy, policy implementation, social surveillance and sustainable local initiatives.</p>	Internal	1. Consolidate organizational sustainability.	1.1. Increase fundraising through multi-year projects and self-financing activities.
					1.2. Ensure compliance with the results of the organization (results of the organizational POA) and its projects.
					1.3. Strategically consolidate the organizational positioning.
				2. Consolidate organizational management.	2.1. Consolidate administrative and financial management to guarantee transparency and quality.
					2.2. Consolidate the management of human talent.
			2.3. Consolidate internal communication management.		
			2.4. Consolidate information management processes and strengthen knowledge management.		
			2.5. Consolidate the incorporation of intercultural, gender, inclusion, diversity and intergenerational approaches.		
			Sustainability	3. Contribute to the functionality of Amazonian ecosystems for their conservation, sustainable use and the mitigation and adaptation of climate change.	3.1. Implement local sustainable investment initiatives to improve the quality of life.
					3.2. Strengthen the application of the territorial and landscape approach for the conservation of socio-ecological systems and associated cultural diversity.
					3.3. Reduce deforestation and degradation of Amazonian ecosystems and promote restoration mechanisms.
3.4. Improve and implement mitigation measures against climate change to reduce deforestation drivers.					
3.5. Strengthen energy transition strategies, mechanisms and initiatives for climate change mitigation and adaptation.					

Vision	Mission	Strategic approach	Axis	Strategy Objectives	Program Objectives
<p>A sustainable, inclusive and equitable Amazon basin with socio-environmental governance.</p>	<p>DAR is an organization that contributes to the defense of human rights, conservation and sustainable use of natural resources, promoting socio-environmental governance in coordination with local populations and indigenous peoples.</p>	<p>Knowledge management and organizational learning  Empowerment and articulation of actors and institutional strengthening  Political advocacy, policy implementation, social surveillance and sustainable local initiatives.</p>	<p>Governance</p>	<p>4. Promote effective planning and management processes, safeguards and instruments.</p>	<p>4.1. Strengthen the design and implementation of socio-environmental planning and management policies, safeguards, standards and instruments, ensuring their financing, effectiveness and public ethics.</p>
					<p>4.2. Promote and/or strengthen territorial citizen and community surveillance initiatives at the local, national, and regional levels.</p>
					<p>4.3. Promote the exchange of knowledge and local knowledge to improve planning instruments and socio-environmental management.</p>
					<p>4.4. Strengthen the implementation of safeguards and the evaluation and identification of socio-environmental impacts in extractive, energy and infrastructure activities.</p>
				<p>5. Contribute to the design and implementation of policies and standards and initiatives for transparency, access to information and participation.</p>	<p>5.1. Promote mechanisms for access to information, transparency and accountability.</p>
					<p>5.2. Implement the intercultural and gender approach in the participation spaces linked to socio-environmental management.</p>
			<p>5.3. Strengthen tripartite spaces for the improvement of social, economic and environmental planning and management.</p>		
			<p>Rights</p>	<p>6. Contribute to the protection and exercise of rights with emphasis on Economic, Social, Cultural and Environmental Rights - ESCER and rights of indigenous peoples.</p>	<p>6.1. Promote the full exercise of the rights of Indigenous Peoples in Isolation and Initial Contact (PIACI), free from threats.</p>
					<p>6.2. Strengthen the capacities (of the State, defenders and civil society actors) for the prevention and protection against threats against environmental defenders.</p>
					<p>6.3. Strengthen the full exercise of the rights of indigenous peoples to the territory.</p>
					<p>6.4. Strengthen the full exercise of indigenous rights to participation, consultation and prior, free and informed consent.</p>
					<p>6.5. Generate the conditions for the exercise of ESCER in the local population, specifically, the environment, food safety and health.</p>



Photo: Rolando Mondragón / DAR



DERECHO  
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RECURSOS  
NATURALES