



RIGHTS AND RESOURCES INITIATIVE | 2018-2022

From Risk and Conflict to Peace and Prosperity:

*Securing Indigenous Peoples', communities', and women's
land and forest rights to confront climate change and advance
sustainable development, security, and wellbeing for all*

Third Strategic Program from the
Rights and Resources Initiative (RRI): 2018-2022

Rights and Resources Initiative

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About the Rights and Resources Initiative

RRI is a global coalition consisting of 15 Partners, 7 Affiliated Networks, 14 International Fellows, and more than 150 collaborating international, regional, and community organizations dedicated to advancing the forestland and resource rights of Indigenous Peoples and local communities. RRI leverages the capacity and expertise of coalition members to promote secure local land and resource rights and catalyze progressive policy and market reforms.

RRI is coordinated by the Rights and Resources Group, a non-profit organization based in Washington, DC. For more information, please visit www.rightsandresources.org.

Partners



Affiliated Networks



Sponsors



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Executive Summary

Total Request: US\$ 10,000,000 per year for five years, for a total of US\$ 50,000,000

Project Duration: Five years (2018-2022)



Rationale

There is unprecedented global understanding that securing the land and resource rights of rural peoples is necessary to achieve equitable development, reduce the risk of conflict, address climate change, and deliver on the 2030 Agenda for Sustainable Development. While nearly a third of the world's population lacks secure rights to the lands and forests they have protected and relied on for generations, the momentum toward transformative change is unparalleled and growing. Many countries have adopted new laws and policies that recognize community land rights. Leading companies and investors understand that insecure land rights present a significant financial risk and are beginning to change their business models. Indigenous Peoples, local communities, and women's organizations have stronger organizational capacity and political influence than ever before. Women across the developing world are increasingly assuming management and leadership roles in the development of sustainable and inclusive rural economies, as well as leading the defense of community resource rights in local, national, and global policy arenas. Finally, a growing number of tools and initiatives presents an emerging international architecture to scale-up community land rights recognition.

Increasing awareness and commitment, coupled with the unprecedented threat of climate change, present a critical window of opportunity to shift the pendulum from risk and uncertainty to sustainability, peace, and prosperity. In short, now is the time to work together to scale-up global efforts. To meet the growing demand for reform and support the efforts of rural peoples to secure their rights, the RRI Coalition will need to significantly scale its impact. This proposal presents a framework for collective action that builds on accomplishments to date. It is ambitious and realistic.

Objective

The objective of this strategic program is to dramatically scale-up the recognition of the land and resource rights of Indigenous Peoples, local communities, and women across the developing world and improve their livelihoods. Securing their rights is essential to

reducing socioeconomic inequality and achieving many of the Sustainable Development Goals (SDGs), including poverty eradication, gender equality and women's empowerment, food security, climate change mitigation and adaptation, inclusive economic growth, sustainable resource use, and peace and justice.

Outcomes (five-year)

1. Indigenous Peoples, local communities, and rural women leverage their capacity, leadership, and rights to transform social, economic, and environmental agendas in support of inclusive and equitable development, sustainable land and resource governance, and accelerated climate actions.
2. Governments scale-up the legal recognition and enforcement of land and resource rights for Indigenous Peoples, local communities, and women in those communities, as enabling conditions for democratic engagement, inclusive economic growth, sustainable development, and climate change adaptation and mitigation.
3. Investors and companies at national and international levels adopt international standards and rights-based approaches recognizing customary tenure rights, and work with governments, Indigenous Peoples, local communities, and rural women's groups to (i) resolve land tenure disputes and conflicts; (ii) reduce deforestation and land degradation pressures; and, (iii) support community enterprises and locally determined business and conservation models that enhance livelihoods and sustainability outcomes.

Measurable Targets and Beneficiaries

By implementing this agenda over the next five years, RRI will contribute to the establishment of a new global norm of respect for community land rights in forest areas, catalyze the legal recognition of an additional 150 million hectares of lands and forests, benefit over 370 million people,ⁱ and set in motion the experience, confidence, and motivation for governments, communities, and corporations to complete the job of securing community land rights across the developing world in the coming decades. Indirect beneficiaries will include all people and economies that benefit from reduced deforestation, reduced carbon emissions, and more secure and prosperous rural areas across developing countries.

Vision

A just world that protects the land and resource rights of Indigenous Peoples, local communities, and rural women; for their wellbeing and the betterment of our planet.

Rural community land and resource rights are essential to the pursuit of sustainable development, forest conservation, and social, political, and economic stability. Closing the gap of insecure rights for the historical stewards of the world's forests and drylands is a global imperative that embodies the most fundamental aspirations of human societies, namely the right to self-determination, the right to sustainably govern and use local lands and resources, and the right to due process and protection from external claimants or demands.

Delivering on this vision in the context of increasing political uncertainty, inequity, and demand for resource-driven economic growth is a challenge that governments and the international community can no longer underestimate. Ensuring that internationally endorsed standards, such as the UN Declaration on the Rights of Indigenous Peoples (UNDRIP) and the Voluntary Guidelines on the Governance of Tenure (VGGT), are reflected in market institutions, development policies, and conservation initiatives is a critical first step. But in the absence of developing country capacity or willingness to secure local land and resource rights at the scale and speed required, local people will remain the front-line defenders of the world's environmental heritage and future.

To achieve global environmental commitments and the Sustainable Development Goals, future development initiatives and strategies will need to prioritize support for local citizens so that they can better defend their rights, steer market institutions toward more sustainable and equitable outcomes, and promote public investments that respect and enhance local land and resource rights.



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Background and Rationale for RRI Engagement

Problem Statement

The growing threat of inequality and the continuing marginalization of rural women, Indigenous Peoples, and rural communities is a worsening human rights crisis that is already driving political unrest; challenging conventional development models; and increasing calls for social, economic, and environmental security for all. Today, nearly a third of the world's population lacks secure rights to the lands, forests, and other natural resources that they have historically claimed, used, and protected.

Indigenous Peoples and local communities have legally recognized ownership rights to just 10 percent of the world's lands, despite having customary ownership claims to over 50 percent.ⁱⁱ This huge gap between the daily struggles of rural peoples to sustainably manage and protect the lands that form the basis for their livelihoods and cultures, and the disproportionately weak legal recognition and protection afforded by governments, undermines global progress toward the Sustainable Development Goals and the climate change commitments of the Paris Agreement.

This long-ignored problem is particularly pressing for marginalized communities and women across the developing world. Women increasingly bear responsibility for local land and forest management, assuming leadership over lands and resources and the risks necessary to protect them. However, they are also disproportionately constrained by unjust laws and practices. The lack of formal recognition of and respect for women's land and forest rights affects their wellbeing and threatens the survival of rural communities, as well as the resilient and locally adapted institutions that have successfully stewarded the world's most important biomes for generations. If the world is to succeed in preventing a

climate crisis, the rights of Indigenous Peoples and local communities—including women—must be secured and protected.

In this context, the 2.5 billion people with customary rights to rural lands and forests are both potential drivers of stable social and economic development, as well as potential refugees and drivers of political unrest. Their lands and forests house and produce the biodiversity, water, carbon, and other essential resources the economy—and human society—depend upon. Simultaneously, their lands and forests contain a large portion of both in-demand extractives like oil, gas, and minerals, and are the preferred sites for many investments in renewable energy like windfarms and geothermal power plants. The water that emanates from and flows through Indigenous Peoples' and local communities' lands has become increasingly precious and sought after by external agents, both as a commodity and as a source of green energy (hydropower), leading to forced evictions, the loss of customary land rights, and large-scale impacts on critical ecosystem services and functions. Worldwide, there is growing awareness that the gap in rights recognition has become an unacceptable risk and source of conflict—a risk that Indigenous Peoples, local communities, women, governments, well-meaning investors, and the rest of humanity can no longer afford to ignore.

Sustainable land management by local peoples has been the cornerstone of equitable economic progress for centuries, providing the foundation that underpins the development of democracy, sustained peace, and shared prosperity across many parts of the world. Today, the need to secure the rights and livelihoods of Indigenous Peoples and local communities to prevent illegal land grabs, support sustainable resource use, and attract the technical and financial support communities urgently require constitutes one of the most pressing and necessary steps to achieving global progress toward sustainable and equitable development, as well as climate change mitigation and adaptation.

Opportunity Statement

Despite the many emerging challenges, opportunities to scale-up the recognition and protection of indigenous and local community land rights across the world have never been more promising. Recognizing that moments of great turbulence also offer hope for more positive transformations, a number of key developments give confidence that prioritizing efforts to secure the rights of rural peoples across the developing world can lead to significant progress toward the Sustainable Development Goals and climate change mitigation and adaptation.

There is growing global recognition of the fundamental role of rural land and resource rights. Governments, investors, conservation organizations, and the broader

international community increasingly recognize the importance of respecting local peoples' land and resource rights to achieve economic prosperity, regional peace and security, climate smart development, biodiversity conservation, and reduced investment risk and conflict. The establishment of UNDRIP in 2007, the New York Declaration on Forests in 2014, and the VGGT in 2012 represent major milestones at the international level to recognize the rights of Indigenous Peoples and forest communities over their customary lands and resources. New commitments to respect local rights have also emerged in the policies of conservation organizations, corporations, and even commodity roundtables, such as the Roundtable on Sustainable Palm Oil. Struck by the reality of growing economic inequality and rising demand for land, water, and other resources, policy makers, investors, and development specialists increasingly realize that sustainable economic growth, poverty reduction, and effective climate action ultimately depend on the protection of human rights and justice. Frustration with the ineffectiveness of conventional development models is now leading to growing demand for innovative and effective approaches that prioritize the recognition and protection of customary land, forest, and water rights as a means to achieve other social, economic, and environmental priorities.

Over the past decade, the RRI Coalition has grown and collaborated with diverse organizations around the world to raise awareness of the limits of conventional models and the possibilities for reform using evidence-based analyses and solutions-oriented interventions. By strategically leveraging the capacity, connections and credibility of the Partners organizations, Affiliated Networks, Collaborators, and Fellows, RRI has deployed the reach and capacities of a strong coalition of actors to instigate national-level reforms in countries as diverse as China, Indonesia, Brazil, Nepal, and Liberia— earning the respect of local organizations and governments alike. RRI's engagement in international processes, including UNREDD, the Green Climate Fund (GCF), and the World Bank's FCPF, have led these instruments to undertake stronger commitments to respect indigenous and local communities' rights and adjust their program accordingly. Recently, RRI Partner Tebtebba spearheaded the development of an Indigenous Peoples' Policy for the GCF that was officially submitted in April with support from 105 groups. In addition, RRI's pathbreaking research framework for tracking global progress on forest and land rights has become widely adopted, and CIFOR, another RRI Partner, investigated implementation of tenure reform and found evidence of significant environmental, social and economic benefits associated with devolution of tenure rights in many settings. RRI's new research framework tracking community water tenure is poised to be equally influential in shaping global commitments and action. The trust and commitment of a growing body of international actors, agencies, and financial institutions presents RRI with a new and unprecedented opportunity to help government, corporate, and international actors meet their commitments to respect rights and implement new programs. Unfortunately, many of these new initiatives and instruments are not yet adequately connected or leveraged to achieve maximum impact.

Indigenous Peoples, women’s groups, and forest community organizations are now stronger and more influential than ever before. Due to their inspiring courage, sacrifice, resilience, and effectiveness in protecting their lands and resources, Indigenous Peoples and local community representatives—including women—have unprecedented access to and influence on national governments and international institutions. These leaders are increasingly called on to serve on the boards and advisory committees of conservation organizations and national and international initiatives, such as the UNFCCC COP. While they are now better able to advance their own development and conservation models, and hold governments, corporations, and conservation organizations accountable, persistent inequalities in political and economic power mean that community leaders are also the targets of increasing legal persecution and criminal violence.

RRI has played a critical role in developing strategic analyses to support advocacy; promoting community, indigenous, and women’s engagement in national and international policy arenas; providing financial assistance to support policy and legal battles; combatting the growing trend of criminalization; and building capacity in terms of communications, analysis, and advocacy. Indigenous and community leaders are on the Board of Directors of both RRI and the International Land and Forest Tenure Facility (“[Tenure Facility](#)”),ⁱⁱⁱ and members of the Tenure Facility’s multi-stakeholder Advisory Group. Forest Trends has supported communities in Brazil with the establishment of their Life Plans which lay a path to improve the preservation of their cultural heritage and for achieving global climate goals. Likewise, the Samdhana Institute has built tremendous capacity amongst Indonesian community leaders on forest management, gender, community forestry, through technical assistance, grantmaking and mentoring. In the Mekong region, RECOFTC also strengthened the voices of non-state actors to improve forest governance, sustainable forest management and the contribution of forests to economic development. ISA has supported to Indigenous Peoples in Brazil in their denunciation of the violation of their Constitutional rights and advocacy to prevent rollback. However, progress needs to be significantly scaled-up if forest communities are to better advocate for their rights, manage their resources, hold all parties accountable, and more effectively lead the implementation of this agenda into the coming decades.

Women play a growing leadership role in national and global arenas and as managers of local forests, lands, and rural enterprises. Women across the developing world are increasingly assuming responsibility for the care and management of community lands and forests; playing essential roles in the development of sustainable and inclusive rural economies; and leading the defense of community resource rights in local, national, and global policy arenas. In the face of the continuing exodus of rural men to search for jobs in cities and abroad, indigenous and local communities increasingly owe their survival to the extraordinary commitment of women who keep their locally adapted institutions alive, drawing on their fundamental understanding of the role of lands and forests in

sustaining the wellbeing of their households and communities.^{iv} Unfortunately, women are also taking on these key roles without the equal rights or support provided to men.

Many organizations have initiated programs to support women's land rights, but none focus squarely on indigenous and rural women's rights to community lands. To address this critical omission, RRI established a Gender Justice program and Advisory Group to support the equal rights and legal protection of women to own, use, and govern community-held lands and resources. The program includes strategic analysis and communications, private sector engagement, and strategic networking and advocacy on national legislation. For example, RRI Partners and Collaborators have influenced national laws and policies that strengthen women's tenure rights in Colombia, Guatemala, Burkina Faso, Cameroon, India, Nepal, and Liberia. RRI also engaged in deepening and expanding networks at both the global and regional levels to convene key actors and increase the effectiveness of their advocacy and engagement, including the Global Council of the Global Call to Action on Indigenous and Community Land Rights, the African Women's Network for Community Management of Forests (REFACOF), and an alliance of indigenous, peasant, and Afro-descendant women in Latin America. RRI's most recent contribution is the new report Power and Potential, which looks at women's rights to collective forests in 30 countries, representing 78 percent of the developing world's forests. The launch of this report mobilized the entire Coalition with a global press release and outreach, two press events in Peru and Indonesia, a social media campaign, and blog posts from several RRI Partners, Affiliated Networks and Collaborators. More focused and high-level effort and support are needed, however, to seize the growing opportunities to advance gender justice.

New technologies are enabling local people to secure and defend their lands.

Improved access to and availability of technologies are dramatically reducing the cost of mobilizing communities, mapping, and monitoring community lands. This new infrastructure and technology bring significant opportunities for community rights to be formally recognized, registered, and made visible to the outside world. It also enables communities to connect, defend their rights, and leverage global platforms.

For example, RRI Partner CED developed a platform for communities to monitor, map, and report illegal conversion of forest lands in Cameroon (OBSTER, for Observatoire des conversions des terres forestières au Cameroun, in French): communities witnessing illegal deforestation can send an alert by text to display the evidence and location on a map. AMAN, an RRI Affiliated Network, uses SMS to alert their network and elected officials to rights abuses throughout the country.

A critical mass of leading investors and companies now recognize their interest in securing community rights. One of the most important shifts in recent years is the recognition by leading investors and corporations that investing without recognizing and respecting local community land rights carries significant financial costs. This recognition has quickly shifted the debate from *if* companies have responsibilities regarding customary

land rights to *how* investors and companies can respect these rights in their due diligence, projects, and operations.

Members of the [Interlaken Group](#) developed due diligence tools to guide corporate compliance with the VGGT to recognize communities' legitimate tenure rights and to define private sector responsibilities for addressing legacy land issues. Their continued coordination provides a foundation for more effective strategies going forward by furthering technological advancements; market opportunities; consumer demand for socially and environmentally responsible products; gender equality and inclusion; and commitments from governments, corporations, investors, and conservation organizations to respect local peoples' rights. These due diligence tools are already being tested on the ground by corporations such as Nestlé. National tools have also been developed to facilitate dialogue on the costs of tenure conflict, such as the [Land Conflict Watch Portal](#).

An unprecedented and growing platform of instruments is poised to scale-up tenure reforms and promote rights-based approaches. Growing awareness and policy commitments to support Indigenous Peoples' and local communities' land and resource rights have led to many existing organizations and instruments creating new commitments to support community land rights, including the New York Declaration on Forests, Tropical Forest Alliance 2020, and the Roundtable on Sustainable Palm Oil. It has also led to the creation of new initiatives and institutions that provide a critical platform to advance reforms and local or community-based approaches to conservation and development.

Over the last five years the RRI Coalition spearheaded the development of an "ecosystem" of complementary instruments to enable the scaling-up of global action. These instruments are part of the emerging global support structure (or architecture) that enables unprecedented progress on meeting local demands for the recognition of land rights, and the fulfilment of global commitments and the SDGs. The new platform includes:

- 1. The [Interlaken Group](#), an informal network co-chaired by RRI and the International Finance Corporation that brings together leading investors, corporations, and NGOs dedicated to expanding and leveraging private sector action to secure community land rights. The Group includes Nestlé, Unilever, Coca-Cola, Stora Enso, Olam, Rabobank, European Investment Bank, CDC Group plc, DFID, Oxfam, Global Witness, the Forest Peoples Programme, and Landesa;*
- 2. [MegaFlorestais](#), a network of public forest agency leaders now chaired by Canada, which promotes strengthened forest governance, tenure reform, and leadership. MegaFlorestais includes the public forest agencies from Brazil, China, USA, DRC, Indonesia, Peru, Mexico, Sweden, and Cameroon, who voluntarily host national conferences and support exchanges and training on tenure and governance reforms for their staff;*

3. [LandMark](#), hosted by the World Resources Institute (WRI), the world's first data platform to graphically display community lands;
4. The Global Call to Action on Indigenous and Community Land Rights (and accompanying [Land Rights Now campaign](#)), an alliance co-convened by RRI, Oxfam, and the International Land Coalition, which coordinates communications and advocacy efforts and organizes regular, biannual global summits dedicated to scaling-up recognition of community land rights (co-sponsored by RRI and a range of other key actors); and
5. The [International Land and Forest Tenure Facility](#), the world's first and only international mechanism dedicated to financing projects to scale-up implementation of Indigenous Peoples' and local communities' land rights.

This platform is poised to connect, coordinate, and assess progress together at the biannual [International Conference Series on Community Land and Resource Rights](#) dedicated to scaling-up efforts and action on this front. Much more needs to be done in the coming years to fully leverage these initiatives and their engagement within the existing global architecture to scale-up impact at the national and global levels.

Enabling conditions for dramatic gains in rural land and resource rights are established across Africa, Asia, and Latin America. Thanks to growing pressure on governments by citizens and increasing global awareness, the emerging platform of tenure instruments, and substantive legal and political gains at the local and national levels, opportunities to advance the land and resource rights of Indigenous Peoples, local communities, and rural women have never been greater.

In DRC, Cameroon, Liberia, and Kenya, RRI estimates that with coordinated and scaled-up effort at least 40 million hectares of customarily held lands and forests could be secured by 2022, directly benefiting almost 20 million Indigenous Peoples and local community members.^v In Indonesia, India, and Nepal, RRI estimates that indigenous and local community land rights could be secured over at least 60 million hectares of customarily claimed land, benefitting at least 250 million marginalized Indigenous Peoples and forest dwellers.^{vi} Finally, in Latin America, RRI will support the recognition of an additional 50 million hectares of claimed collective lands for the benefit of 100 million people,^{vii} and estimates that over 435 million hectares of land owned and designated for indigenous and local communities in the region is in need of additional protection.^{viii} Altogether, RRI will contribute to the legal recognition of 150 million hectares of indigenous and local community lands, enhance the protection of collective rights to 435 million hectares, and directly support the livelihood and wellbeing of some 370 million people.

About the RRI Coalition

Unique Structure

RRI began operations in 2006 and now comprises 15 Partner organizations,¹ 7 Affiliated Networks, over 150 collaborating organizations, 14 expert Fellows from around the world, a nimble coordinating secretariat in Washington, DC, and an independent executive Board of Directors.² Together, they develop and establish strategies to advance the land and resource rights of Indigenous Peoples and local communities, building on each other's strengths, expertise, and geographic reach. Partners are at the core of this engagement. In addition to their own organization's contributions to the RRI mission and goals, they strategically collaborate and coordinate to leverage greater impact and efficiency and they help guide and govern RRI for increased impact. Throughout the years, RRI has expanded purposefully and systematically to engage critical constituencies that shape land and resource use and are necessary to achieving solutions faster, more effectively, and more efficiently. RRI's decision to officially affiliate with other influential networks, for example, has been a way to better connect to, learn from, and align strategy with indigenous, community, women, and smallholder organizations.

RRI proactively engages governments, multilateral institutions, civil society, and private sector actors to consider and adopt institutional and market reforms. By advancing a strategic understanding of the global threats and opportunities resulting from insecure land rights, RRI develops and promotes rights-based approaches to business and development, and catalyzes effective and efficient interventions to scale rural tenure reform and enhance sustainable resource governance.

Value Proposition

RRI's track record of catalyzing innovation and seizing opportunities for major reform derives from its synergistic coalition structure and its ability to strategically connect with

¹ The formal Partners of RRI include the following: Center for International Forestry Research (CIFOR); Centre for Environment and Development (CED); Civic Response; Federation of Community Forestry Users, Nepal (FECOFUN); Forest Peoples Programme (FPP); Forest Trends; HELVETAS-Swiss Intercooperation; Instituto Socioambiental (ISA); International Forestry Resources and Institutions (IFRI); Landesa; Salvadoran Research Program on Development and Environment (PRISMA); RECOFTC—the Centre for People and Forests (RECOFTC); The Samdhana Institute; Tebtebba (Indigenous Peoples' International Centre for Policy Research and Education); and World Agroforestry Centre (ICRAF). More information on Affiliated Networks, Fellows, Board of Directors, and collaborating organizations can be viewed at www.rightsandresources.org/the-coalition.

² See the RRI Governance section below for further details on the RRI Coalition and its Institutional Business Arrangements.

others and exercise cross-scale influence in all sectors and political arenas. RRI amplifies the impact of Partner-, Affiliated Network-, and Collaborator-led activities by:

1. Building robust and collaborative working relationships with civil society organizations and indigenous, community, and women's networks to position grassroots voices in national and global arenas.
2. Leveraging constructive relationships with private companies, government officials, multilateral organizations, and global processes.
3. Providing a strong analytical base for increased action on forest, land, and resource rights around the world.
4. Supporting the proven networks that catalyze learning across constituencies and regions.
5. Convening diverse key constituencies, identifying and framing solutions, and mobilizing action.
6. Providing support to civil society organizations and Indigenous Peoples to take full advantage of the key windows of opportunity to push reforms at the national level.
7. Creating and connecting new instruments that fill strategic gaps to scale-up impacts locally and globally.

The value proposition of the Rights and Resources Initiative is that with limited incremental investments in strategic planning, analysis, and coordination across scales and sectors, RRI Partners, Affiliated Networks, and Collaborators can dramatically increase their impacts in favor of the world's poor and disenfranchised.

Innovative Approach

RRI's Theory of Change

The legal recognition and enforcement of rural land and resource rights, including the freedom to exercise and benefit from those rights, can be secured, strengthened and expanded through the synergistic combination of **evidence** (strategic analyses and tenure data), **capacity** (practical tools, solutions, and lessons learned), **interaction** (to raise awareness and create strategic partnerships across key constituencies), **and advocacy** (evidence-based engagement); which enables actors at multiple scales to create and take advantage of windows of opportunity to influence the policies, laws, and markets that affect the rights and livelihoods of Indigenous Peoples, local communities, and women.

RRI operates at the global, regional, and national levels. Focusing attention on strategic actors and fora, it aims to leverage support for the RRI Coalition's agenda across differing spheres of influence, recognizing that decision makers are influenced by upwards,

downwards, and horizontal pressure points. By conducting strong analyses and employing sector-wide interventions, RRI is able to create cohesive arguments and mutually reinforcing narratives that respond to the critical issues that different audiences face. Its ability to leverage the meaning and implications of tenure security as a necessary foundation for global progress on social, environmental, and economic priorities provides cross-cutting relevance to RRI's work, strengthening its convening authority and capacity to broker strategic collaborations.

Operating through a diverse coalition of actors, RRI creates spaces where those who are affected by, or responsible for, a given issue, can count on the strength of collective actions to achieve their ends more effectively, sustainably, and equitably.

RRI's theory of change relies on a system-wide approach, structured around four thematic areas, and delivered through four mutually reinforcing programmatic strategies. Together, these elements form RRI's action framework, and the operational modalities of its Strategic Program.

Table 1: RRI Action Framework

Thematic Areas	Core Strategies
<u>Gender Justice</u>	1. Leverage <u>strategic analyses</u> and <u>tenure data</u> to raise awareness and strengthen advocacy on the barriers, opportunities, and benefits of securing Indigenous Peoples', communities', and women's land and resource rights;
<u>Private Sector Engagement</u>	2. Connect and catalyze <u>strategic actors and networks</u> to enhance collective action across scales and sectors to advance rights-based legal frameworks and economic development models at local, national, and global levels;
<u>Realizing Rights</u>	3. Support change agents in Asia, Africa, and Latin America to advance <u>national reforms</u> and <u>market transformations</u> in favor of communities' and women's rights through joint planning, implementation, and learning; and
<u>Rights and Climate</u>	4. Catalyze change through <u>strategic global initiatives</u> (e.g., Interlaken Group, the Tenure Facility), and unanticipated but time-sensitive local opportunities or developments via RRI's <u>Strategic Response Mechanism</u> .

Criteria for Engagement

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

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

All activities and engagements undertaken by RRI are selected using three criteria developed by RRI Coalition Members: **strategic**, **value added**, and **complementary**.

The criteria used to determine that an activity is “strategic” include:

- a. Takes advantage of (or creates) a new political opportunity.
- b. Brings multiple actors together to achieve the goals of the Coalition.
- c. Considers the external environment and builds on what is being done without duplicating efforts.
- d. Neutralizes opponents’ narratives, or provides a new narrative.
- e. Influences key decision makers at country and regional levels, and creates opportunities for direct dialogue between key constituencies.
- f. Creates/takes advantage of new events/institutions to influence non-traditional players/processes.
- g. Has a high probability of achieving a distinct outcome within a short time frame.

Actual value added of a given activity or set of activities is determined by whether the activity:

- a. Achieves effective policy reform at the national level to create commitment; recognize and establish rights; enjoy rights; or prevent rollback.
- b. Creates a domino effect by influencing reform in other countries or throughout the region because of actions in another country.
- c. Forces linkages beyond the “comfort zone” by individuals and/or networks who would not engage under business as usual.
- d. Enables a further level of analysis (e.g. cross border political, economy, market, and investment).

Complementarity is expected to flow from the synergy of strategic collaborations that render the achievement of results more likely. Synergistic activities are those that:

- a. Combine global, regional, and national programs/activities/key players to maximize influence on policy.
- b. Take advantage of the inherent comparative advantage of various actors comprising the Coalition and interested in the goals of the Coalition.
- c. Ensure that viewpoints, efforts, and aspirations of civil society organizations, local communities, Indigenous Peoples, and women are heard at all levels.

Lessons Learned

From RRI's 11 years of policy engagement in over 15 countries with hundreds of Partners and Collaborators, the organization has learned numerous lessons, the most salient of which include:

1. **Solid analysis, monitoring, and reporting on corporate, national, and global progress are essential to establish facts, shape narratives, and instigate reforms.** By bringing evidence to bear in key decision-making fora, RRI has learned that it is possible to catalyze change and shape narratives on the importance of tenure security, whether to achieve sustainable and equitable development, poverty eradication, or climate change mitigation. Since its establishment, RRI has become the global reference point for forest tenure data and expertise. RRI expanded the scope of this analysis to cover tenure rights across all terrestrial biomes in *Who Owns the World's Land?*; spearheaded a partnership with WRI, Woods Hole Research Center, and others to create a global baseline of the aboveground carbon stored in indigenous and community lands; and assessed women's rights to community forests across the world. Moving forward, RRI will continue to expand its tenure tracking efforts to include a global analysis of community rights to freshwater that are recognized under national law.
2. **Flexibility and responsiveness in the face of threats to local peoples and opportunities to secure their rights are essential.** Tenure reform is inherently political, and as such it is impossible to accurately predict where and when opportunities will emerge. Given this reality, local people and organizations are frequently caught facing political openings or challenges without sufficient resources or support. RRI's bottom-up approach to annual planning combined with its Strategic Response Mechanism (whereby funding can be allocated within weeks to seize unanticipated opportunities) have proven both their worth and value for

money as unique and essential instruments in the global architecture to support Indigenous Peoples, local communities, and forests.

3. **Mobilizing and leveraging other leading organizations to champion the agenda is key to accelerating uptake and impact.** The scale of the global land and forest tenure crisis will require a broad coalition. In recognition of this, RRI convened two major strategy sessions at the Rockefeller Foundation’s Bellagio Retreat Center in 2013, one with leading NGOs and the other with leading companies and investors. These meetings led to the establishment of the [International Conference Series on Community Land and Resource Rights](#), a biannual conference series to attract and mobilize additional actors on the issue of land rights. This conference series catalyzed the suite of initiatives presented in this proposal—each designed to address a particular gap, as well as complement and reinforce one another. Today, this suite of instruments (Landmark, the Tenure Facility, MegaFlorestais, the Interlaken Group, and the Global Call to Action on Indigenous and Community Land Rights) is broadening the reach of RRI’s analytical work and key messages, and providing the world with an unprecedented framework to tackle the local land and resource insecurity that undermines global peace and prosperity. Another example of effective outreach and leverage is the 2015 report *Securing Rights, Combating Climate Change*, undertaken with WRI, which quantified the benefits of secure land rights to storing carbon and preventing deforestation. This provided key data points in advance of the 2014 UNCCC COP and strengthened WRI’s voice in championing community land rights as a low-cost climate mitigation strategy.

4. **The transformation of the private sector can be accelerated by providing a safe space for sharing experiences, brainstorming solutions, and piloting innovative approaches.** All investors and companies exist within political economies that make it difficult for any single firm to buck convention and take the political and financial risks of adjusting their business operations alone. The Interlaken Group and its early success with developing the operational guidelines for the adoption of the VGGT, instigating and delivering an unprecedented agreement on corporate responsibilities in cases of land legacy conflicts, and the surprisingly rapid commitment of the European development finance institutions to commit to adopting the Interlaken Group guidelines in late 2016, are testament to the power of these “pre-competitive” networks.

5. **Building trust and relationships with allies and Partners is the necessary foundation for most transformative action.** The RRI Coalition, which began in

2005 with 5 Partner organizations, expanded quickly to 13 Partners and the inclusion of more national and regional organizations. But underinvestment in the relationships of the Coalition and an inability to fully leverage members thwarted broader impact. In 2015 and 2016, the Secretariat's renewed efforts to invest in the Coalition, led to an expanded and re-energized Coalition. RRI's influence was broadened to new geographies and constituencies through the inclusion of two new Partners, the creation and operationalization of the new RRI "Affiliated Networks" category, and the renewal of the RRI Fellowship program. Coalition members were engaged more frequently and leveraged around key RRI events, projects and publications to amplify its impact. For example, there was unprecedented Coalition involvement in the launch of [Power and Potential](#). The Coalition now includes 15 Partners, more than 150 Collaborator organizations, 14 Fellows who are internationally recognized experts on forests and land rights, and 7 Affiliated Networks, including AIPP, AMAN, AMPB, COICA, IASC, IFFA, and REFACOF. This growth represents a dramatic expansion of learning, influence, and potential impact of RRI, as it makes possible for the first time the truly global, and almost immediate, sharing of news and information between communities and international actors. RRI has also facilitated and convened robust, flexible coalitions at the national level who lead on the ground in advancing forest tenure reforms. This prevents duplication of efforts and helps leverage the combined voices of numerous organizations to secure real change on the ground. Earning the trust of these organizations is one of the most important achievements of RRI in its last 10 years.

Going forward, RRI will continue to build on the strengths and diversity of its Coalition members, with only incremental growth in the number of Partners and Affiliated Networks to maintain the flexibility of a small and nimble structure that is able to seize emerging opportunities, sustain collective engagement, and influence policies and markets at national and global levels.

- 6. The demand from Indigenous Peoples and forest community organizations, governments, investors, and corporations for technical and financial support to seize immediate opportunities to secure community land rights is large, growing, and unmet.** Demand for RRI's analysis, convening services, financial support, and technical assistance surpasses the Coalition's or the Secretariat's ability to deliver—which gives even more reason to continue to encourage other organizations, international initiatives, and governments to take on this agenda and implement their commitments to resolve the global land and forest crisis. Despite growing recognition of the fundamental importance of community land and

resource rights for the realization of national and global development and environment agendas, the pace of change remains woefully slow due to the new “implementation gap” companies face in implementing their commitments throughout their supply chains.

- 7. Expertly managed diversified funding streams will be key to sustained progress toward RRI’s mission.** As climate, political, and economic shocks are likely to increase in the future, the importance of maintaining a strong analytical capacity and a responsive and flexible system of support to local actors will only grow. With the recent growth in earmarked funding in RRI’s budget (from 20 to 50 percent of its total grant allocations between 2015 and 2016), the Coalition will need to be proactive and innovative in expanding its donor base to ensure that it can both maintain its core function of generating analyses aimed at impacting the global narrative on land rights and offer this kind of flexible funding. Efforts to develop RRI’s capacity to both grow and manage these funding streams began in December 2016.

Evidence of Effectiveness

Using credible analysis, strategic communications, a constructive approach, and a keen focus on practical solutions, RRI has consistently played a central role in raising global awareness and commitments to address tenure insecurity. When RRI was founded, it was a struggle to make indigenous and community land rights part of global discussions on forest conversation and climate change. RRI’s awareness-raising efforts contributed to change the conversation significantly. The climate change and development communities increasingly recognize that securing Indigenous Peoples’ and local communities’ forests is vital to delivering on the promises of the Paris Agreement and the Sustainable Development Goals. There is also increasing awareness among development organizations, governments, the private sector, and civil society that securing land rights for local peoples leads to a host of benefits for poverty reduction, conflict prevention, and climate change mitigation, in part due to convenings like the Global Landscape Forum convened by RRI Partner CIFOR highlighting the importance of those issues, the creation of a network of Community of Practice on forests and livelihoods (FLARE) by IFRI, or advocacy efforts targeting global processes like those led by Tebtebba.

The RRI Coalition has instigated national-level reforms in countries as diverse as China, Indonesia, Brazil, and Liberia—earning the respect of local organizations and governments alike. In 2016 alone, successful efforts to map, recognize, and secure community lands with support from the Tenure Facility and RRI’s Strategic Response Mechanism (SRM) resulted in

more than 400,000 hectares secured. Many of these successes were achieved with scalable models; it is increasingly clear that with the right support, communities can secure much larger areas of customary forestland in the future. In **Colombia**, the RRI Coalition's work propelled the National Land Agency to issue a long pending collective land title for a Caribbean Afro-descendant community, the Guacoche, who received formal title to 1,712 hectares of its collectively held lands. This opened a path for titling up to 2 million hectares, which will be partially funded with new commitments by the Spanish Agency for International Development Cooperation (AECID). In the state of Odisha, **India**, efforts to scale-up recognition of community forest resource rights under the 2006 Forest Rights Act (FRA) resulted in the legal recognition of more than 500 community rights claims over a total of 100,000 hectares, benefiting more than a quarter million marginalized tribals and forest dwellers. The approximate value of the lands brought under community jurisdiction is almost US\$1 billion, according to India's Supreme Court guidelines, a massive transfer of productive resources to the country's poorest citizens. RRI also supported the first instance where Indigenous Peoples in **Indonesia** received formal titles over their customary (*adat*) forests, the culmination of years of effort by AMAN and RRI Partner Samdhana Institute to restore rights to Indonesia's forest communities. In **Kenya**, the RRI Coalition was able to influence the forest and land policies, by building on RRI Partner Forest Peoples Programme's expertise and its strong relationships with local indigenous groups, as well as the strategic advice of CIFOR and ICRAF. Benefiting from an SRM, Indigenous Livelihoods Enhancement Partners (ILEPA) managed to quickly secure land rights over 280 hectares acres for an indigenous pastoralist community, and obtain that the National Land Commission and Ministry of Lands halt the illegal acquisition of land on the Maji Moto Group Ranch, returning land titles to their rightful owners. In **Peru**, the indigenous community of Santa Clara de Uchunya—with support from the RRI Coalition—successfully rebuffed a palm oil company that was destroying the lands and resources they rely on. RRI also fostered increased collaboration between community and civil society groups in the country, allowing for a quick and coordinate response in early 2017 to a legislative decree that threatened to violate communities' rights to prior consultation; a legislative commission advised Congress to reject the decree as a result. In **Nigeria**, the Ekuri Initiative utilized an SRM from RRI to restore the Ekuri community's ancestral land and forest rights after the government issued formal notice that it was acquiring 10 km of land on either side of the center line of a planned 206 km superhighway.

RRI's capacity to deliver results on the ground has attracted sustained donor support, from US\$3 million/year in 2008 to US\$15 million in 2016. RRI has earned the confidence of public, non-profit, and private sector leaders; indigenous and local community groups; and the broader international community, including: (I) Oxfam, IUCN, and the International

Land Coalition within the context of the Global Call to Action on Indigenous and Community Land Rights ([Land Rights Now](#) campaign) and Interlaken conference series; (ii) public forest agency leaders from Brazil, Canada, USA, China, DRC, India, Indonesia, Peru, Mexico, Sweden, and Cameroon, who voluntarily host national conferences to address pressing global forest issues related to use, management, and governance via [MegaFlorestais](#); and (iii) the International Finance Corporation, Nestlé, Unilever, Coca-Cola, Stora Enso, Olam, Rabobank, European Investment Bank, CDC, DFID, USAID, and Global Witness, to identify practical ways for leading companies and investors to strengthen land governance and rural land rights within the [Interlaken Group, which emerged as a new RRI-incubated instrument during a global RRI conference in 2013](#). RRI recently established the Tenure Facility, the world's first and only international funding instrument dedicated to financing projects that implement land rights on the ground and encouraging joint learning by civil society and government agencies, with funding from SIDA, Ford Foundation, CLUA, and others.

These connections and achievements were reported in RRI's Midterm Evaluation (2015) and Independent Monitoring Reports that tracked performance under the previous five-year strategy. These evaluations conclude that RRI has consistently surpassed targets to further community rights in nearly all areas of engagement, including efforts to (i) secure legal, political, and market reforms; (ii) establish effective cross-sector partnerships between leading companies, financial institutions, governments, and NGOs; (iii) strengthen the capacity and commitment of public forest agency leaders; (iv) establish innovative structures and initiatives to address critical gaps in the land rights agenda; (v) inform the debate and alter the narrative on tenure in the climate, conservation, and development agendas through timely research, tenure tracking, and strategic analysis; (vi) leverage global attention and visibility to collective rights through successful convenings; and (vii) turn tenure security into a positive area of engagement for private sector collaboration, leading to the development and use of more stringent guidelines for responsible land acquisition and supply chains.

Through the Interlaken Group, RRI has given major companies and investors a space to discuss strategy and work toward sector-wide shifts that respect community land rights. Members from across the private sector, civil society, and government have used RRI's 2015 *Land and Forest Rights Guide* to start realigning their operations with the VGGT. Notably, Nestlé used the guide to assess the performance of its palm oil suppliers in Indonesia, and European development finance institutions sought advice from the Interlaken Group and began to adopt the Group's guidance on respecting land rights. These developments herald a potentially broader shift in the international architecture, as these institutions have significant leverage over investments in the developing world.

Why Increase Funding to RRI Now?

Using system-wide interventions that rely on informed, strategic, and complementary investments, RRI has proven its capacity to deliver results at the national and international levels time and time again. It has become a global reference point for tenure data and expertise, influencing the way governments, private investors, researchers, and the broader international community understand and address community rights and tenure risks. Over the past five years, however, the threats to forests and forest communities have become greater and the stakes higher. It is now well known that secure community land rights are not only necessary for advancing human rights and equitable economic growth, but also for saving forests, protecting biodiversity, and mitigating the effects of climate change. Deforestation attributable to both legal and illegal land use and land cover change continues unabated across much of the world, causing continued shrinkage of the global forest canopy, reduced climate mitigation and adaptation capacities, the steady decline of biodiversity, and forced migration of rural communities. Without clear and enforced land and resource rights, the Indigenous Peoples and local communities who have historically stewarded the world's tropical forests remain at risk, leaving both their cultures and their forests exposed to the vagaries of shifting political agendas, corruption, economic opportunism, and climate change.

While the number of strategic actors and alliances focusing on land rights has grown, RRI continues to fill a lynchpin role in the urgent struggle to turn the tide. Building on the institutional structure and approach of the last five years, RRI is now poised to dramatically scale-up its impact across targeted countries and reposition to help connect and leverage the many existing international instruments (including those that RRI has created).

As a trusted interlocutor in local and global decision-making arenas, RRI is the only international organization dedicated to collective land and resource rights that has established a permanent dialogue with private investors (Interlaken Group), government officials (MegaFlorestais), the international community (Land Rights Now campaign and International Conference Series), and leaders from indigenous, community, and women's groups (RRI Coalition). Its analytical contributions—including tenure tracking data, strategic analyses, and support for global monitoring (LandMark)—attract the attention of experts and advocates everywhere, providing local leaders and change agents with the data and evidence they need to advance their causes. Its communication and convening capacities give RRI a unique reach, allowing it to “punch above its weight”^{ix} with limited resource investments and a nimble but resourceful Secretariat.

Going forward, RRI will move beyond the coordination and leveraging of its own Coalition toward connecting and leveraging the ecosystem of initiatives and institutions that have emerged in the past decade to support securing local land rights. To facilitate this repositioning, RRI will dedicate greater effort to engage and link with other, established global initiatives and constituencies in order to help them become more effective proponents of tenure reform, and strengthen its global visibility and reach by: (i) expanding strategic partnerships to leverage reach and influence; (ii) expanding its strategic analyses and tenure tracking program to provide global baselines and monitor progress on forest, land, water, carbon rights, and gender justice in all of those domains to facilitate global awareness of progress toward the SDGs; (iii) increasing analytical and communications support to communities for national advocacy campaigns; and (iv) strengthening its digital communications strategy to better channel its analytical contributions, including the development of a messaging repository, accessible visual data, a more user- friendly website, and better use of social media.

RRI will maintain its focus on higher-level policy transformations in a smaller number of priority countries, creating opportunities to more effectively deploy emerging tools and platforms (the Interlaken Group, Tenure Facility, and Land Rights Now initiative) that complement national level networks and strategies to drive change.

To respond to increasing demands for data and evidence, RRI will continue to expand the scale and depth of tenure tracking and strategic analysis to include: (i) community water rights and carbon rights; (ii) differentiated assessments of women's land, resource, and governance rights in community-based tenure regimes; (iii) the economic contributions of community-led enterprises; and (iv) the tenure implications of economic, conservation, climate, and development investments on Indigenous Peoples, local communities, and women.

Moving beyond this to respond to the emerging window of opportunity to scale-up tenure reform will require substantial support and investment from the international community. This proposal lays out an ambitious though realistic plan to maintain the rich portfolio of activities that created the foundation for RRI's continued engagement, while pursuing complementary strategies to fully leverage investments made to date.



Program Objectives and Results

Strategic Objectives

To seize new and emerging global opportunities to address inequalities, advance gender justice, and scale- up global efforts over the next five-year period (2018-2022), RRI will build on proven strategies and programs to prioritize four new strategic objectives:

1. **Scale-up global efforts to secure women’s property rights, voice, and leadership within community lands and forests.** Women are at the forefront of the struggle for land and forest rights, and are disproportionately affected when communities’ land rights are not respected. However, the vast majority of laws are unjust with regard to women’s rights within communities, a reflection of the political and social marginalization of women in various countries across the world. Securing these rights is both a matter of gender justice and a key to protecting entire communities and achieving progress on global development and climate goals. RRI is acutely aware that even within communities, women often have an inferior status in terms of property rights, access, and governance. RRI will champion approaches to work with indigenous and community leaders to better enable them to prioritize marginalized women. Within this context, RRI also seeks to do the following:
 - a. Spearhead the development of a new global initiative on gender justice in community land rights at the forthcoming International Conference on Community Land and Resource Rights (October 2017, Stockholm, Sweden). This effort to bring justice into the dominant global narratives on Indigenous Peoples’ and local communities’ land rights will center on the intersection of women’s rights to community land, governance, and enterprise;^x
 - b. Inform national-level advocacy efforts for gender-equitable policy reforms, particularly in DRC, Liberia, Peru, Colombia, India, Indonesia, and Nepal. In addition, RRI aims to increase awareness in the international development community of the benefits of securing recognition for women’s rights within collective tenure systems by leveraging new global data on women’s tenure rights;^{xi} and
 - c. Enhance capacities of RRI Coalition members and other women’s networks to effectively promote gender justice within the land and forest rights agenda through the formal establishment of the RRI Gender Justice Advisory Group. This Advisory Group will meet in 2017 to define a gender strategy for the next five years (2018 – 2022) and outline national- and regional-level priorities. This group will also guide the development of the new global

initiative proposed above, define its work program, and create platforms to engage critical constituencies at multiple scales.

2. **Strengthen and connect “front-line defenders” to better defend their land and natural resources, and advance their agendas with stronger strategic analysis, communications, and networks.** Information is increasingly consumed in short form, so clear and consistent data-based messages that speak directly to the target audience are an important tool to ensure that new analyses influence both the global narrative and critical country reform processes. This is especially important given the continued rise in the influence of social media as a means of sharing news and amplifying impact. In this context, RRI will strengthen and expand its tenure tracking of land, forest, carbon, and women’s rights, and establish a baseline on community water tenure. It will also ensure that national -level data and messaging from these analyses and available and accessible for national-level outreach and advocacy. In addition, RRI aims to more aggressively engage influential but currently un-supportive constituencies, broker relationships between unlikely allies, and overcome the reverberations of closed policy circles and “[filter bubbles](#)”^{xii} that inhibit reach to critical constituencies and decision makers. Specifically, RRI will:
 - a. Map and connect networks to facilitate communications and mobilization; share learning on strategic communications and new technologies; reach out to new constituencies focused on women’s rights, climate, etc. to highlight the connections to community land rights; and facilitate exchanges between local organizations and networks to build relationships and influence national agendas, regional priorities, and global narratives and actions;
 - b. Strengthen global tenure baselines on community land rights, forest tenure, carbon, and women’s rights to community lands, and develop a similar baseline on community water tenure. RRI will use these tested frameworks to track and report on global progress on land-, resource-, and gender-related Sustainable Development Goals.
 - c. Develop targeted data-based messaging and engagement opportunities at national, regional, and global levels that strengthen the voice of community and indigenous leaders and showcase community-driven solutions to critical social, economic, and environmental problems; and
 - d. Strengthen RRI’s knowledge management and accessibility of critical data and messaging on a host of issues relating to the benefits of secure community tenure (see preliminary efforts on this front [here](#)), as well as on the lessons regarding the implementation of tenure reforms in collaboration

with the International Land and Forest Tenure Facility. For example, RRI will analyze the strategies and advances of Tenure Facility projects for lessons on how to further upscale tenure rights recognition.

3. **Transform economic development and conservation practices to respect local land rights by “democratizing accountability,” and support locally defined development models and enterprises.** Transforming market, political, and conservation systems to respect local land rights requires aggressive engagement with companies and investors, more informed and empowered local communities that can identify and manage their own models, and policies and regulatory environments that equitably promote local development initiatives against large scale land acquisitions and investments. Given the multitude of new corporate and government commitments, the vast “implementation gap” between stated ambitions and measurable actions, and the general inadequacy of public accountability mechanisms, RRI will bolster efforts to “democratize accountability” by supporting community-led monitoring of both public and private sector commitments and investments. More specifically, RRI will:
 - a. Expand engagement via the [Interlaken Group](#) to the country and operational levels, prioritizing strategically influential countries, sectors, and companies that will lead and accelerate broader adoption and transformation;
 - b. Support the development of new locally-led or community-based economic and conservation models, and work with governments, investors, corporations, and development organizations to ensure their implementation through multi-level networks aimed at driving progress on these fronts;
 - c. Facilitate the establishment and expansion of community-led “early warning systems,” such as the SMS-based system used by AMAN in Indonesia, and the mapping of supply chains to enable community monitoring of public and private sector activities and investments, monitor their performance in real time, and hold public and private sector actors accountable; and
 - d. Encourage the development of a new community of practice to advance community enterprises, including collaboration with the Farm and Forest Facility and other leading research organizations and forest owner associations.
4. **Connect, consolidate, and leverage the emerging suite of global instruments to dramatically scale-up the recognition of Indigenous Peoples’ and forest**

communities' land and forest rights on the ground. The many new strategic instruments and initiatives related to community land rights together offer a strong platform for action. Many of these, such as the REDD and FLEGT programs, the NYDF, the Forest and Farm Facility, and the commodity roundtables, have committed to supporting the recognition of community land rights. Others, including the [International Land and Forest Tenure Facility](#), the [Interlaken Group](#), [MegaFlorestais](#), the Global Call to Action on Indigenous and Community Land Rights ([Land Rights Now](#)), and [LandMark](#) are designed to complement and form the basis of a new global support structure for community land rights. In the next five years, the RRI Coalition will focus on the facilitation of this emerging “ecosystem” in which these instruments are connected and leveraged to maximize rights realization by promoting shared learning, connection, and coherence in country programs. Each speaks to a different constituency and addresses a challenge hindering the widespread acceptance of secure community land rights as a lynchpin of the Sustainable Development Goals. These instruments, working with the national tenure coalitions spearheaded by RRI in priority countries, as well as the initiatives, institutions, and commitments created outside the RRI Coalition, can wield much more power, influence, and impact once connected at both the national and global levels. To harness the collaboration and potential of this ecosystem, and leverage the niche of each, RRI will:

- a. Convene and connect the growing number of instruments and initiatives to advance Indigenous Peoples', local communities', and rural women's land rights via the biannual international conference series on community lands and resource rights, as well as develop a new high-level partnership of committed supporters to monitor progress, facilitate collaboration across initiatives, and accelerate progress;
- b. Instigate strategic coordination between the Tenure Facility, the Interlaken Group, MegaFlorestais, RRI-established national tenure coalitions, and other platforms in specific developing countries to advance projects that map and register community forest territories, reform policies, and advance corporate compliance with UNDRIP and the VGGT. This type of coordination began in early 2017 in Cameroon where the Tenure Facility pilot project hosted a joint meeting of the Interlaken Group and the Cameroonian national industrial association to identify steps that national suppliers should take to meet international standards; and
- c. Advance collaboration between the instruments on the technical and policy levels to provide mutual support and learning. For example, LandMark is

positioned to become the common, publicly accessible data hub for community maps and corporate concessions, facilitating transparent monitoring by all corporate compliance, and data for advocacy for the Global Call to Action's Land Rights Now campaign. The Farm and Forest Facility is mobilizing support for producer organizations and strengthening their advocacy. MegaFlorestais aims to learn from the experiences of the Tenure Facility and become more directly involved in sharing lessons on the implementation of tenure rights, offering an opportunity to expand influence far beyond the limited investments of the Tenure Facility in developing countries.



Key Results

Impact

This framework program aims to dramatically increase the ability of rural communities across the developing world to sustainably use, manage, and protect their lands and resources, advance their wellbeing and ambitions, and contribute to the achievement of the Sustainable Development Goals and nationally determined contributions to climate change adaptation and mitigation under the Paris Agreement.

Outcomes (five-year)

1. Indigenous Peoples, local communities, and rural women leverage their capacity, leadership, and rights to transform social, economic, and environmental agendas in support of inclusive and equitable development, sustainable land and resource governance, and accelerated climate actions.
2. Governments scale-up the legal recognition and enforcement of land and resource rights for Indigenous Peoples, local communities, and women in those communities, as enabling conditions for democratic engagement, inclusive economic growth, sustainable development, and climate change adaptation and mitigation.
3. Investors and companies at national and international levels adopt international standards and rights-based approaches recognizing customary tenure rights, and work with governments, Indigenous Peoples, local communities, and rural women's groups to (i) resolve land tenure disputes and conflicts; (ii) reduce deforestation and land degradation pressures; and, (iii) support community enterprises and locally determined business and conservation models that enhance livelihoods and sustainability outcomes.

Sub-Results and Indicators by Outcome:

Outcome 1: Indigenous Peoples, local communities, and rural women leverage their capacity, leadership, and rights to transform social, economic, and environmental agendas in support of inclusive and equitable development, sustainable land and resource governance, and accelerated climate actions.

Sub-results and indicators

1.1: Global efforts to secure rural women's property rights, voice, and leadership within community lands and forests are scaled-up.

- A global initiative on gender justice within community lands is established to strengthen advocacy and cross-sector dialogue, advance legal reforms, and support rural women's rights and economic empowerment in land-based investments.
- Gender equitable tenure and policy reforms are advanced, in consultation with rural women and community leaders across RRI focus countries.
- A Gender Justice Advisory Group is established and effective in supporting national initiatives and global engagement.
- Evidence-based analyses on gender and tenure rights empower rural women's networks and support advocacy and reforms at global, regional, and national levels.
- Influential investors and companies adopt international standards and rights-based approaches recognizing rural women's rights.

1.2: Front-line defenders of land and resource rights are better informed, supported, and connected to advance their causes.

- Indigenous, community, and women's networks are better connected to accelerate learning and strengthen their reach and impact.
- Tenure tracking data on forest, land, water, carbon, and gender-justice rights, and management thereof is extended and leveraged as a global reference point for the state of indigenous, community, and women's rights.
- Strategic analyses, tenure data, and lessons from the field are leveraged by RRI Coalition members, governments, investors, and the international community to inform decisions, investments, and interventions across sectors and scales.
- Community- and indigenous-led solutions and contributions to conservation and development challenges are advanced and used to improve progress toward sustainable development national/and national / global environmental security.

1.3: The international support structure for scaling-up the recognition, protection, and enforcement of rural land and forest rights is consolidated and leveraged by indigenous and community leaders to advance rights-based approaches and commitments by public and private sector actors.

- International instruments and initiatives dedicated to the advancement of sustainable land and resource use, tenure reform, and other related goals are better connected and leveraged by community leaders, policy actors, and investors.
- Coordination between the Tenure Facility, the Interlaken Group, MegaFlorestais, and other Coalition instruments is strengthened to advance community rights, policy reforms, and corporate compliance with UNDRIP and the VGGT at national and international levels.
- Policy learning on tenure reform and the contributions of tenure security to social, economic, and environmental imperatives is documented, disseminated, and leveraged.

- Financial and technical mechanisms to support rural community land and resource rights are strengthened and/or developed.
- Bottom-up, top-down, and horizontal accountability mechanisms are established and leveraged by Indigenous Peoples, local communities, and RRI Coalition members to monitor public and private sector compliance with national and international law, and support implementation of voluntary commitments on the recognition of rural community tenure and resource rights.

Outcome 2: Governments scale-up the legal recognition and enforcement of land and resource rights for Indigenous Peoples, local communities, and women in those communities, as enabling conditions for democratic engagement, inclusive economic growth, sustainable development, and climate change adaption and mitigation.

Sub-results and indicators

2.1: Rural land and resource rights are strengthened to support national priorities and international commitments on climate change, economic growth, sustainable development, and poverty reduction.

- Country-specific analyses of the tenure rights of Indigenous Peoples, local communities, and rural women are developed and gaps relative to climate and development ambitions (i.e., Paris Agreement, Sustainable Development Goals, Aichi Targets, UN Strategic Plan for Forest Global Forest Goals, and commitments on human rights) are identified.
- Strategic road maps—including tools, methods, and initiatives—to address policy gaps, accelerate reforms to implement global commitments, and minimize risks are produced and implemented in collaboration with governments, CSOs, Indigenous Peoples, rural women, and climate/development partners and financing instruments.
- Convenings on land and forest governance, climate change, and other core development priorities are held at national and international levels to accelerate learning and action on rural land and resource rights.
- International development and climate initiatives and financing mechanisms adopt institutional safeguards and standards to encourage country-level scaling of efforts to recognize and enforce indigenous and community land and resource rights as enabling conditions for more effective action and results.
- Political windows to advance collective rights and reduce pressure on community lands and forests are leveraged through RRI's Strategic Response Mechanism.

2.2: Enabling conditions for the advancement of locally-led or community-based models and approaches to sustainable resource management, economic development, and biodiversity conservation are established, strengthened, and promoted.

- A global community of practice on indigenous and local community enterprise and forestry initiatives is established to develop and pilot initiatives and document lessons learned and policy recommendations.
- Legal, policy, and institutional mechanisms to support rural or community-based enterprises and resource management are developed, piloted, and documented.
- Locally-led enterprises, development approaches, and conservation models are identified and promoted by governments.

Outcome 3: Investors and companies at national and international levels adopt international standards and rights-based approaches recognizing customary tenure rights, and work with governments, Indigenous Peoples, local communities, and rural women’s groups to (i) resolve land tenure disputes and conflicts; (ii) reduce deforestation and land degradation pressures; and, (iii) support community enterprises and locally determined business and conservation models that enhance livelihoods and sustainability outcomes.

Sub-results and indicators

3.1: Pre-competitive networks are convened at national and global scales to foster dialogue between investors, companies, governments, IPOs, and CSOs on tenure risks, the resource rights of rural communities and women, and responsible land governance and business models.

- Pre-competitive networks are established in priority countries to strengthen stakeholder engagement and support the implementation of tenure tools and safeguards, including the VGGT and other human rights standards and guidelines.
- Country-level engagement of the Interlaken Group is expanded to accelerate the transformation of business practices.
- Community-led accountability mechanisms are established to monitor public and private sector commitments, and strengthen compliance with legal and voluntary tenure standards and safeguards.
- The Interlaken Group expands its reach and influence to new sectors and constituencies, and strengthens engagement and coordination with other public- private platforms and international initiatives.

3.2: Credible tools and instruments to advance rural land and resource rights, diminish investor/company exposure to tenure risks, strengthen local enterprises, and enhance sustainable resource governance are developed, adopted, and promoted by companies, governments, and CSOs.

- Tenure risk investment screens and due diligence protocols are developed and adopted by companies, investors, governments, and CSOs.

- Strategic analyses and tools are developed and used by companies, investors, communities, and governments to address land tenure conflicts.
- Locally controlled enterprises and economic development models are identified and promoted by investors and companies.
- The IAN Investment Tool is leveraged to support ESG risk management at the global and national levels.

Assumptions, Risks, and Mitigation Strategies

The assumptions that underpin this Strategic Program are tied to RRI's Theory of Change and the programmatic results outlined above. See Table 2 below for the key assumptions, risk of non-compliance, and proposed mitigation strategies. Learning generated through annual planning, monitoring, and evaluation activities will be used to test and periodically refine or update risks and assumptions, as well as strengthen mitigation strategies over the lifespan of this Strategic Program (2018-2022).

Table 2: Assumptions and Risk Mitigation Strategies

Assumptions	Risk	Mitigation Strategies
RRI analyses, tools, and solutions are leveraged and used	Low	RRI has a proven track record of producing strategic, high value outputs that address the needs of key audiences, and achieve their desired level of impact. In recent years, RRI has purposefully diminished the number of outputs to strengthen the quality and maximize returns. Similarly, tools and solutions are vetted through extensive testing, leading to iterative improvements and demonstrated relevance. Reach and uptake are facilitated by RRI's communication team and supported by the Coalition, ensuring distribution and use by decision makers at local and global levels.
RRI's mission and vision are supported by a critical mass of actors across all sectors and levels of engagement.	Low	RRI is known for its convening authority and ability to broker partnerships between unlikely allies. Over the years, RRI has developed dedicated venues and fora to leverage the support and engagement of all sectors affected by the global land rights crisis. To further its reach and impact, RRI will leverage and connect the emerging platform of tenure tools and instruments, including the Interlaken Group, MegaFlorestais, the Global Call to Action, and other national and international fora, strengthening interactions and support for its core mission by linking actors to solutions and opportunities

that reduce their exposure to tenure risks, further their objectives, and increase prosperity.

<p>RRI interventions and contributions are timely, strategic, and relevant to the advancement of rural land and resource rights.</p>	<p>Low</p>	<p>RRI's value added in the global land rights arena is closely linked to its ability to both create and seize strategic opportunities, rendering its interventions and contributions highly relevant to the advancement of communities' and women's rights. To sustain this value for money proposition, RRI will maintain its annual approach to planning and implementation, building on strategic intelligence from Coalition Partners and Collaborators and adapting to shifting political agendas, to both capture emerging opportunities and maintain the momentum of previous investments.</p>
<p>RRI-sponsored initiatives and investments limit community exposure to conflict situations and strengthen opportunities for enhanced human security and wellbeing.</p>	<p>Low</p>	<p>Access to and control over natural resources is a key source of conflict and human insecurity across the world. In fragile states and situations, the risks associated with tenure insecurity and lax enforcement measures can have detrimental effects on communities, economic development and political stability. To minimize the risk of exacerbating conflict-prone situations or furthering human insecurity, all RRI interventions are moderated by: (i) the collective and strategic in-country intelligence of Coalition members and collaborators to map out key issues, actors and opportunities; (ii) respect for established legal, customary, and democratic pathways; (iii) limited engagement in jurisdictions with clear political channels and opportunities for constructive engagement and dialogue; (iv) effective communication and outreach with related public authorities, development institutions, the private sector and community leaders; (v) ongoing monitoring of the changing social, political and economic context.</p> <p>In light of recent increases in staff, consultant, collaborator and community exposure to human security threats, RRI has also adopted stricter guidelines for in-country engagement applicable to all those involved in the delivery of a given activity or intervention. Enhanced security measures include risk assessments and analysis; security planning and preparedness; the development of a security culture; and clear human resource policies and guidelines for individual and collective decision-making processes.</p>

<p>RRG has the means, resources, and capacity to ensure the delivery of its 3rd Strategic Program, and address emerging issues as required.</p>	<p>Moderate</p>	<p>Despite an enviable track record for securing long-term core grant support while remaining nimble and focused on strategic opportunities, RRI is now facing a rapidly changing development context with increasing opportunities for scaling that are contrasted by growing accountability measures, more restricted grant agreements, and increasing administrative burdens. Faced with growing workloads, a reduced staff complement, and rising demand for engagement and support, RRI introduced measures to improve administrative efficiencies in 2015, and adopted a matrix organization in 2016 to further collaboration between staff and promote shared leadership across management. More recently, RRI has taken steps to improve: fundraising and donor relations; organizational motivation and capacity; financial management and value for money; and strategic communication and outreach. Going forward, efforts to make RRI a more efficient, viable and resilient organization with diversified funding, effective fundraising, and better donor relations will be crucial for the realization of SP3.</p>
<p>Strong demand and support for rural women’s land and resource rights will help sustain a global initiative on gender justice at the local and global levels.</p>	<p>Low</p>	<p>A key contribution of this Strategic Plan is the intended creation of a global initiative to advance rural women’s land and resource rights, voice, and empowerment. Discussions with women’s groups and networks, as well as key actors in international arenas point to a strong desire to support such an initiative, but transitioning from planning to implementation harbors risks. To ensure the realization of this ambitious agenda, RRI will solicit the support of a Gender Justice Advisory Group to guide the development of the initiative, define its work program, and create platforms to engage critical constituencies at multiple scales. To build momentum and establish long-lasting support, RRI will use its convening authority to secure broad-scale collaboration, facilitate the integration of gender justice across the emerging platform of tenure instruments, and invest limited resources into strategic analyses that reveal the barriers and contributions of rural women.</p>
<p>The tools and resources needed to expand support to</p>	<p>Moderate</p>	<p>RRI intends to better connect and leverage indigenous, community, and rural women leaders to accelerate learning and further the achievement of their desired</p>

<p>front-line defenders and further their reach and impact are clear and accessible.</p>		<p>ends. To increase the likelihood of success, RRI will: (i) leverage the outreach capacity of its Partners, Collaborators, and Affiliated Networks to build local alliances and strengthen collective action; (ii) develop a repository of key data points in multiple languages that can be easily accessed and used to support local advocacy; (iii) monitor, track, and showcase the work and contributions of front-line defenders; (iv) further opportunities for direct engagement via the emerging platform of tenure instruments; and (v) support bottom-up monitoring of public and private sector commitments to recognize and protect rural rights.</p>
<p>Governments in focus countries support rights- based policy and market reforms, strengthen the protection of rural land and resource rights, and further opportunities for local or community-based development and conservation models.</p>	<p>Moderate</p>	<p>Government efforts to scale-up the legal recognition and enforcement of land and resource rights for Indigenous Peoples, local communities, and rural women is a key outcome. RRI intends to achieve this result by reinforcing the relevance and low-cost proposition of securing rural land and resource rights for securing foreign investments, meeting national climate and biodiversity commitments, and achieving the SDGs—including national poverty reduction and food security. To this end, RRI will produce strategic analyses that complement national priorities; leverage its convening authority to engage public and private decision makers as well as international development and climate initiatives to discuss and identify solutions to key challenges; and leverage the international platform of tenure instruments to advance solutions to specific issues and concerns.</p>
<p>Companies and investors at global and national levels will adopt and implement guidelines and standards to reduce their exposure to tenure risk.</p>	<p>Moderate</p>	<p>To strengthen support and engagement, the Interlaken Group will prioritize the demands and intelligence of its private sector members to ensure that activities and engagement are as strategic and refined as possible. Documentation of positive examples of standard application will be used to highlight opportunities for change, and the opportunity costs of non- compliance.</p>
<p>Local investors and companies endorse Interlaken Group guidelines and standards, and actively participate in</p>	<p>Moderate</p>	<p>Interlaken Group engagement at the national level will rely heavily on the intelligence of the RRI and Interlaken Group networks, to ensure that the most strategic and influential stakeholders are involved and that a pre-competitive dynamic is possible. To maintain Interlaken Group member participation in national fora, RRI will</p>

pre-competitive networks to identify and promote solutions to tenure risks

prioritize countries based on the supply chain or investment footprints of current private sector Interlaken Group members. In this way, members will be more incentivized to support interventions themselves, or to nominate their country staff to participate in their place. Interlaken Group engagement in priority countries and regions will be guided by intelligence from both the Interlaken Group and RRI networks in these countries to ensure that interventions add value to the efforts of local organizations.

<p>RRI-sponsored initiatives and investments limit community exposure to conflict situations and strengthen opportunities for enhanced human security and wellbeing.</p>	<p>Low</p>	<p>Access to and control over natural resources is a key source of conflict and insecurity across the world. In fragile states and situations, the risks associated with tenure insecurity and lax enforcement measures can have detrimental effects on communities, economic development, and political stability. To minimize the risk of exacerbating conflict-prone situations, all RRI interventions are moderated by: (i) the collective and strategic in-country intelligence of Coalition members and Collaborators to map out key issues, actors, and opportunities; (ii) respect for established legal, customary, and democratic pathways; (iii) limited engagement in jurisdictions with clear political channels and opportunities for constructive engagement and dialogue; (iv) effective communication and outreach with related public authorities, development institutions, the private sector and community leaders; (v) ongoing monitoring of the changing social, political, and economic context. In light of recent increases in staff, consultant, collaborator and community exposure to security threats, RRI has also adopted stricter guidelines for in- country engagement applicable to all those involved in the delivery of a given activity or intervention. Enhanced security measures include risk assessments and analysis; security planning and preparedness; the development of a security culture; and clear human resource policies and guidelines for individual and collective decision-making processes.</p>
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Budget

RRI proposes a budget of US\$10,000,000 per year for five years, for a total of US\$50,000,000. Committed funders to date include Norway (Norad), the Swedish International Development Cooperation Agency (Sida), the UK (DFID), the Ford Foundation, and other bilateral and private donors that support RRI's global effort to advance community land rights, gender justice, and forest governance, as well as address inequality and climate change.

Since 2008, RRI's approach has been to prepare multi-year framework proposals and seek unrestricted donor investment in that program. Strong donor support for this approach has allowed RRI to respond to strategic opportunities and create innovative programs. Opportunities to advance tenure reform and prevent rollback of rights often arise unexpectedly. The RRI Coalition is designed and structured to respond to these political opportunities as they arise. This flexible funding has been central to RRI's identity and success. Furthermore, donor commitment to a single set of results has helped keep RRI's fundraising and reporting costs to a minimum.



RRI Governance and Coordination

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

Institutional and Business Arrangements of RRI

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

Partners (described in detail in the Annex) are organizations that are working with local and/or global forest landscapes and peoples. As key members of the RRI Coalition, Partner organizations demonstrate commitment to RRI's goals, targets, mission and programs under the auspices of a renewable five-year Memorandum of Understanding (MoU). Their functions and responsibilities include contributing to the goals of RRI, participating in the planning, governance, and development of the global vision of RRI; undertaking local, national, regional, and global analytical work, in collaboration with RRG; leading national and regional information "campaigns" of the Initiative where possible; and keeping ears to the ground on issues and bringing them to the attention of RRG, other Partners, and the Board.

Collaborators are organizations with a commitment to RRI objectives and who participate in the planning and implementation of RRI-sanctioned activities on the basis of Partners of RRG's acceptance of their commitment and their ability to advance RRI objectives. There are national, regional, and global level Collaborators.

Affiliated Networks are networks (institutional or informal) of key constituencies (such as Indigenous Peoples, forest communities, women, policy-makers, academia, and civil society) that have regional and/or global relevance, complement RRI's capacities and advocacy efforts, and are committed to advancing RRI's strategic priorities for a given year. They are linked to RRI via a renewable one-year MoU.

The **Rights and Resources Group (RRG)** is the formal coordination mechanism of the Initiative that is legally structured as a not-for-profit organization in Washington, D.C. It has four fundamental roles: **1) provide coordination services for the RRI; 2) provide leadership to RRI and its advocacy for RRI's mission and vision; 3) conduct globally**

relevant analytical and program work in collaboration with Partners; and 4) conduct other, global related, work that contributes to the overall goals of RRI, in collaboration with the Partners. The core functions and responsibilities of RRG are outlined in the Institutional Business Arrangements and include, amongst others, coordinating with Partners all RRI-sanctioned activities and events, leading the global information “campaign” of the Initiative, undertaking global and regional analytical work that aggregates, synthesizes and projects the results of research to advance rights and tenure issues, and the global strategic networking program, supporting the country and region-specific work conducted by RRI Partners and Collaborators. The RRI Secretariat staff is diverse: in 2017, over 55 percent of RRG’s staff are women; of the Senior Management Team, over 50 percent are women and 50 percent are non-US nationals.

Fellows are individuals, internationally recognized in the area of forestry, land, and resource tenure, poverty reduction, and human rights issues, who provide strategic guidance or collaborative work to RRI on an honorary basis and have proven their commitment to RRI’s objectives. The Fellowship program adds to the pool of credible expertise and experience of the Initiative enabling long-term collaboration on subjects of mutual interest. They are nominated by Partners or RRG and are approved by the Board.

The RRG **Board of Directors** is RRI’s highest level governance body. It consists of individuals from Partner organizations, leaders of community organizations, and individuals from relevant disciplines and organizations, with the majority being independent of Partner organizations. It meets at least twice a year to develop RRI strategy, ensure legal, fiscal and managerial oversight, and monitor progress in achieving the objectives of the Initiative. The Board includes representatives from eight countries. Forty percent of its members are women.

RRI has a special relationship with its donors. A **Donor Support Group** bringing together all financial supporters of RRI meets annually with the Secretariat, Partners, and Board of Directors to coordinate and review RRI’s annual reports and plans, as well as the results of the annual Independent Monitor exercise, financial audit, and external evaluations. Donor representatives, as key players in the arena of forest and land tenure reforms, also participate in the events and convening organized by RRI throughout the year.

Linkages to the Tenure Facility

The International Land and Forest Tenure Facility (i.e., the Tenure Facility) was officially launched in 2014 by RRI after several years of consultation and engagement. Incubated by RRI since then, the Tenure Facility is now poised to become an independent institution, based in Stockholm, Sweden, by the end of 2017. Within this evolving relationship, the

functional roles and complementarities of the two organizational entities have become clearer and the subject of ongoing discussions by the RRG Board of Directors and the Tenure Facility Board. In anticipation of a final MoU between the two entities before 2018, the RRI Coalition expects to maintain its focus on advocacy to change tenure policies and law, while the Tenure Facility works with indigenous and community organizations, governments, and international institutions to implement tenure policies and laws. Working synergistically with the Tenure Facility to achieve real tenure security for rural communities, RRI will continue to support the Facility as a strategic instrument for tenure reform during SP3 through the provision of dedicated expertise related to: project identification, strategic intelligence, knowledge management, the dissemination of lessons learned, and other related services.

Strategic Planning and Resource Allocation

The RRI Coalition plans and allocates resources for impact on an [annual basis](#) within a [strategic five-year plan](#) which includes a log-frame and is endorsed by RRI's core donors. These plans are the basis for RRI's monitoring and evaluation system. Annual plans are complemented by the [Strategic Response Mechanism](#), which enables rapid responses to unanticipated strategic opportunities to advance change, with grants from US\$10,000 to US\$100,000 allocated within 30 days from receipt of proposal. The concept note that was the foundation of RRI's third Strategic Plan for the 2018-2022 period was developed in consultation with RRI's 15 Partners, 7 Affiliated Networks, and 14 expert Fellows.

Organizational Strengthening

The changing global environment and continuous growth of the RRI Coalition have placed increasing demands on the staff and resources of the RRI Secretariat (i.e., Rights and Resources Group—RRG) in recent years. To maintain the Coalition's leadership in the land rights movement, RRG has undertaken steps to strengthen its performance over the coming years, including efforts to build its technical resource capacities, improve internal management structures, and increase operational efficiencies. RRG will also strengthen its relationships with Coalition members and establish new collaborations to further its reach and influence at the national and international levels. Building on established mechanisms for continuous learning and self-reflection—including annual independent monitoring and the establishment of a horizontal matrix management structure—RRI will support the ambitions of its new Strategic Program in three distinct ways:^{xiii}

- a. *Strengthen financial viability and donor accountability.* To these ends, RRI will: (i) hire a fundraising professional to broaden RRI's donor database; (ii) better leverage RRG Board Members to secure funding; (iii) strengthen planning,

- monitoring, and reporting to better capture emerging lessons and challenges; and (iv) conduct risk-based due diligence with Partners, Collaborators, and Affiliated Networks.
- b. *Strengthen organizational capacities to increase the efficiency, sustainability, and resilience of RRI.* This will include dedicated efforts to: (i) strengthen RRI's leadership and governance; (ii) increase administrative efficiency and internal communications via the deployment of new integrated tools; and (iii) improve staff retention and wellbeing through career development opportunities and continuous engagement.
 - c. *Improve financial management systems.* This will include: (i) a comprehensive review of all financial services, including the roles and responsibilities of the Finance and Administration team, to identify gaps and strengthen operational procedures; (ii) the implementation of new Financial Management System; and (iii) stricter collaborator financial management guidelines and internal control mechanisms.

Planning, Monitoring, and Evaluation

As part of RRI's governance and coordination function, RRG has refined its approach to planning, monitoring and evaluation in recent years to streamline its commitments, better report on results, and more effectively integrate lessons learned in annual planning and decision-making processes. With SP3, RRI purposefully sought to consolidate the aspirations and strategic objectives of the Coalition with the commitments and priorities outlined in its donor agreements. While donor requirements are unlikely to diminish in the coming years, increased efforts to harmonize existing and emerging donor priorities with the SP3 log frame will hopefully lead to further buy-in and support for a single performance management framework that is consistent with most reporting needs.

The major components of RRI's planning, monitoring, and evaluation system include:

- a. An annual planning cycle guided by a five-year strategic program. To achieve its long-term objectives and results, RRI relies on an open annual planning process that is designed to take advantage of emerging opportunities, revise key assumptions, flag unanticipated challenges, and secure value for money from year to year.
- b. RRI's internal monitoring and evaluation system. RRI conducts annual self-evaluations led by the teams responsible for the Initiative's thematic and regional program work at the country, region, and global levels. The resulting annual program monitoring reports (APMRs) are essential for planning and

- reporting purposes. Independent monitoring of RRI's annual work program and progress made toward the achievement of long-term results is a key feature of RRI's unique approach to M&E. In addition to measuring the overall state of progress, the Independent Monitor helps to validate self-evaluation reports, test whether key programmatic assumptions remain relevant, and what changes, if any, RRI should consider from one year to another.
- c. Program and Institutional Evaluations. As outlined in its programmatic and institutional commitments, the RRG Board may periodically call for an independent evaluation of RRI's work program or key institutional components as required. Mid-term evaluations (MTEs), conducted halfway through each framework program, are a key output in this regard. The first MTE was completed in 2011 for the 2008-2012 framework period, and the second in 2015 for the 2013-2017 agreement.

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

Internal Monitoring and Evaluation System

RRI's Internal Monitoring and Evaluation System is an integral part of its planning process. It includes a dedicated mechanism to track the implementation of its programs and draw lessons learned amongst Partners, Collaborators, and Affiliated Networks, as well as efforts to evaluate the effectiveness of RRI interventions and institutional responses. Self-evaluations are used to determine whether planned interventions are strategic in terms of maintaining progress toward results at the global, regional, and country levels and whether these results are helping to achieve RRI's mission. RRI also tracks compliance and outputs as indicators of progress at the level of contract activities.

RRI's success is dependent on the capacity of Partners, Affiliated Networks, Collaborators, and other strategic actors to foster positive change. By keeping abreast of new developments and opportunities, and critically self-assessing its impact, the Coalition can position itself strategically, and provide the support change agents need to move their agenda forward.

Independent Monitor

The Independent Monitor (IM) annually assesses RRI's progress toward stated results by conducting independent reviews of selected annual program monitoring reports (APMR), on-site visits of key focus countries, participation in events, and interviews with key stakeholders. In addition to testing the critical assumptions that underpin RRI's work program, the IM reviews RRI's responsiveness to recommendations from previous IM

reports and may bring attention to factors (internal or externally-driven) affecting performance. Among other things, annual IM reports:

- Assess the effectiveness and relevance of strategic activities on an annual basis, and make recommendations as needed to ensure the delivery of RRI's work programs;
- Verify the validity and reliability of RRI-generated self-assessment reports;
- Collect feedback from multiple actors and constituents;
- Assess the value added of RRI's contributions to the work of Coalition members and interventions made in the context of other development initiatives, related sectors, or political spaces; and
- Ascertain the perceived cost-effectiveness of RRI-supported interventions (i.e., value for money).



ⁱ Please contact Jenna DiPaolo Colley at jdipaolo@rightsandresources.org for details on the genesis of these projections.

ⁱⁱ Rights and Resources. 2015. *Who Owns the World's Land? A global baseline of formally recognized indigenous and community land rights*. Washington, DC: RRI.

ⁱⁱⁱ The Tenure Facility is a unique new institution that provides grants and technical assistance to advance land and forest tenure security and the rights and livelihoods of Indigenous Peoples and local communities. It is responsive to the growing global land and forest tenure crisis that often pits communities, businesses, and governments against one another. The Tenure Facility is being incubated by the Rights and Resources Initiative and will become fully independent in 2017. This request does not include operating funds for the Tenure Facility.

^{iv} GenderCC. *Women for Climate Justice (2008). Recommendations of women leaders for the environment*. Bali: GenderCC (http://www.gendercc.net/fileadmin/inhalte/Dokumente/UNFCCC_conferences/Women_ministers_Bali-Declaration_COP13.pdf (Accessed 21 June 2009)); Gupta, Shreekant, and Bina Agarwal. "Gender and Green Governance: The Political Economy of Women's Presence Within and Beyond Community Forestry." (2013): 420-423; Singh, Neera M. "The affective labor of growing forests and the becoming of environmental subjects: Rethinking environmentality in Odisha, India." *Geoforum* 47 (2013): 189-198.

^v In sub-Saharan Africa alone, local communities and Indigenous Peoples customarily claim some 900 million ha of land, yet legally control or own only 16 percent of this area. After nearly a decade of engagement with African civil society leaders and government representatives, a number of important legal precedents now give hope for substantive advancements in DRC, Cameroon, Liberia, and Kenya. To this end, RRI estimates that at least 40 million ha of customary and community tenure could be secured in priority countries by 2022, directly benefiting almost 20 million Indigenous Peoples and local community members.

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- In **DRC**, a new decree—passed in 2014, with implementing texts approved in 2016—enables communities to obtain local community forestry concessions of up to 50,000 ha. With some 40 million forest-dependent people (over 60 percent of the population) scattered across DRC’s 101,822,000 ha of forest, the potential for formalization of customary and community tenure is immense. However, because of the country’s political instability, RRI Coalition members in the DRC estimate that they could reasonably secure community rights over at least 10 million ha.
 - In **Liberia**, up to 70 percent of the country’s land area is held under customary tenure (6,837,300 ha), but local communities have limited security over roughly half of this area (3,060,000 ha). The draft Land Rights Act would set an important precedent for the formal recognition of the customary tenure rights of local communities on the remaining land and forest area (3,777,300 ha), along with additional security for communities that already have legal titles.
 - In **Kenya**, communities customarily claim approximately 60 percent—or 34,146,000 ha—of the country’s land area, without the benefit of titled deeds. By implementing the recently passed Community Land Act at scale, up to 20 million ha of land could be secured for the benefit of Indigenous Peoples and local communities, dramatically increasing the amount of collective lands held under statutory tenure rights.
 - In **Cameroon**, 9 percent (4,260,000 ha) of the country’s land area is designated for Indigenous Peoples and local communities, but no land is formally owned by either group. A total additional potential for recognition of 10 million ha of community tenure can be safely projected.

^{vi} In Asia, RRI will seek to secure indigenous and local community land rights over at least 60 million ha of customary claimed land, benefitting at least 250 million marginalized Indigenous Peoples and forest dwellers. Women, who are at the forefront for the struggles for land and forest rights in the region and often the most affected by insecure rights, are at the center of RRI’s Asia strategy, through engendered strategies and interventions that actively promote gender justice. Major opportunities for legal recognition and enforcement of land and resource rights are expected to be achieved in:

- **India**, where the Forest Rights Act can potentially recognize community rights and governance over 40 million ha of forests, benefitting at least 170 million forest dwellers and tribes.
- **Indonesia**, a global hotspot for deforestation, provides an opportunity for customary rights over nearly 40 million ha of customary (*adat*) land and forests which will benefit over 50-70 million Indigenous Peoples living in the country.
- In **Nepal**, almost nine million people will benefit from a Forest Rights Law being facilitated by RRI’s Partners and Collaborators.
- In addition, tens of millions of rural peoples are expected to benefit from forest and land tenure reforms in **Myanmar, Philippines, Laos, and Cambodia**.

^{vii} The Latin America region has more than 50 percent of the world’s tropical forests with a population of approximately 121 million rural peoples, including Indigenous Peoples, Afro-descendants, and peasant people, living in and depending on forestlands. Despite significant progress in some countries, the recognition of property rights has been uneven across the region, implementation remains limited, and women face substantial discrimination in both statutory and traditional rule systems. Contrary to other regions, however, the focus of RRI’s work over the next five years will be to prevent the rollback of rights, triggered in large part by the continuing expansion of the mineral, hydrocarbon, and agribusiness sectors. For example:

- In **Brazil**, proposed amendments to the National Constitution could curtail the rights of Indigenous Peoples over 191 million hectares of legally recognized land.
- In **Peru**, regulatory changes to weaken social and environmental safeguards and encourage foreign investment in the extractive industry sector—including the legislative decree DL 1333 that simplifies

procedures for large-scale land acquisitions—now threaten the recognition of over 26 million ha of indigenous ancestral lands.

- In **Mexico**, a new law on “Sustainable Forest Development” risks rolling back the forest rights of indigenous and peasant communities who own 52 percent of the country’s land area (101.13 million ha), affecting more than 26 million rural people.
- In **Colombia**, Afro-descendant communities in the Caribbean region continue to await the resolution of 2 million ha of land claims, while the 32.1 million ha attributed to Indigenous Peoples are at risk under the implementation of the rural development program of the peace agreement and ZIDRES (for Zones of Rural, Economic and Social Interest) law.

^{viii} Fact Sheet. Who Owns the Land in Latin America? The status of indigenous and community land rights in Latin America. 2015. RRI.

^{ix} Universalis. Independent Monitor Report of the Rights and Resources Initiative. 2014. Available at <http://rightsandresources.org/wp-content/uploads/2014-IM-Final-Report.pdf>.

^x Learn more about the third International Conference on Community Land and Resource Rights, hosted by RRI, at <http://communitylandrights.org/conferences/2017-stockholm-conference>.

^{xi} See RRI’s new global baseline on women’s rights to community forests: RRI. 2017. Power and Potential: A comparative analysis of national laws and regulations concerning women’s rights to community forests. RRI: Washington, DC. Available at www.rightsandresources.org/powerpotential.

^{xii} El-Bermawy, Mostafa. 2016. Your Filter Bubble is Destroying Democracy. WIRED, November 18. Available at www.wired.com/2016/11/filter-bubble-destroying-democracy.

^{xiii} With the support of the Ford Foundation, RRG has undertaken steps to proactively identify and address gaps or weaknesses in its organizational performance. Building on the results of an organizational assessment conducted in March 2017 under the Ford BUILD program, RRI has laid out an institutional strengthening plan and will undertake a comprehensive review of its internal reporting and operational systems, and work toward the constructive expansion of the Secretariat’s capacity in support of SP3 objectives over the next five years.

Annex: RRI Partners and Affiliated Networks

Strategic Value Contribution to RRI	
RRI Partners	
Centre for Environment and Development (CED)	<ul style="list-style-type: none"> • Based in Cameroon, CED is the leading NGO promoting environmental justice in the Congo Basin and an established advocate for community and indigenous rights to land and resources. • CED engages with civil society, government, rural communities and Indigenous Peoples in Cameroon and across the region, providing analysis, advocacy and capacity building on matters of illegal logging, ecosystem services, Indigenous and community rights, and extractives and infrastructure. • CED intervenes in regional and international climate change processes to ensure recognition of community rights and interests. CED is hosting the African Community Rights Network, and created the OBSTER (Observatoire des Conversions des Terres Forestières au Cameroun), a database of environmental defenders covering CAR, Gabon, Congo, and Cameroon to protect them against governments and private sector actors, as well as a junior lawyers program to help local communities whose natural resources are under threat.
Center for International Forestry Research (CIFOR)	<ul style="list-style-type: none"> • CIFOR is a non-profit, scientific institution that conducts research on the most pressing challenges of forest and landscape management around the world. • Its mission is to improve human well-being, protect the environment, and increase equity. To do so, CIFOR conducts innovative research, develops partners' capacity, and actively engages in dialogue with all stakeholders to inform policies and practices that affect forests and people. • Since 2013, CIFOR creates great convening opportunity by organizing regular Global Landscapes Forums, the world's largest and only science-led multi-sectoral platform designed to produce and disseminate knowledge and accelerate action to build more resilient, climate friendly, diverse, equitable and productive landscapes. • CIFOR has also made major contributions via its research on gender and tenure. Recently, CIFOR contributed to a GEF/FAO project on "Securing Tenure Rights for Forest Landscape-Dependent Communities: Linking science with policy to advance tenure security, sustainable forest management and people's livelihoods", looking at the experience of tenure reforms in several countries.
Civic Response	<ul style="list-style-type: none"> • Based in Ghana, Civic Response is an NGO active in all resource sectors with a strong focus on forests. Civic Response's solid analysis strengthens grassroots and civil society advocacy for community rights in forest governance, climate change strategies and the FLEGT-VPA processes. • Civic Response has played a leading role in Ghana's National Forestry Forum and in legislative reforms, helping to shape a unified civil society campaign to advance recognition of community tenure in forest governance. In recent years, they have been involved in advocacy efforts around the Tree Tenure Policy and the Land Bill.

- Civic Response is active in the African Community Rights Network. They have also conducted research on the implications of large scale land acquisitions on the livelihood of local farmers in Ghana, and have hosted and organized several events in collaboration with RRI.

Federation of Community Forestry Users, Nepal (FECOFUN)

- Based in Nepal, FECOFUN is the largest national federation of community forests in the world, representing about 8.5 million forest users.
- FECOFUN balances its focus on capacity-building and empowerment for forest users with policy advocacy efforts to promote community rights in sustainable forest management. FECOFUN is a co-founder of the Global Alliance of Community Forestry, and is active on the global stage, engaging with key institutions such as the UNFF.
- As an innovative and important social movement, FECOFUN’s impacts in Nepal provide valuable lessons for other RRI priority countries, especially on community forestry and involvement of women in decision making processes.
- Recently, FECOFUN has been extremely active in its advocacy around the drafting of the new forest law, and working with various stakeholders at the local and province levels.

Forest Peoples Programme (FPP)

- FPP is recognized as a leading global advocate for indigenous and other forest peoples’ rights to their lands, territories and resources. FPP draws upon its expertise of human rights, legal frameworks, environmental governance and responsible finance to create political space for forest peoples to assert and secure their rights.
- FPP works to link indigenous movements at regional and international levels, as well as to forge connections between forest peoples and policy makers to increase respect for human rights standards and community control of forest lands.
- By intervening at country, regional, and global levels, FPP adds value to a variety of RRI coalition members and initiative. FPP has been supporting several land reform processes in Cameroon, Indonesia and Kenya; and engaged with the Green Climate Fund and the World Bank to ensure global funding and policy processes are responsive to local realities.

Forest Trends

- A leading think tank on forest economics, Forest Trends analyzes strategic market and policy issues and catalyzes connections between producers, communities and investors, with the aim of strengthening rural livelihoods and supporting community participation in environmental markets. Forest Trends’ analysis illustrates the economic benefits to communities and national economies generated by securing community tenure.
- Forest Trends engages with communities on market-based environmental mechanisms, such as PES and REDD, building capacity and understanding of the risks and opportunities. Forest Trends leads the Forest-Based Livelihood Consortium, a partnership of ten environmental and indigenous organizations in Latin America supporting forest-dependent communities to contribute and directly benefit from climate change mitigation efforts that align with their Life Plans.

	<ul style="list-style-type: none"> • Forest Trends has developed an extensive database on public and private funding of national forest and climate programs in key REDD+ countries, through its REDDX Initiative.
HELVETAS Swiss-Intercooperation	<ul style="list-style-type: none"> • With natural resources projects in over 30 countries, HELVETAS-Swiss Intercooperation is Switzerland’s largest development organization. Its deep experience provides key intellectual inputs to advocacy for local control of natural resources. HELVETAS-Swiss Intercooperation engages strategically with government and civil society actors to shape reform processes. • HELVETAS-Swiss Intercooperation is strongly engaged in international fora such as the ITTC and Intergovernmental Panel on Climate Change. It also contributes to RRI’s work in overlapping priority countries, and has taken a leading role in the development of the Tenure Facility Pilot Project in Mali.
International Forestry Resources and Institutions (IFRI)	<ul style="list-style-type: none"> • As an extended network of 14 collaborating research centers from around the world, IFRI is the premier intellectual resource on forest institutions and livelihoods. IFRI’s cutting edge research and analysis is based on an interdisciplinary approach, examining how governance arrangements shape both social and environmental forest outcomes. IFRI’s rigorous research is designed to inform and shape evidence-based forest policies, and is published in leading peer-reviewed journals. • IFRI’s analysis bolsters RRI’s understanding of connections between insecure tenure, poverty and food security, as well as on lessons from successful models of community forest enterprises. IFRI also developed the first global Community of Practice on Forests & Livelihoods: Assessment, Research, Engagement (FLARE) and brings together key stakeholders annually. • IFRI’s study on gendered impacts of large-scale land acquisitions (LSLAs) in Western Ethiopia highlighted the undue burdens that LSLAs place on women. The tenure changes associated with LSLAs, mostly entailing losses of communal and private lands in affected communities, result in increased workloads, decreased food and nutrition security, and psychological and other health impacts, which disproportionately affect female members of households.
Instituto socioambiental (ISA)	<ul style="list-style-type: none"> • Created in 1994, ISA is a non-profit organization based in Brazil. ISA aims to defend social, indigenous and environmental rights and has pioneered the concept of integrating environmental protection and sustainable development with indigenous groups. ISA’s work has achieved significant impact by influencing public policies and spearheading new laws while effectively developing 70 million hectares through three separate projects, in three different parts of Brazil. It has introduced integrated programs from satellite mapping and monitoring against land invasions, to sustainable income-generation, to schools and clinics designed and operated locally, to extending formal citizenship and advocating for needed national policy changes. These initiatives have become models for indigenous socio-environmental development in Brazil and around Latin America. • ISA provides strong legal support to indigenous groups and amplifies their advocacy efforts, like they did recently at the Free Land Camp in Brasilia over the spring. ISA also

recently started a large campaign to tackle the issue of prejudice against Indigenous Peoples in Brazil.

<p>Landesa</p>	<ul style="list-style-type: none"> • For the last 50 years, Landesa has been working at scale to create opportunities for the world's poorest to lift themselves out of poverty. Landesa collaborates with governments, local farmers, and civil society organizations to design and implement land systems that reduce poverty, encourage women's empowerment, promote inclusive economic growth, improve nutrition and health, reduce and prevent violent conflict, and foster environmental stewardship. • Landesa brings a strong legal expertise in women's rights, agriculture and land reforms in over 45 countries, with a strong presence in China and East Africa. Landesa has also proven to be a strong advocate for land rights at the international level and was actively involved in the discussions around the SDGs. • Landesa has been very active in RRI's work on the private sector and land grabbing issues. Landesa is a strong member of the Interlaken Group and has started a 4-year program on responsible investments in property and land program.
<p>Salvadoran Research Program on Development and Environment (PRISMA)</p>	<ul style="list-style-type: none"> • Based in El Salvador, PRISMA is a research NGO for policy dialogue in Central America, conducting critical research and analysis, promoting interaction among diverse actors at a variety of levels to advance equitable, sustainable development. • PRISMA has developed key research to evaluate lessons learned from Mesoamerican Community Forestry and is currently extending its work on forest and territorial governance in South America. • PRISMA is an important convener and source of regional information with regard to community rights to land and resources, providing technical and strategic support to the Mesoamerican Alliance of Peoples and Forests on issues related to climate change and territorial dynamics.
<p>RECOFTC - The Centre for People and Forests</p>	<ul style="list-style-type: none"> • Based in Southeast Asia, RECOFTC is the world's leading information and training hub for community forestry, grounded in strong rights, good governance and equitable benefit sharing. RECOFTC trains organizations in effective advocacy strategies, as well as engaging with policy-makers to encourage greater recognition of community rights. • RECOFTC has been a strong catalyst in achieving government commitment to community forestry in Asia, through vital legislation and investing in long-term institutional development, ensuring active community participation in equitable and sustainable forest management, and bolstering the capacity of community forestry networks.
<p>The Samdhana Institute</p>	<ul style="list-style-type: none"> • Samdhana is an Asian regional center specialized in resolving environmental conflict, promoting clear community rights, legal recourse, leadership and organization, and technical support. • Samdhana plays a leading role in mobilizing civil society advocacy for tenure reform, providing critical knowledge and analysis to support policy recommendations. Samdhana has also been involved in projects to promote community forestry enterprises in Indonesia building on lessons learned from Mesoamerica, and in mobilizing the RRI Coalition around major RRI events in South East Asia.

Tebtebba (Indigenous Peoples' International Centre for Policy Research and Education)	<ul style="list-style-type: none"> • Founded by and for Indigenous Peoples, Tebtebba is the leading worldwide platform for promoting indigenous rights and building indigenous capacity for effective political organization and advocacy. • Tebtebba is actively engaged in international processes, including climate change negotiations, and contributed to processes leading to the adoption of major international policies and instruments, such as international human rights law, the Green Climate Fund, UNDRIP, and the UN Permanent Forum on Indigenous Issues.
World Agroforestry Centre (ICRAF)	<ul style="list-style-type: none"> • The World Agroforestry Centre is the global leader in research on agroforestry and sustainable development, conducting research to advance policies and practices that benefit rural communities and the environment alike, and is a member of CGIAR. • With over three decades of direct work with smallholder farmers in Africa, Asia and Latin America, ICRAF capitalizes on its long experience researching tenure (design, implementation and impacts), and draws upon strategic alliances with research institutions and civil society.
RRI Affiliated Networks	
Asia Indigenous Peoples Pact (AIPP)	<ul style="list-style-type: none"> • Created in 1988, AIPP is a regional organization founded in 1988 by indigenous peoples' movements. AIPP is committed to the cause of promoting and defending Indigenous Peoples' rights and human rights, and articulating issues of relevance to them. At present, AIPP has 48 members from 14 countries in Asia with 18 Indigenous Peoples' national alliances/networks, and 30 local and sub-national organizations. AIPP strengthens the solidarity, cooperation and capacities of Indigenous Peoples in Asia to promote and protect their rights, cultures and identities, and their sustainable resource management systems for their development and self-determination. • AIPP is involved in global processes (SDGs, UNFCCC, etc.) and a strong advocate for women's land rights.
Indigenous Peoples' Alliance of the Archipelago (AMAN)	<ul style="list-style-type: none"> • AMAN is a national alliance of 2302 indigenous communities in Indonesia, representing 17 million people. AMAN aims at promoting the rights and sovereignty of Indigenous Peoples across Indonesia. Their main working areas are: I) indigenous organization, networking and the development of customary institutions; ii) legal defense and advocacy of indigenous rights; iii) strengthening customary-based economic systems; iv) strengthening the rights of indigenous women; and, v) promoting the education of indigenous youth. • AMAN has led efforts to strengthen legal and administrative instruments at the national and district levels for recognition and protection of indigenous tenure rights through the support of the Tenure Facility.
Mesoamerican Alliance of Peoples and Forests (AMPB)	<ul style="list-style-type: none"> • The AMPB is a space for coordination and exchange between territorial authorities that administer or influence major forested areas of Mesoamerica in 7 countries. Indigenous governments and community forestry organizations in the Alliance seek to strengthen their own dialogue, focused on community management of natural resources, while seeking to jointly influence on governments and international cooperation strategies.

- The AMPB is active at the regional and global levels, and is currently focusing his advocacy efforts on 2 agendas: community forest management and land rights. The AMPB partnered with RRI on several analysis and events. Recently, it hosted a group of community leaders from Indonesia to expose them to best practices of community forest management and enterprises in Mesoamerica.

Coordinator de las Organizaciones Indigenas de la Cuenca Amazonia (COICA)	<ul style="list-style-type: none"> • Created in 1984, COICA's mission is to generate policies (national, international, regional) among IPs of 8 countries, through coordination, dialogue, engagement, and strategic alliances with public, and private actors as well as international cooperation for an equitable and differentiated development of the amazon region. • COICA is contributing to several projects including the Accelerating Inclusion and Mitigating Emissions (AIME) Program that supports forest-dependent communities to contribute and directly benefit from climate change mitigation efforts.
International Association for the Study of the Commons (IASC)	<ul style="list-style-type: none"> • Created in 1989, IASC is the world's leading professional organization for the interdisciplinary study of commons, common-pool resources, and other resources that are (or could be) held or used collectively by communities, both in developing and developed countries. This academic research network brings together interdisciplinary researchers, practitioners, and policymakers for the purpose of fostering better understandings, improvements, and sustainable solutions for environmental, electronic, and any other type of shared resource that is a commons or a common-pool resource. • IASC organizes biennial conferences, creating the opportunity for scholars and practitioners from all over the world to meet, learn from each other's research and experiences, exchange ideas, and discuss successful examples of management and governance of common-pool resources.
International Family Forestry Alliance (IFFA)	<ul style="list-style-type: none"> • Created in 2002, IFFA's mission is to promote family forestry and advocate policy solutions that support its objectives at the international level. IFFA provides its members and other agencies in about 30 countries with a valuable forum for exchange of experience, ideas and information, and raises the awareness of family forestry's important contribution and great potential for improving livelihoods and the sustainable management of forests with decision makers and the larger society. • IFFA is a strong advocate for respecting tenure rights of households and communities both in European and international arenas.
REFACOF (The African Women's Network for Community Management of Forests)	<ul style="list-style-type: none"> • Created in 2009, REFACOF is a regional network of women leaders and their organizations in 14 West and Central African countries. Its mission is to promote the rights of women in Africa and influence policies for Gender Equity in land and forest tenure. • REFACOF has been a strong contributor to the development of RRI's Gender Justice strategy.