



RIGHTS AND RESOURCES INITIATIVE

STRATEGIC PRIORITIES AND WORK PLANS

2021



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Letter from the RRI Coordinator

Dear Friends and Colleagues – Partners, Collaborators, Fellows, supporters of RRI, and RRG Board:

Whew! What a year. 2020 will certainly be remembered for the pain and suffering caused by Covid-19, the subsequent economic recession, increases in deforestation, and the many rollbacks and concessions given to industry to help them recover. But I hope it will also be remembered by the inspiring resilience shown by Indigenous Peoples, local, and Afro-descendent communities, and how so many of them have transformed these threats into stronger organizations, more local food production, and renewed culture and communities.

From FECOFUN's quick provision of 1,400 houses for communities to quarantine in, and AMAN's self-imposed lockdown and ensuring food reserves to support self-isolating members, to AIDESEP distributing pandemic information across remote communities, and SESDev's creation of an early warning system to monitor community lands in Liberia during the lockdown – Indigenous and community networks showed us how they grow stronger when threatened. In addition to protecting themselves against COVID, many local organizations also pushed back and successfully confronted rollback. The Indigenous Secretariat of the National Commission of Indigenous territories (SIT-CNTI) effectively blocked the Government of Colombia's attempt to conduct "FPIC by Zoom," and community organizations persuaded the Government of India to lift COVID-19 lockdown restrictions on harvesting of non-timber forest products – providing relief to millions of local people, benefitting women in particular.

Community and Indigenous organizations continued to implement projects to secure their land rights in Liberia, Peru, India, Indonesia, and new major projects began in Nepal and the DRC to be financed by the Tenure Facility. There were also some big policy wins this year despite the disruptions – with the Government of Panama finally recognizing Indigenous land rights within its national parks; the DRC's National Assembly adopting a historic bill to recognize and protect the rights of Indigenous Peoples; Madagascar's adoption of a roadmap for the Bill on the specific status of community lands; and the Afro-descendant Baru community in Colombia restoring a critical collective titling process abruptly canceled in 2019 – setting a new precedent for the country. The pathbreaking adoption by the Government of Gabon of a participatory mapping process in its National Land Use Planning established a stronger foothold in the country's long-running struggle to secure collective tenure rights.

Members of the RRI coalition led these and many more, with many supported by RRI's COVID-19 rapid response grants quickly established in March and deploying almost US\$800,000 to over 30 groups in 18 countries – a very successful response that again demonstrated the value of our Strategic Response Mechanism in helping local organizations quickly respond to major threats and opportunities.

And amidst the focus on COVID, RRI was still able to produce pathbreaking analyses to shape the national and international structures influencing land rights, including to [*The Opportunity Framework*](#), [*Whose Water?*](#), and [*Rights-based Conservation*](#). Our new Path to Scale and Transformation framework is currently under consideration by a host of global organizations to guide the scaling-up of rights. All of these continue to shape international thinking and increase ambition, funding, and action to support the recognition of Indigenous and community land rights.

2020 was also a year of exciting renewal for RRI. After an extensive rethinking process, we renewed our coalition with more leading networks of rightsholder organizations joining as Partners, and a stronger role for Indigenous and community organizations in our programming and governance structure – enabling us all to achieve greater collective impact in 2021 and beyond.

Within RRG, we established a new leadership team and empower the next generation of leaders before I step down as President in 2021. And 2020 was also a year of sad goodbyes: RRI co-founder Arvind Khare left RRI after 15 years of extraordinary leadership and service to our Coalition, capping a remarkable professional life dedicated to helping elevate the voices and lives of marginalized peoples everywhere. His deep personal commitment, incessant drive to improve our impact, constant challenging of conventional thinking, and willingness to disrupt it all in order to get to a more just world will continue to inspire us all.

After an intense and challenging year, both RRG and RRI stand in a much better position than when we began last year. And 2021 provides exciting opportunities for us to put this all to great use – work that is already underway for instance to influence a critical mass of leading climate and conservation organizations who are parties to the UN Climate and Biodiversity Conventions to prioritize rights-based actions and targets.

Last but not least, another reason to celebrate is the announcement that Deb Haaland, an Indigenous woman from the Laguna Pueblo people of current New Mexico – will lead the U.S. Department of Interior, which oversees relationships between the U.S. Government and all of its native peoples as well as 80% of the “public” in the U.S. – land that was taken from native tribes during the colonial conquest. This nomination of the first ever Native American Cabinet Secretary follows centuries of broken treaties with tribes and many years of attempted cultural absorption, including stripping Native American children of their identity by forcing them to attend boarding schools. This victory demonstrates the resilience of Indigenous Peoples, particularly of Indigenous women – and the hope we must keep aflame as we look into the future.

We are deeply grateful to you for your faith in our mission and your collaboration with our large Coalition. We hope you were able to relax and rejuvenate over the holidays – a well-deserved rest after an extraordinary year – and are ready to join us in the next chapter in our fight for justice.

Andy – with the RRG Senior Management Team (Alan, Alain, Claire, Carole, Kundan, Omaira and Patrick). ■

The Path to Scale and Transformation: A Summary

Securing Community Land Rights, Protecting Forests, and Advancing Social Inclusion

Ambition and Collaboration to Achieve the 2030 Climate, Biodiversity, and Development Goals

Leaders of international climate and biodiversity conservation initiatives now recognize that global targets to reduce emissions from deforestation, conserve natural ecosystems, and advance sustainable rural development cannot be met without rapidly scaling-up the recognition of forestland rights of Indigenous Peoples, local communities, and Afro-descendants, and enabling the forest owners to sustainably manage forests and improve their livelihoods. Covid-19 has also reinforced the urgency of securing these lands to enable the adaptation, food security and resiliency of rural communities. A growing number of governments, international organizations, and private philanthropies are committed to this cause and numerous global examples have proven the possibility of securing rights and forests efficiently and effectively. Seizing these opportunities at the necessary speed and scale requires greater ambition, investment, innovation, and coordination – leveraging existing climate and biodiversity instruments and commitments and additional funding and mechanisms to mobilize governments and private philanthropy.

The Path to Scale initiative would aim to catalyze the scaling-up of global ambition to legally recognize Indigenous and community rights at least to a level where it becomes possible to achieve the 2030 global climate and biodiversity targets. We must seize the unique opportunities presented by the climate and biodiversity CoPs in 2021 to move from awareness to scaled up action. Achieving this ambition would require securing community rights to at least 400 million hectares (ha.) of biodiversity rich forest land in tropical countries and the mobilization of at least US\$3 billion over the next 10 years. Attaining these targets would put at least one half of all tropical forests under the control of Indigenous Peoples and local communities, dramatically increase their potential for sustained conservation, secure an estimated additional 125 tCO₂e and avoid an estimated 1.099 (range 0.463 – 4.456) GtCO₂e of forest carbon emissions, and directly benefit over 200 million rural people.

The Path to Scale and Transformation: Ambition and Collaboration to Achieve Global Goals

RRI is proposing a new, collaborative initiative and common investment framework to scale-up global efforts. This would include an informal working group of leading public and private donors to facilitate strategic collaboration, setting of targets and design of new mechanisms; a more open, public process to accelerate learning across the ecosystem of engaged actors; and the development and regular updating of investment and monitoring tools to enable accountability and transparency. Below is a proposed set of targets that would orient, mobilize, and enable this collective effort's rigorous monitoring, followed by a proposed framework and strategy for coordinated investment and monitoring to achieve targets, and modalities to deliver the initiative.

Proposed Targets to Achieve Climate, Biodiversity and Development Goals. A simple set of targets should indicate the status of progress on the recognition community land rights, whether those rights enable communities to actively manage, conserve, and benefit from those rights, and the degree of international support for this agenda. These targets should be regularly measurable and to the extent possible have existing baselines. The targets recommended below are reasonable given the current state of legal progress, opportunities for change, and costs involved.

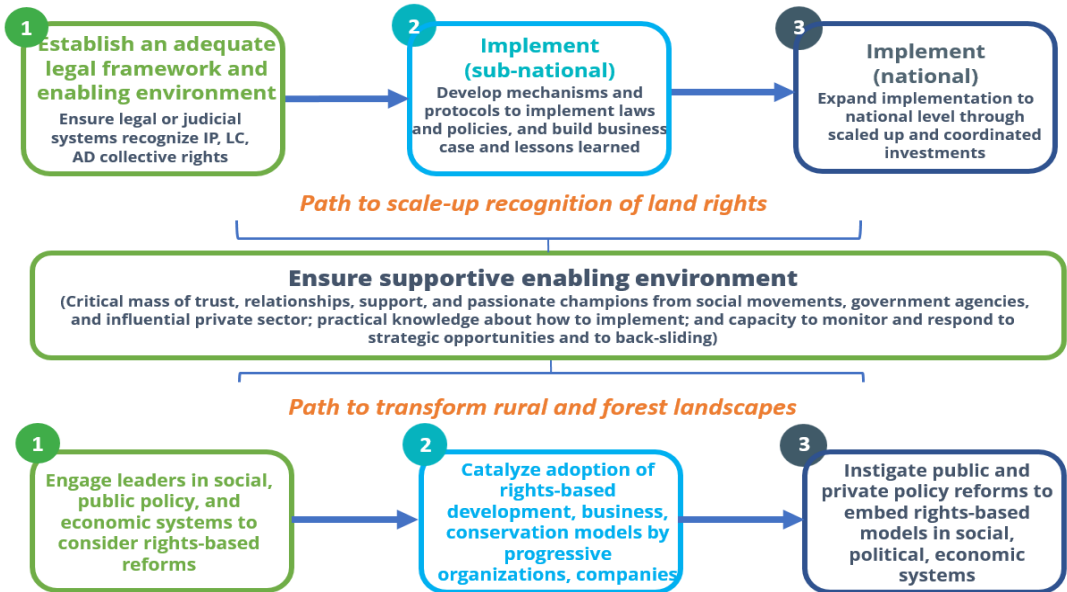
1. Support the recognition of community rights to at least an additional 400 million ha. of tropical forest by 2030, raising the total area of LMIC forests owned by or designated for Indigenous Peoples and local communities from the current 30% to over 50%.
2. Support policy reforms and capacity building to ensure that Indigenous Peoples, Afro-descendants, local communities, and the women within them have legal rights and capacity to manage, conserve, use, and trade forest products and services in 100% of area under their control by 2030.
3. Mobilize \$3 billion of new funding dedicated to the above targets for 10 years, from 2020 to 2030 in tropical forest countries. This would put at least half of all tropical forests under the control of Indigenous Peoples, Afro-descendants, and local communities, dramatically increasing their potential for sustained protection secure over 125 tCO₂e and avoid at least forecasted 1.099 (range 0.463 – 4.456) GtCO₂e of forest carbon emissions. Funding will be committed by public development agencies, private philanthropy, impact investors, and international organizations and funds.

Reaching these will help a minimum of 200 million people (over half of whom are women) avoid a globally significant amount of forest carbon emissions, protect environmental defenders, and reduce the rollback of rights, climate, and biodiversity protections. Incremental targets and priorities would be set based on commitments and updated on a regular basis. RRI's Tenure Tracking Program already has in place robust databases that track progress on targets one and two and existing data can easily be mobilized to establish a baseline and track number three. It would also be feasible to track the impact of securing tenure rights on forest cover and stored carbon or carbon loss given recent progress in remote sensing capabilities.

The Framework. RRI posits a simple framework (**Figure 1**) to understand and monitor the process by which governments recognize community land rights and establish the conditions for those rights to be translated into sustainable social, environmental, and economic outcomes for local peoples, their countries, and the world. Put simply, there are two paths: the path to scale up recognition of land rights and the path to transform the social, economic, and political systems that enable the transformation of rural areas to rights-based conservation and development. There are three steps in each path – beginning with the establishment of an adequate legal and regulatory framework for rights recognition; implementation or adoption of those rights/practices at a regional level; and full implementation/adoption at national level. Countries are at different stages in this process: some without an adequate legal environment, others implementing at regional level, and a smaller set implementing on a national level.

The framework was devised based on political history and experience developing and implementing tenure reform programs and projects. For example, recent experience with the rollback of protections for Indigenous Peoples and local communities in Brazil recalls that the establishment of rights is vulnerable, hence the central importance of parallel progress on the transformation agenda. Similarly, it is now well recognized that the implementation of legislation is often just as political and challenging as passing it, if not more, and hence the necessity of strong civil society to constantly encourage reforms, monitor progress, and respond to both opportunities and rollback. Recent experience points to the absolute priority of keeping this sector and function strongly funded and supported by all allies in order to sustain support on the ground.

Figure 1: The Path to Scale and Transformation



This framework can be used to identify and track country and global progress and was first applied in the development of the Opportunity Framework tool in 2020. That analysis found that of the 29 countries assessed, 14 were in the third stage, 10 in the second, and 5 in the first. This way, the framework can be used to identify opportunities as well as monitor the progress and pipeline of countries from the first stage of readiness to full national implementation. It can also be used to facilitate the coordinated deployment of donor funding. By nature, some donors such as the World Bank are uniquely positioned to fund national level, government-led implementation projects (stage three). Funders such as the Tenure Facility are designed to finance projects at sub-national level (stage two). Others like RRI’s Strategic Response Mechanism are structured to finance stage 1 projects to build legal frameworks and sustain civil society and an enabling environment throughout the process. Transparent and pro-active coordination between donors at all stages of the process would diminish duplication and enhance efficiency and impact.

This framework implies a strategy to scale-up action at the global level, desired outcomes at each stage, and key actors at each stage, presented in **Table 1**. This table also includes an indicative set of countries currently in each stage, per the findings of the 2020 Opportunity Framework. Please refer

to the complete concept note for a final assessment of the state of “readiness” of each of the 29 countries included in the Framework, the area recognized and unrecognized in each country, and implications for carbon stocks.

Table 1: Strategy and Actors to Scale-Up Global Action to Recognize Community Land Rights

	Priority outcomes	Action	Countries at this Stage
Step 1: Expand the number of countries with adequate legal and regulatory frameworks to build the pipeline to scale up rights recognition and strengthen governance	<ul style="list-style-type: none"> - Supportive policies, laws, regulatory frameworks that recognize land rights and community governance and management of forests adopted - National initiatives underway to embed support for community land rights and community - led development in national social, political, and economic systems 	<ul style="list-style-type: none"> - Investment in small-scale catalytic projects and programs to raise awareness, advance legal and regulatory reforms, and build trust between constituencies - Strengthen capacity of local organizations to manage and govern their territories and resources <p>Primary actors: Social movements, Indigenous, community and Afro-descendant organizations, civil society, local and national government agencies, parliamentarians, allies</p>	<ul style="list-style-type: none"> - Asia: Lao PDR - Africa: Gabon, Sudan - Latin America: Guatemala - Expand over time to all FCPF countries
Step 2: Mobilize increased investments to implement tenure reform & community strengthening projects at sub-national level	<ul style="list-style-type: none"> - Approaches to implement tenure reform policies and legislation are piloted, lessons learned and disseminated to key constituencies – demonstrating the possibility of progress and scale - Rights-based development and business conversation models are piloted with progressive investors, enabling communities to manage their forests and territories in a safe environment 	<ul style="list-style-type: none"> - Strategic coordination between donors and investments in medium-scale projects to pilot implementation of tenure reforms and strengthen local organizations and governments - Support local peoples’ organizations and movements and the enabling environment for implementing reforms <p>Primary actors: Social movements, Indigenous, community and Afro-descendant organizations, civil society, NGOs, progressive private companies and investors, local government agencies</p>	<ul style="list-style-type: none"> - Asia: Cambodia, China, Myanmar - Africa: Cameroon, CAR, Kenya, Rep of Congo, Madagascar, Tanzania, Uganda, Zambia - Latin America: Bolivia, Brazil, Suriname

Step 3: Mobilize increased investments to implement tenure reform & community strengthening projects at national level	<ul style="list-style-type: none"> - Scaled up and coordinate investment to expand implementation of projects to recognize land rights; promote rights-based conservation and development at national scale - Continued support to strengthen IP, LC, and AD organizations; ensure their proper involvement in benefit sharing mechanisms, investments and policies impacting them. 	<ul style="list-style-type: none"> - Coordinated investments in large-scale projects by national governments and multilateral development organizations, sustained over time to learn, adapt, and sustain impacts - Support IP, LC, ADs movements/organizations and CSOs to strengthen their capacity and the enabling environment for reforms, conservation, and development <p>Primary actors: Civil society, Indigenous, community and Afro-descendant organizations, national governments, social movements, international allies</p>	<ul style="list-style-type: none"> - Asia: Nepal, Indonesia, India - Africa: Burkina Faso, DRC, Liberia - Latin America: Colombia, Guyana, Peru, Mexico
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Modalities to Deliver. The initiative began in 2020 with informal meetings by the “Path to Scale Group,” and will be consolidated and expanded in 2021. This will entail four components: establishing mechanisms to mobilize the leading donors and governments, creating new financial mechanisms, generating the knowledge necessary for progress, and fostering greater learning and innovation across the larger ecosystem of actors. The initiative would begin on an informal basis, with the possibility of formalizing relationships considered if the value addition of additional formality became evident.

1. **Working group of public and private donors, from existing and new financial mechanism, who agree to collaborate to encourage greater ambition and collective targets, coordinate action, and monitor progress.** This group would foster collective action to scale-up implementation of projects to secure rights in tropical forests to a level necessary to achieve the climate and biodiversity goals. The group would maintain close communication throughout the year and meet annually to take stock of global progress, track implementation and the pipeline for new projects, identify new investment priorities, share experiences, and coordinate activity. They would also ensure responsiveness and accountability to Indigenous and community rights-holder organizations. This group could include governments that are championing the implementation of tenure reform projects or establish a separate group of governments to foster momentum and learning.
2. **New financial mechanisms to mobilize partner government demand for investment, and private sector philanthropy.** We recommend a dual approach: 1) A high-level, cross-sectoral fund at the World Bank coordinated with other P2S initiatives to promote projects for recognizing community land rights, conservation, and development; and 2) new independent mechanism that would mobilize private foundation support. These funds would be designed to complement the existing initiatives already engaged in this topic, such as the UK Forest

Governance, Markets, and Climate program, NICFI, the REDD Early Movers, the FCPF, the Climate Investment Funds, and Green Climate Fund. Due diligence and design options would be considered in 2021, including the proper inclusion of Indigenous, community and Afro-descendant organizations in their governance. Mobilizing the World Bank to support this agenda is strategic in that it would encourage a greater number of governments to support community land reforms, and it would mobilize the substantial technical, political, and financial capital of the rest of the Bank to also support this agenda, including funding already dedicated to the FCPF and the CIF.

This new fund would be complemented by a new, independent financial mechanism to attract larger commitments from private philanthropy. It would focus on supporting the capacity, governance, and resilience of indigenous and community organizations, and building the enabling environment for the recognition of land rights and their conservation and development initiatives. It could be a public-private partnership and be designed to allocate larger grants to existing organizations as well as promising new initiatives, per a set of criteria. It could be designed to respond quickly and be able to finance operations active in countries where the conditions do not exist for scaling-up the recognition of rights and take greater risks than government funds typically consider. Both new mechanisms would be mutually reinforcing and coordinated with the existing initiatives to ensure funds were allocated to the most impactful opportunities to secure community rights.

3. Production, dissemination, updating of investment prioritization, and monitoring tools.

Quick and steady progress against the targets would require up-to-date, transparent, and easily accessible information on both the demand and the supply side: developing country readiness to scale and the potential climate, biodiversity, and development impacts; and donor preferences and deployment of its own funding. RRI would regularly update the Opportunity Framework to facilitate targeting and monitoring and would expand to include more countries and thematic layers, such as implications for biodiversity conservation or food security. RRI would also establish a dedicated webpage to make investment and monitoring tools accessible.

4. Public conferences to foster accelerated learning, innovation, and accountability. The initiative would convene international seminars to provide a public platform for actors engaged in this agenda to share lessons, profile innovations, and develop partnerships. This component would be similar to the role of Chatham House in accelerating and maintaining momentum of the Forest Law Enforcement, Governance and Trade process. Several would be organized prior to CoP 26 to facilitate the development of initiatives.

The opportunity before us is both unprecedented and timebound. Public and private investors are looking for alternatives and leadership at the upcoming CoPs. The twin Covid-19 and economic crises have increased the demand for social as well as economic benefits in national climate programs. Bold targets and initiatives, and strategic coordination with civil society, would give the world new hope for “building back better” and reaching global climate, biodiversity, and development goals. ■

Global Priorities for 2021

State of Play

Anticipated global developments and opportunities to advance rights-based actions and solutions took a dramatic and unforeseen turn in 2020, following the spread of the Covid-19 pandemic. In addition to bringing climate and biodiversity negotiations to a near stand-still, the pandemic wrought unforeseen pressures onto Indigenous Peoples, local communities, Afro-descendants, and community women, directly affecting their health and wellbeing, as well as their ability to enforce their rights and protect their lands and forests from growing external pressures. Yet, amidst narrowing civic spaces, rising autocratic powers, and reduced accountability measures, communities are demonstrating in real-time the critical importance of secure land rights to achieve urgently required social and economic transformation, including the realization of global climate, biodiversity, and sustainable development priorities and efforts to reduce illegal land and resource appropriation, maintain resilient food production systems, and ensure essential public services in remote areas. In particular, Indigenous, Afro-descendant, and local community women continued to mobilize their communities to safeguard their strength and resilience, playing seminal roles in leading community movements, protecting traditional knowledge, and managing critical community resources despite the disproportionate threats and violence they face.

However, thanks to new analyses spearheaded by RRI in 2020, there is now unprecedented evidence for the feasibility of emerging opportunities to secure community-based tenure rights and advance rights-based climate and conservation actions at scale. While efforts to implement existing legal frameworks continue to lag across most countries and international investments in community-led solutions and approaches remain marginal, there is growing recognition amongst governments, donors, and the private sector that closing the gap on community-based and gender-just tenure rights constitute a fundamental prerequisite to achieving global environmental goals and sustainable development priorities. Within this context, forthcoming climate, and biodiversity deliberations in 2021 present crucial opportunities to shift the global momentum towards inclusive rights-based solutions that are known to be effective, efficient, and equitable. Achieving such ends will require greater ambition and commitments by governments and international institutions; a better understanding of opportunities to dramatically scale-up community-based tenure rights and bottom-up accountability measures; as well as stronger involvement of rights-holders and community women especially, to pursue collective actions that can drive equity, sustainable development, and poverty eradication.

Opportunities and Priorities

Path to Scale: Leaders in the international climate and biodiversity space now recognize that global targets to reduce emissions from deforestation, conserve natural ecosystems, and advance sustainable rural development cannot be met without rapidly scaling-up the recognition of Indigenous

Peoples', local community, and Afro-descendant forestland rights, the sustained management of those forests, and improving the livelihoods of the forest owners. The Covid-19 pandemic has also reinforced the urgency of securing these lands in order to enhance the food security and resiliency of rural communities. A growing number of governments, international organizations, and private philanthropies are committed to this cause and numerous examples around the world have proven the possibility of securing rights and forests efficiently and effectively. Seizing these opportunities at the speed and scale necessary will require greater ambition, investment, and coordination – leveraging existing climate and biodiversity instruments and commitments as well as additional funding and mechanisms to mobilize governments and private philanthropy. To fill this gap, RRI is engaging around a new framework – the Path to Scale and Transformation. Utilizing its networks and convening power, RRI is uniquely positioned to raise global ambition and investments in land rights recognition, deepen operational guidance to achieve such ends, and develop strategic analyses that can guide rights-based actions and efforts to secure sustainable livelihoods.

Strengthen rights-based climate and biodiversity action: Indigenous Peoples and local communities have historically played an essential role in the management and protection of the world's lands, forests, and freshwater systems. Yet, their ability to protect these vital environments and pursue locally adapted livelihoods ultimately hinges on the recognition and protection of their land and resource rights at both local and global levels. Building on the growing momentum for urgent transformative changes that can accelerate progress towards global climate and biodiversity priorities, RRI will leverage the growing body of evidence supporting rights-based actions, as well as the leadership and capacity of Indigenous and community leaders to: (i) support the full and effective recognition of local communities as distinct rightsholders in global arena; (ii) bolster support for rights-based climate and conservation action at scale; and (iii) accelerate endorsement of the Gold Standard by a critical mass of organizations active in the climate and conservation spaces.

Leverage the leadership and voice of community women: Attention to women's rights has grown in recent years, and the international development community now recognizes the rights and empowerment of women and girls as crucial elements of advancing social and economic development. Community women play crucial roles as family providers, leaders, rural entrepreneurs, and forest protectors, but face persistent inequalities in the realization of their rights and are disproportionately affected when communities' land rights are not respected. Securing these rights is both a matter of gender justice and a key to protecting their communities and achieving progress on global development and climate goals.

To address this critical omission, RRI's Gender Justice program will leverage critical opportunities in the international arena in 2021 to promote equitable and inclusive rights-based actions and solutions to climate, development, and conservation challenges through the following priorities: (i) increase awareness and support for women's tenure rights through enhanced coordination of women's social movements and community-based initiatives, revisit the Gender Justice Advisory Group to better respond to Indigenous, Afro-descendant, and community women's movements agendas on tenure rights, and ensure greater global commitment to the advancement of women's rights to community lands, forests, and enterprises; (ii) advance Indigenous, Afro-descendant, and local community

women's tenure rights and parity of representation and participation in international platforms on climate change, biodiversity, and SDG-related processes and convenings; (iii) work with women's movements across the world to document their leadership and best practices to make visible the leading role of women in governance and community forests and lands, as local change agents and political leaders across the developing world; and (iv) use RRI's convening power and strategic communications to raise awareness and disseminate critical information on women's land rights.

Strengthen local livelihoods and accountability measures: It is now well recognized that secure community land rights constitute only a fraction of the areas they customarily claim, and that this gap is a key driver of poverty, conflict, environmental degradation, and underinvestment in the developing world. Likewise, progressive companies and investors are recognizing that insecure land rights and economically vulnerable and food insecure communities pose substantial risks to their operations and investments, but corporate and investor actions to date have not translated into positive changes for local peoples and women, nor have they reduced global supply chain impacts on the environment.

Platforms and mechanisms to address tenure risks, improve upstream supply chain accountability, and trigger urgently needed systemic changes in the land and resource sectors are critically lacking.

Growing demand for sustainability and rights-based actions points to increasing opportunities to leverage the collective intelligence and experience of the Coalition and RRI's Interlaken Group platform to (i) redress persistent power imbalances in rural landscapes by expanding and strengthening multi-stakeholder platforms that have proven effective in securing rights-holder engagement with governments and the private sector; (ii) strengthen upstream supply chain transparency and accountability through community-based monitoring initiatives; and (iii) influence developing country governments and supply chain stakeholders to advance rights-based approaches and solutions to systemic problems that hinder global progress towards climate, biodiversity, and sustainable development imperatives.

Strategy

RRI's value add in the global arena program is driven by a dedication to system-level changes that can only be achieved through the collective voices and actions of the Coalition. In alignment with emerging opportunities for global influence, SAGE's 2021 contributions will focus on four complimentary strategies:

- Raise global ambition and financial commitments of major public and private donors to secure IP, LC, and AD, and women's rights and livelihoods at climate and biodiversity COPs; develop new financial mechanisms to mobilize greater funding and government action; and actively participate in sustained coordination and monitoring of progress towards the new targets;
- Secure a critical mass of organizations operating in the climate and conservation arenas to: (i) publicly endorse the Gold Standard; (ii) commit to increase support for the legal recognition of Indigenous, community, and Afro-descendant land rights across their interventions and investments; and (iii) support the establishment of an independent monitoring system;

- Support adoption of criteria for local communities' self-definition and identification and those of women within them by official IPLC platforms in the UNFCCC and CBD, ensuring parity in representation and active engagement of local communities in shaping joint positions and policy statements with Indigenous Peoples; and
- Leverage a critical mass of high-profile Interlaken Group-linked companies and investors to pilot community-based monitoring (CBM) systems, and publicly share experiences to inform and influence their peers and sector to adopt rights-based approaches.

See Table 2 for a detailed look at RRI's global strategy.

Risks and Mitigation Strategies

Risk 1: Reduced scope for global convenings and in-person rights-holder mobilization and advocacy:

Mitigation Strategy: COVID restrictions on travel and in-person engagement are expected to persist well into 2021, affecting the prospects of traditional forms of dialogue and high-level convenings. Coupled with growing demand for dramatic reductions in energy-intensive modes of transportation in the context of global environmental advocacy, RRI aims to leverage growing capacity of its communication and networking functions to hold engaging high-level webinars and online engagement platforms to accelerate joint learning and catalyse collective actions around issue-specific opportunities and priorities. To this end, RRI will leverage lessons learned from previous global coordination efforts (e.g., IPCCresponse.org), and RRG and Coalition-led initiatives' growing virtual convening capacity (e.g., GLF Digital Platforms) to mobilize coordinated action and advocacy, and advance RRI's mission in the global arena.

Risk 2: Achieving results in an increasingly crowded and competitive global environment:

Mitigation Strategy: In the current context, there are risks associated with the underlying assumptions of RRI's global program. There are more organizations and stakeholders vying for space and attention in the land rights, climate, and conservation sectors, creating more and sometime competing messages and agendas; there is a risk that this overcrowding is detrimental to achieving the proposed program and impacts. Linked to the proposed evidence-based analysis in the program, the idea of a "post-truth" world propagated by populist political regimes in major countries may mean that evidence-based analysis is generally less influential. Finally, the program aims to influence the structure and contents of key global climate and biodiversity frameworks, but there is evidence that global frameworks are not necessarily influential or implemented at local level, which means that there is a risk that the proposed intervention does not translate into impact. RRI sees these risks as having medium, low, and high likelihood of occurrence, respectively.

To mitigate these risks, RRI will: ensure that the Network is mobilized to influence in the multiple spaces where Partners and Collaborators are already involved to influence the climate and conservation frameworks, and are proceeding according to a consistent set of messages; maintain high quality standards for strategic analysis to be undertaken under the proposed program; and

leverage its multi-scalar structure to ensure that advocacy and solutions are applied to the most strategic stakeholders and political moments, opening the way for implementation. ■

Table 2: RRI's Global Strategy

Core Results	Activities	Key Outputs
<p>1. Major public and private donors: Raise global ambition and financial commitments to secure IP, LC, and AD rights and livelihoods at climate and biodiversity COPs; develop new financial mechanisms to mobilize greater funding and government action; and actively participate in sustained coordination and monitoring of progress towards the new targets.</p>	<ul style="list-style-type: none"> Establish the Path to Scale convening and coordination process to increase ambition & financial commitments; encourage strategic coordination among investors, collaboration, and development of new mechanisms; earn formal support & participation of strategically influential government donors & private philanthropies. If support is secured, design and instigate the proposed new financial mechanisms or initiatives, and organize appropriate consultations. Organize a high-level dialogue with donors, policy makers, and rights-holder organizations in the lead-up to the CoPs to accelerate learning and action to raise global ambition and encourage development of new financial mechanisms, to be designed per advice of the Path to Scale Group, with input from rightsholders. Commission studies on operational & institutional gaps, and recommended mechanisms/options to scale up international funding to strengthen Indigenous and community organizations and enabling environment and mobilize governments to scale up commitments to support community land rights recognition. Expand and update the Opportunity Framework for 2021: 1) complete the “deep dive” operational assessments of priority FCPF countries in coordination with the World Bank; 2) expand and deepen analysis to other relevant countries – in collaboration with the Global Alliance of Territorial Communities, the World Bank, and others; and 3) disseminate and discuss with Path to Scale members. Conduct a new baseline study of forest carbon rights – updating and expanding the prior survey of legal recognition of carbon rights; case studies of the legal and regulatory frameworks for carbon rights in strategically important countries to assess the implications of public and private off-set markets and identify issues and recommendations. Develop a framework for tracking government progress on legal recognition of livelihood rights and other enabling conditions for advancement of self-determined social and economic development and community-led conservation approaches. 	<ul style="list-style-type: none"> Coordination mechanism established, branded, and supported by key donors and organizations. New financial mechanisms/initiatives instigated if support is secured. Regular consultations held with rights-holders organizations that are RRI Partners and Collaborators to get their input, define their involvement in the new mechanisms, and better articulate the pitch/arguments at the country and regional level. Identify and leverage spokespeople from Indigenous and community organizations, especially women, to champion this agenda at the COP and other key events. At least one high-level dialogue between donors, multilateral funding institutions, and rights-holders to advance learning and solutions for rights-based financial support. Other global/regional events leveraged to encourage support from governments and pledges. Dedicated analyses to operationalize the Path to Scale Initiative, enable coordinated investments, and monitoring progress. Web-based platform (linked to the RRI website) to house Path to Scale data,

		<p>analyses, tools, and messaging.</p> <p>Budget:</p> <ul style="list-style-type: none"> Funded: USD 147,500 Unfunded: USD 340,000
<p>2. Rightsholder organizations and movements own and endorse Gold Standards as their policy advocacy instrument and engage with climate and conservation organizations to ensure:</p> <p>i) that they adopt the Gold Standard;</p> <p>ii) commit to increase support for the legal recognition of indigenous, community and Afro-descendant land rights across their interventions and investments.</p>	<p>Support rightsholders organizations within and outside RRI Coalition to:</p> <ul style="list-style-type: none"> Own, endorse and develop Gold Standards as a critical policy advocacy instrument. Develop outreach strategies and advocacy roadmaps to secure endorsements from leading climate and conservation organizations. Follow up action to operationalize Gold standard as an effective instrument for monitoring and strengthen accountability of endorsing organizations. Leverage key moments, convenings and platforms (including the GLF, the IUCN WCC) to bolster rights-based actions and commitments and catalyze support for rights-based conservation in the context of the CBD post-2020 global biodiversity framework. Support rights-holders engaged in climate and biodiversity negotiations to develop a common set of priorities and demands for CBD and UNFCCC COPs. 	<ul style="list-style-type: none"> Gold Standard outreach, engagement, and support strategy with rightsholders organizations. Support rightsholder organizations <ul style="list-style-type: none"> For launch and awareness raising events. Follow up action for monitoring and accountability. Develop Rights-holder priority framework for the CBD and UNFCCC processes. <p>Budget:</p> <ul style="list-style-type: none"> Funded: USD 25,000 Unfunded: USD 185,000
<p>3. Official IPLC platforms in the UNFCCC and CBD adopt criteria for Local Communities' self-definition and identification and those of women within them, ensuring parity in representation and active engagement of Local Communities in shaping joint positions and policy statements with Indigenous Peoples.</p>	<ul style="list-style-type: none"> Support the consensus building across the three regions on the criteria for Local Community identification/self-identification, while strengthening the support of Coalitions' Indigenous peoples' organizations to secure the representation of Local Community leaders at the UNFCCC platform. Foster greater cross-regional alignment among women's movements to mobilize coordinated tenure rights-based agendas and priorities, and better position Indigenous, Afro-descendant, and community women's claims for parity in representation, participation, and decision-making to influence international fora, such as the Convention on Biodiversity (CBD), and UN Climate Change COPs. 	<ul style="list-style-type: none"> Framework defining criteria for self-definition and identification of Local Communities. A roadmap for securing parity in women's participation and representation in climate + biodiversity dialogues. Virtual convening space and community of practice for women's rights networks & initiatives. Dedicated advocacy strategies. At least 2 cross-regional meetings. <p>Budget:</p> <ul style="list-style-type: none"> Funded: USD 91,000 Unfunded: USD 40,000

<p>4. A critical mass of high-profile Interlaken Group-linked companies and investors (e.g., 2 to 3) pilot community-based monitoring (CBM) systems, and publicly share experiences to inform and influence their peers and sector to adopt rights-based approaches.</p>	<ul style="list-style-type: none"> ▪ Interlaken Group develops private sector guidance on enabling conditions to leverage CBM to enhance supply chain transparency, accountability, and respect local rights. ▪ Interlaken Group develops and advances joint policy recommendations on forthcoming European regulatory reforms requiring human rights and environmental due diligence in supply-chains to incorporate CBM and rights-based approaches. ▪ Expand and deepen private sector engagement platforms and vehicles in Kenya, Liberia, Malawi, Laos, and Indonesia to advance reforms, rights-based approaches, and leverage CBM. ▪ Convene virtual horizontal learning opportunities and local CBM pilots to strengthen the capacity and coordination among rights-holders to hold public and private constituencies accountable and advance rights-based investments. 	<ul style="list-style-type: none"> ▪ Corporate guidance document on CBM. ▪ At least two global or national-level joint policy briefs, position statements, and/or collaborative tools. ▪ At least one local pilot of community-based supply chain/investment monitoring. ▪ At least one cross-sectoral dialogue and knowledge exchange webinar. ▪ Assessment of modalities to support coordinated CBM across RRI Coalition. <p>Budget:</p> <ul style="list-style-type: none"> ▪ Funded: USD 40,000 ▪ Unfunded: USD 240,000
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2021 Work Plans by Region

Africa

Rationale for Engagement

The question of who owns the lands and natural resources is a major source of contestation in Africa. Communities claim ownership to almost 80 percent of the continent's lands, but only 10-15 percent of these lands are formally recognized. This year, RRI's global land area study showed that Africa has the largest portion of unrecognized IPLC lands compared to Asia and Latin America. But while Indigenous Peoples' and local communities' (IPLCs) territories represent 69.5 percent of the geographical area of the African countries in the study, 505.5 mha of that land remains unrecognized. The continent remains the priority region for donors and the main destination for major land-based investments. At the same time, most governments in the region are aiming to become emerging economies in the next decade by exploiting their natural resources, with several even classifying extractive industries as essential businesses during the pandemic. Meanwhile, governments across the region are working to deliver on their international climate commitments, which usually limit access to community forests through fortress conservation. The increased pressure and competition for land is likely to translate to human rights violations and criminalization of land rights defenders, the threatening of community livelihoods, and the alteration of their lifestyles, with particular impacts on women and youth.

Amid these challenges, there are unprecedented opportunities to secure full recognition of the collective rights of IPLCs, proven by efforts to implement community land rights in countries such as Kenya, Liberia, Burkina Faso, Mali, DRC, Benin, Malawi, Togo, and Madagascar. RRI's 2020 Opportunity Framework shows that out of 12 countries analyzed in the continent, 3 countries (DRC, Burkina Faso, and Liberia) have adequate legal frameworks for large-scale projects to implement tenure reforms, while 7 countries (Kenya, Cameroon, CAR, Madagascar, Republic of Congo, Tanzania, and Uganda) have adequate legal frameworks for medium-scale projects. Governments are now passing progressive reforms that formally recognize the collective land and forest rights of IPLCs.

In 2021, RRI will capitalize on these political gains using the Path to Scale Framework as an organizing tool and the Coalition's recent analysis by supporting communities to seize opportunities and influence development programs and private investments. At the country level, the Coalition will seek direct engagement with governments and lawmakers for reforms and implementation while raising awareness in local communities. Data and the power of the Coalition will be leveraged to devise regional strategies to enhance country-level and regional advocacy and influence donors. Regionally, we will facilitate knowledge-sharing workshops and create forums to share best practices to build capacity and connections across the region, including gender mainstreaming. The development of the Path to Scale for the region through analysis, convenings, and mapping of opportunities as well as key actors will enable the coalition to seize opportunities and direct crucial support toward implementation.

of community rights. The Coalition will engage the impacts of COVID-19 while addressing key opportunities for collective land tenure. Building on existing initiatives, the Coalition will support community enterprises and community conservation models that enhance livelihoods and sustainability outcomes and promote women's rights. We will convene the third edition of the African Land Institutions Workshop for Community Rights to facilitate experience-sharing, and mobilization of actors through the Network of African Land Institutions for Community Rights (ALIN), contributing hence to promoting the Path to Scale among governments, donors, development agencies, private investors, and others key actors to scale up the recognition of community rights. Building on the case study on the criminalization of lands rights defenders in East Africa, we will support strategic convenings to document and respond to the growing threats of criminalization of land rights defenders in East Africa, and across the region.

DEMOCRATIC REPUBLIC OF CONGO

State of Play

In DRC, Indigenous Peoples and local communities (IPLCs) claim customary ownership to 87.24 percent of the country's forestlands representing around 87.91 million hectares of the country total forestland surface (226.71 million hectares), but the government currently recognizes their legal ownership to just 0.53 percent of it. With the ongoing pilot phase of community forestry implementation, the government aims to place 2.5 million hectares of forest under community management by 2023. Successful implementation of the pilot phase will lead to placing much more forestland under community management. The DRC is among the 10 countries that have been assessed to be ready for large national or sub-national projects to implement forest tenure reforms by RRI's Opportunity Framework. Strategic legal reforms are slowly progressing in the land, land-use, and forest sectors, which are major opportunities to advance community rights, and several pieces of legislation will be discussed and implemented in 2021:

1. On land policy, the elaborated draft document is to be validated, and should inform a revised land law to be completed by the end of 2021. The land policy document contains progressive provisions, including the recognition of community customary land rights, community rights to FPIC, and women's rights to management and ownership of land.
2. On land use planning, the reform process has produced a draft policy document and a draft land use planning law, which are still in discussion for validation and adoption.
3. A new bill on the protection of rights of Indigenous Peoples is in discussion in parliament and may be adopted in the next few months.
4. The community forestry process is being implemented with the government aim of placing 2.5 million hectares of forestlands under community management by 2023. A strategic project catalyzed with the Coalition and its collaborators to secure 300,000 hectares of IPLC forestlands by 2022 is underway with the support of the Tenure Facility.

Opportunities and Priorities

First, the land and land-use planning reform processes, including the forest code review and forest policy elaboration are strategic opportunities for CSOs and communities to ensure progressive provisions are adopted. Second, the elaboration and adoption of the IP bill is a pathbreaking tool for IP communities to secure their forestlands and effectively participate in decision-making processes. The pilot phase of the community forestry process is fully underway, enabling communities to apply for and obtain community forest concessions. The following opportunities and priorities are critical for 2021:

- Support public consultations on the draft land policy document and draft land bill as well as on the draft land-use policy document and bill in remaining provinces, to ensure community rights are secure in the texts, and support final validation workshops;
- Provide technical and advocacy support to communities in the application process to obtain forest concessions and in their efforts to manage granted concessions;
- Support the elaboration of communities' local development plans and the strengthening of community livelihoods;
- Support the advocacy for the passage of Indigenous Peoples' Act;
- Support women's land rights, capacity development, and participation in the land and land-use planning reform processes;
- Continued REDD+ engagement for community land rights.

Strategy

1. **Analysis, convening, advocacy, and facilitation of connections:** (a) Leveraging data to influence reform processes (land, land-use, and forest policy), and supporting provincial consultations, multi-stakeholder dialogues, including direct engagement with government on the land reform process, with focus on women's rights, and (b) direct engagement with the parliament, senate, and the presidency for the passage of the Indigenous Peoples Act.
2. **Capacity building:** (a) Support awareness raising for community and local administration on the land and land-use reforms and consultations, including the community forest implementation and REDD+ process, and (b) support communities in the elaboration of simple management plans for their community forest concessions, and strengthening of community livelihoods.
3. **Convening:** Multi-stakeholder workshops on the progress of the land-use planning reform process.

LIBERIA

State of Play

The rights of IPLCs are recognized over 3.06 million hectares of forestlands representing 49.41 percent of Liberia's total forestland area, while IPLCs claim ownership to a total of 49.80 percent of the country area. The Land Rights Act (LRA), adopted in 2018, includes provisions for recognition of customary

land rights without requiring a title, women's rights in management and ownership of land, and communities' right to FPIC. Regulations pertaining to customary rights are completed, adopted, and under slow implementation now. It is crucial that all the remaining regulations be completed to ensure consistency with the collective rights agenda. The government's work on the National Oil Palm Strategy, the national interpretation of the RSPO principles and criteria, and other policies and regulations has slowed because of the country's economic difficulties exacerbated by the impacts of COVID-19. Meanwhile the country is progressing towards the investment phase of REDD+. Civil society organizations strongly mobilized and organized are positioned to promote community rights in these various sectors.

Opportunities and Priorities

Strategies opportunities include: piloting the implementation of the 2018 LRA regulations on customary rights as well as processes of drafting the remaining regulations; finalizing the national interpretation document of the RSPO principles and criteria; completing the national oil palm strategy; completing the FPIC national framework; and the entrance to the REDD+ investment phase – along with the government's willingness to strengthen land rights. The following opportunities and priorities are critical for 2021:

- Assist communities on consultations regarding the National Oil Palm Strategy and RSPO interpretation;
- Engage with the Land Authority for the completion of LRA regulations, and ensure implementation and awareness-raising;
- Ensure the translation of women's land rights in the LRA into livelihood opportunities;
- Ensure CSO and community capacity building on REDD+ with MEV training, community awareness and training;
- Strengthen civil society capacity to influence key policies and processes by providing data and analysis, supporting strategic convenings, and leveraging networks of private sector actors.

Strategy

1. **Analysis and convening:** (a) Leveraging RRI analysis and the power of the Coalition to facilitate engagement of the National Oil Palm Strategy and RSPO interpretation processes providing assistance to community consultations, and engagement of the NDCs to ensure inclusion of community tenure rights, (b) engaging with the Land Authority for the completion of LRA regulations, implementation and awareness-raising, obtaining justice in the River Gee case, and supporting initiatives to translate women's land rights in the LRA to livelihood opportunities.
2. **Community awareness raising and capacity building:** (a) raise awareness on the LRA, (b) simplify and finalize the Oil Palm strategy, (c) conduct multi-stakeholder engagement to monitor REDD+ implementation to ensure community tenure rights are respected, and (d) training of CSOs and communities on REDD+ monitoring and benefit sharing mechanisms.

KENYA

State of Play

Kenya has the largest and most diverse economy in East Africa, with an average annual growth rate of over 5 percent for nearly a decade – but has been slowed by the effects of COVID-19. The recent discovery of oil and other mineral resources creates great potential for the Kenyan economy, and places severe pressures on community lands. IPLCs claim ownership to 5.25 percent of the total country land area of 56.91 million hectares, but their rights are recognized to only 3.33 percent of the area. The Kenyan government is currently initiating efforts for the implementation of the 2016 Community Land Act (CLA), but there is significant political interest against its implementation. The Act contains provisions for communities to apply for adjudication and registration of their properties. The civil society platform, Community Land Action Now! (CLAN) is engaging with government, private sector, and donors for fast and fair implementation of the CLA to ensure community land tenure security.

Opportunities and Priorities

Regulations for the implementation of the 2016 CLA have been adopted, and a government task force established to orient the government's actions on implementing the decisions of the African Court of Human Rights and Peoples on the Case of the Ogiek communities has submitted its report to the government. These steps offer opportunities for implementation of community land rights. The CLAN platform is continuing to support communities to apply for and register their customary lands, including data-gathering and documentation of historical injustices. The CLAN is also strategically positioned to benefit from a path-breaking support from the Tenure Facility to implement the CLA and offer opportunities for national scaling-up. The following opportunities and priorities are critical for 2021:

- Provide support to communities for the demarcation and registration of their customary lands, for the strengthening of their livelihoods;
- Build the capacity of communities on how to engage potential investors interested in investing in community land;
- Leverage private sector engagement to ensure implementation of the CLA;
- Incorporate women's land rights and participation more explicitly, especially ownership.

Strategy

1. **Analysis and convening:** Leveraging data and the power of the Coalition to influence communities' engagement with government, private sector, and donors for the implementation of the CLA.
2. **Convening:** Facilitate multi-actor dialogues and capacity-building workshops as well as awareness-raising meetings around CLA implementation processes and community rights.

3. **Capacity building:** Strengthening of CLAN, the elaboration and submission of a strong proposal to the Tenure Facility for CLA implementation, and support to community livelihoods.

MADAGASCAR

State of Play

IPLCs claim ownership over 64.79 percent of the forestlands of Madagascar, a country with a total land area of 58.18 million hectares. Communities' rights are not recognized over their traditional lands. Fortunately, with the ongoing land reform process, the Malagasy 2015 policy document has included specific provisions recognizing community land rights. In 2019 the government confirmed its political will to implement the policy and initiated a national dialogue in August 2019 that produced a roadmap to deliver the specific legal provisions established in the 2015 reform effort. The dialogue was followed by ongoing provincial consultations to collect necessary public inputs for the drafting of the legal texts.

Opportunities and Priorities

Implementation of the roadmap for the elaboration of the legal framework addressing the specific status of community lands and the national consultation process are strategic opportunities to advance community rights. To these could be added the implementation of new strategies to support the rights of communities and sustainable development. For the first time, Madagascar would have a legal framework for community land rights. The following opportunity is critical for 2021:

- Advocacy to advance reforms and implementation.

Strategy

1. **Analysis:** (a) Leveraging data to influence government and donors to ensure progress of the land reform process along with community informed participation, (b) Use collected information on existing traditional land tenure systems for an analysis to inform the drafting of legal texts on the specific status of community lands.
2. **Convening:** Facilitate multi-stakeholder dialogues on the implementation of the roadmap to community rights and the drafting of legal texts on the specific status of community lands.

Risks and Mitigation Strategies

Risk 1: Lack of political will to incorporate communities' inputs, and to complete and/or implement reforms.

Mitigation Strategy: Mobilization of actors and maintenance of constructive engagement with government.

Risk 2: Economic recession and/or lack of financial and technical capacities of governments to complete and/or implement reforms.

Mitigation Strategy: Build technical capacities of national and local governments, CSOs, and communities.

Risk 3: Lack of financial and technical capacities of CSOs and communities to influence and/or implement reform processes.

Mitigation Strategy: Awareness raising workshops about community land rights from the local to the national level with all stakeholders.

Risk 4: Increase in government's repressive actions shrinking civic spaces, as well as rollbacks and criminalization of land rights defenders.

Mitigation Strategy: Support capacity building from the local to national level and mobilization of actors for legal challenges and protection of land rights defenders.

Risk 5: Increase of cases of exposure to COVID-19.

Mitigation Strategy: Observance of social distancing and proper measures to limit exposure to the virus. ■

Asia

Regional State of Play

Asia has the world's largest population of Indigenous Peoples and local communities, but its state of community and customary lands rights recognition lags behind the rest of the world. RRI's Area Estimate Study (2020) shows that in South and Southeast Asia, barely 6 percent of the lands customarily claimed by IPs and local communities are formally recognized, while in Latin America, this figure is closer to 75 percent. Countries in Asia also lag far behind many African countries in recognition of rights, negatively impacting hundreds of millions of Indigenous and local communities.

Using the Path to Scale Framework, RRI estimates, the gap in land and forest tenure recognition translates to at least 142 million hectares in South and Southeast Asia. The opportunities for recognition of rights vary by country, and RRI's Opportunity Framework Study found that three countries in the region—India, Indonesia, and Nepal—have suitable legal frameworks and political interest to initiate national level forest and land tenure reforms for collective rights led by Governments. These three countries together provide an opportunity for recognizing land and forest rights over at least 100 million hectares of forests and non-forest commons and customary lands; and large-scale investments can be made by governments and donors for recognition of Indigenous and local community land rights in these countries. In other countries such as Myanmar, Thailand, and Cambodia, struggles for customary tenure reforms continue, with almost 30 million hectares of potential rights recognition. With recent pro-community legal and policy shifts, small investments including pilot projects for rights recognition in these countries can nurture ongoing reforms. More investments in strengthening Indigenous and local community organizations and civil society are required for all countries in the region.

The consequences of non-recognition of 90 percent of lands customarily claimed by IPs and local communities include large-scale dispossession, displacement, conflicts, criminalization, and violence. Women and youth have been deeply impacted. Governments are promoting private sector investment in land-intensive projects and conservation models that exclude Indigenous and local communities. Rising authoritarianism in democracies like India, the Philippines, Cambodia, Indonesia, and Thailand pose additional threats to communities' land rights and access, as democratic spaces for protests and mobilization shrink. RRI Collaborators' efforts to document land conflicts in India and Indonesia reveal more than 2,000 land-related conflicts, affecting more than seven million people and at least US\$200 billion of investments. The COVID crisis has aggravated the situation across the region. A recent study by RRI, AIPP, and Coalition for Tenure Justice shows that several countries have used the cover of COVID to create laws and policies favouring investors and increase external threats to IPs' and local communities' lands and territories. As a result, cases of criminalization and violence against Indigenous and local community land defenders have risen, with women being particularly at risk. Exclusionary conservation also poses a major threat to IPs and communities in the region: the RRI study on rights-based conservation estimated that more than 800 million people in Asia inhabit landscapes that need to be conserved to effectively protect biodiversity. Across Asia, existing conservation regimes are largely exclusionary, particularly in India and China where 240 million and

200 million Indigenous and local communities respectively inhabit biodiversity-rich areas, often without land and forest rights.

In democracies in the region, vibrant social movements of Indigenous and local community organizations allied with civil society organizations have been the primary drivers of the collective land and forest reforms agenda. The increasing attention to Indigenous and community rights as a development, climate, and conservation priority at the global level could potentially emerge as a major force multiplier for country-level struggles in the region. This also creates opportunities to reinforce RRI's path to scale framework at national and regional levels. The major opportunities for RRI lie in supporting capacities and political willingness to scale up collective land and territorial rights recognition and governance in different countries; leveraging rights-based climate change, conservation, and sustainable development as strategic hooks to obtain buy-in for the rights agenda; addressing the threats of rollbacks, detrimental laws, criminalization, violence, and conflicts that affect IPs and local communities; and building capacities and networking amongst Indigenous and local community organizations, civil society organizations, and supporters/champions of Indigenous and community rights in governments, media, and the private sector, with attention to youth and women leaders.

In 2021, in Asia, RRI will engage with collective land rights agendas at the regional, country, and local levels. It will continue its priority engagement with India and Indonesia where it works closely with land rights coalitions/networks to scale up land and forest rights recognition. RRI will also continue to prioritize work in Nepal given the country's potential to serve as a global example of best practices in community-forest rights recognition, governance, and women's leadership. RRI will respond to emergent opportunities and threats across the region through its Strategic Response Mechanism (SRM), Interlaken Group initiatives, and work undertaken by Coalition members. RRI will also seek to facilitate regional processes detailed below. In 2021, RRI will seek to scale up its facilitation of regional co-operation, exchange, and learning between countries as well as raise the profile of IP and local community rights across the region, learning from lessons from similar processes in Latin America. RRI will also define opportunities and try to engage more donors, development organizations, and governments in the region to scale up investments in rights recognition.

Regional-level Strategies:

The following strategies focus on strategic collaboration, exchanges, learning, and capacity building at the regional level:

- 1. Develop Path to Scale framework for the region through analysis, convening and mapping of opportunities and actor networks** Potential land area claimed by IPs and local communities in key countries in the region will be synthesised with the opportunity framework data to develop preliminary Path to Scale Framework for the countries in the region. This will be combined with consultations with coalition and mapping of key actors and processes which would lead to development of preliminary roadmaps for scaling up rights recognition and rights-based governance in key countries of the region.

2. **Promote Path to Scale Framework with key governments and actors in the region:** The Path to Scale framework developed for the region and countries will be leveraged with CSOs, social movements, donors, development agencies, and governments to scale up rights recognition and rights-based transformation.
3. **Conflicts, criminalization, and violence against IPs and local communities:** Knowledge exchanges on existing initiatives will be convened across the region, featuring work such as the Tanahkita portal, Emergency Fund for Criminalization, and Land Conflict Watch; influence other development institutions to make these issues a priority; support efforts to help legal, civil society, development, and private sector institutions address alleged abuses and avoid conflicts (promote standards, community-based monitoring).
4. **Rights-based conservation and restoration:** Across the region, establish the narrative that community rights are critical to effective conservation and climate change mitigation using RRI's country and global level analyses and advocacy. Link rights-based forest landscape restoration and conservation to livelihoods and economic recovery from COVID-19 and generate support from governments, conservation organizations, donors, and the wider public for rights recognition.
5. **Gender justice:** Implement a regional strategy for learning, exchanging, and sharing on gender and rights issues. Leverage country experience and learning to influence regional and global narratives championing women's community-based rights. Facilitate engagement within the region and with African and Latin American women's networks to build a common position for UNFCCC and CBD COPs.
6. **Youth:** Connect and amplify regional IP and community youth leaders championing intergenerational community resilience.

INDONESIA

State of Play

Indonesia has a wide inequity of land tenure, with 1 percent of the population controlling 68 percent of national wealth, mainly land assets. Over 30 million hectares of forest are under the control of 500 companies. Mining companies control over 40 million hectares. Over 16 million hectares of land are allocated for industrial oil palm plantations, dominated by 13 conglomerates. Data from Konsorsium Pembaruan Agraria (KPA) shows that 71 percent of land in Indonesia is controlled by forestry corporations and 23 percent by large-scale plantation conglomerates. Yet Indigenous Peoples and local communities claim customary ownership over at least 40 million hectares (22 percent of Indonesia's terrestrial area) and a vast portion of its marine landscapes. Non-recognition of IPs' and local communities' rights and the handover of their customary lands to companies as concessions has created conflicts, dispossession, and poor land stewardship. Substantive recognition of rights and legal jurisdiction over Indigenous and community lands and forests in Indonesia has not taken place, and only about 3 percent of total forest area has some form of formal recognition for IPs and local communities. This means 4.2 million hectares of forest are under community management, but IPs own less than 50,000 hectares as customary forests. As a result of persistent struggles by IPs, local communities and peasantry, emergent legal and policy frameworks provide for diverse forms of community rights recognition, with the most important being Adat forests. As seen in Table 3, the

pace of formal recognition, especially of substantive Adat rights, remains dismally slow with multiple bottlenecks and threats.

Table 3

	Government Target	Realization	Estimated Potential for Realization
Agrarian Reform	9 million ha	Less than 20,000 ha (0.47% of potential)	NA
Social Forestry	12.7 million ha	3.6 million ha of forest under community management.	10.2 million ha of community land mapped through participatory process
Customary Forest (Hutan Adat)	2.2 million ha	As of June 2020, MoEF recognized 44,630 ha of Adat Forest (ownership rights) through local regulations; 1.5 million ha of Adat forests have been recognized at sub-national level	Estimated 40 million ha potential of IP territory.

The Jokowi Government had promised to prioritize recognition of IPs' and local communities' rights, including it in its election manifesto and at a 2017 Tenure Conference organized by the Tenure Coalition in Jakarta. Yet only a few commitments supporting this recognition have been realized. Some regional and local governments have been more supportive, providing opportunities for investments and support in favor of the tenure agenda. IP and local community organizations, particularly Aliansi Masyarakat Adat Nusantara (AMAN) and KPA, have built legal and technical capacities over the years to support rights recognition and governance. An ongoing Tenure Facility project with AMAN, KPA, and Badan Registrasi Wilayah Adat (BRWA) illustrates the potential of working with these organizations to scale up rights recognition.

There is little prospect of President Jokowi closing the gap in unfulfilled promises for rights recognition in his second term (2019-2024). The political context has changed as the focus is on attracting investment, especially in the context of a COVID-linked recession. New laws such as the Job Creation Law ("Omnibus Law") constitute a major threat of rollback of rights. Space for civil society is closing with limited information and consultation. Land and territorial rights of IPs and local communities will likely face major threats and rollbacks, leading to more human rights violations and conflicts. In this context, it is critical to engage with the powerful corporate sector to push respect for basic human and tenure rights and push the government to accelerate rights recognition.

The emergence of the Coalition for Tenure Justice in Indonesia provides a space for strategic discussions and coordination among organizations working on different political agendas linked to tenure and facing similar challenges. Member organizations have confirmed its value as a hub for knowledge sharing and capacity building. In 2021, RRI will continue to support the Tenure Coalition.

Opportunities and Priorities

Enforcement of the landmark Constitutional Court ruling MK35 and implementation of the Agrarian Reform program provide the main opportunities to advance the land and forest tenure agenda in Indonesia. Within this larger legal and policy framing, the challenge is to overcome opposition by vested interests, generate political will, and build capacity for scaling up rights recognition while countering detrimental laws, policies, conflicts, and criminalization that negatively impact Indigenous and community rights. The opposition prompted by the passing of the Omnibus Law is bringing together peasants, students, and workers' movements, providing critical momentum and mobilization for the tenure agenda.

In 2021, the main opportunities arise from mobilization against the Omnibus Law; the emerging spaces for community-based monitoring and links between the private sector and conflict; advocacy around community rights-based economies and food security to obtain support from governments; and working on building community capacities, particularly engaging with women and youth leadership. Protection of front-line defenders remains a priority as well. Meanwhile, even though progress in rights recognition is slow at the national level, a number of local governments have been issuing local regulations to recognize these rights. This creates an opportunity to engage at both local and national levels to demonstrate that land rights recognition is key to ensuring community resilience to pandemics, sustain food sovereignty, mitigate climate change, and achieve the Government's own commitments to inclusive development and conservation.

Strategies

The following strategies address the above identified opportunities and priorities in Indonesia:

1. **Convening:** Support the Tenure Coalition as an effective civil society and social movement network to advance the land and forest rights reform agenda and to support analysis, spatial data consolidation, and advocacy. *Coalition members have diverse approaches in dealing with the government in advancing rights issues. The "highest call" for genuine land and forest reforms needs to be addressed, and RRI facilitation and support to the Coalition will contribute to building a consolidated voice of rights-holders and their supporting organizations at the national level. It will further ensure effective expression of a common tenure agenda through communication with the media and members' involvement in consultations held at presidential and ministerial levels.*
2. **Connecting with broader mass mobilizations:** Support the Tenure Coalition in connecting with other platforms such as the National Committee for Agrarian Reform (KNPA), the Joint People's Labour Movement (GEBRAK/labour unions), and the Indonesian People's Faction (FRI/students movement) to counter detrimental laws. *This broader alliance building will help amplify the collective call from civil society to stop criminalization, resolve systemic conflicts through dedicated institutions at the highest level, and put in place a mechanism that ensures processing of IPLCs' priority claims.*
3. **Data analysis and evidence generation on rights recognition/land redistribution in locations prioritized by IPs, local communities, and the women within them:** Strengthen

data for the Tanahkita Portal on conflicts and lands prioritized by IPs, local communities, and the women within them for redistribution and recognition under various agendas. *This data will be used to strengthen advocacy with the ministries for effective prioritization and diligent processing of claims by IPs and local communities.*

4. **Advocacy on community rights-based economic models for inclusive development, and rights-based conservation, climate mitigation, and ecological restoration:** Through pilot projects and analysis, generate evidence and discourse with government agencies, donors, and private sector operators on the viability of alternative rights-based sustainable development models through community enterprise, rights-based conservation, and climate mitigation. Advocate for state budgetary investment in alternative, rights-based approaches to community-based enterprises.
5. **Connect local and global engagement with the corporate sector (including the Interlaken Group), particularly through community-based monitoring:** Facilitate mechanisms that channel reliable information collected by communities on corporate practices. Agree on spaces to engage with communities to address shortcomings while investing in community-based monitoring (including through training, exchanges, and youth leadership). Bridge field experiences in Indonesia to relevant members in the Interlaken Group.
6. **Protect land rights defenders:** Facilitate mechanisms that support them in situations of criminalization and violence and use these cases to mobilize public opinion through broader anti-criminalization campaigning.

Risks and Mitigation Strategies

Risk 1: Increased criminalization and violence against IP and LC leaders defending their lands and territories.

Mitigation Strategy: Supporting the anti-criminalization fund and the lawyers' collective for defending the land rights defenders.

Risk 2: Closing of civil society space and increased repression against activists opposing detrimental laws.

Mitigation Strategy: Provide analytical evidence on detrimental corporate sector operations and vested interests to support broad mobilizations against these laws.

INDIA

State of Play

In 2020, RRI estimated that a minimum of 62.5 million hectares of land and forests in India are inhabited by IPs and local communities. RRI estimated that barely 5 percent of these lands and territories have been formally recognized. The legal framework provided by India's Forest Rights Act (FRA) has created the potential for recognizing collective rights over 40 million hectares of forest land

with almost 170 million rightsholders. Several other laws apply to non-forest lands, providing no or little potential for effective recognition and exercise of rights by communities. In Northeast India, several states provide Indigenous communities better collective control of territories and collective lands.

The Ministry of Tribal Affairs (MOTA) is the nodal Ministry for implementation of the FRA. However, the implementation of the law remains with states, most of whom have shown little interest in implementing it, particularly its collective rights (community forest rights resources or CFR provision). Maharashtra is one state where CFR provisions have been successfully implemented. Other states with some extent of effective CFR recognition include Odisha, Gujarat and Kerala. The MOTA has been largely indifferent to the implementation of the FRA, and its powerful collective rights provision in particular seems destined to remain on paper. Implementation of the FRA faces strong opposition from conservationists and the powerful forest bureaucracy.

For more than a decade, a diverse group of civil society organizations and grassroots tribal and forest dwellers' organizations have been pushing for the Act's implementation. RRI's contribution to these processes has been significant, through support to evidence-based policy advocacy as well as the Act's legal defense. RRI published its first analysis of the FRA's potential in 2015 using government data to estimate that 40 million hectares of forestlands can be recognized as community forest resources across India. RRI continues to support analysis, advocacy, and legal interventions to advance the implementation of community rights under the FRA, while working closely with civil society organizations and state governments. Pilot projects supported by RRI have now been scaled up into a Tenure Facility project for rights recognition of over a million hectares of forests. RRI and its collaborators seek to capitalize on emerging spaces to push forward the forest rights agenda as well as to ward off the major threats to rights. In 2020, RRI also supported an analysis of COVID-19 and forest rights, showing how communities whose rights over forests have been recognized were able to better deal with the economic and social shocks caused by the pandemic.

Opportunities and Priorities

The FRA is the foremost vehicle in India to scale up collective forest rights as the law provides a clear and actionable path for recognition of rights over 40 million hectares of forest lands. To achieve this objective, the priorities include: generate political will in the central and provincial government through evidence-based advocacy; counter opposition of the forest bureaucracy and hardline conservationists to forest rights; create capacity within state governments, civil society, and village communities, including women and youth; and protect front-line defenders from criminalization and the FRA from legal challenges. This involves leveraging key opportunities, including:

- Contextualizing the global discourse on rights-based conservation, climate change mitigation, and sustainable development for India, including RRI's own studies, which is an opportunity to create support within state governments for forest rights recognition.
- Leveraging favorable political leadership at the state level, especially Chhattisgarh and Jharkhand which creates an opportunity to scale up forest rights recognition in these states.

- Amplifying civil society support for the FRA from allies within conservation, climate change, and green/youth movements, particularly on rights-based restoration and forest-based livelihoods.

Strategies

1. **Analysis and advocacy to generate policy support:** Leverage RRI analysis to convince policymakers of the benefits of the FRA and protecting land rights.
2. **Analysis and advocacy to address threats to rights:** Analytical work on policy and legal changes threatening the rights of IPs and local communities and providing inputs to civil society organizations, movements, and state governments.
3. **Legal Strategies:** Supporting responses to legal challenges to the FRA; capacity-building and linking lawyers and broader civil society.
4. **Convening:** Facilitate convening of key actors and stakeholders to develop and further common strategies, including to influence governments and other key stakeholders on the importance of rights recognition for development, climate change, forest landscape restoration, conservation, securing peace, and conflict mitigation.
5. **Capacity building:** Build capacity of primary stakeholders, civil society organizations, and state actors.
6. **Promote a gender-just rights recognition process and leverage women's networks as force multiplier:** Integrate gender-sensitive approaches and gender-based analysis broadly within work.
7. **Increase resource flow:** Facilitate financial resource flow for collective rights recognition from governments as well as donors.

Risks and Mitigation Strategies

Risks: Increasingly repressive and restricted state action is reducing space for civil society and movements struggling for rights recognition.

Mitigation Strategy: Developing local and national IP and community representatives' legal capacities to protect land rights defenders.

NEPAL

State of Play

The total area claimed by IPs and local communities in Nepal is estimated to be 6.7 million hectares, out of which 2.2 million hectares have been recognized as community forests (RRI, 2020). Yet, despite the success of community forestry, rights are not fully legally secure and communities' ability to freely use resources to benefit communities are over-regulated. Furthermore, approximately 3.326 million hectares (22.6 percent of Nepal's area) are pasturelands and grazing lands claimed by IPs and local communities, primarily in the High Himalayas. These territories are not yet recognized and legal frameworks for recognition of IPs' territorial claims on both forestlands and pasturelands remain

absent and politically under-mobilized. Finally, a large part of Nepal has been declared as conservation areas, and a new national Forest Act provides additional, yet insufficient legal recognition for community forest rights. The new 2015 Constitution also assigns major roles to provincial and local governments for forest and land governance. Local governments have been given jurisdiction over community forestry, creating both opportunities and threats. The opportunities lie in local governments' capacities to enact laws that can deregulate community forestry from onerous control of forest bureaucracy, provide communities greater autonomy, and recognize IP territories. At the same time, many local governments see community forestry as a potential source of tax revenue and are attempting to wrest control over forests from communities.

Community forestry groups and the women within them are well organized in Nepal under the umbrella of FECOFUN, an RRI Partner, which has political influence. The Nepal Federation of Indigenous Nationalities (NEFIN) is also a national body. There has been increased collaboration between these two political formations for advocacy and political mobilization. RRI has also supported FECOFUN and its partners to obtain funding from the Tenure Facility to recognize and record rights in collaboration with local governments.

Opportunities and Priorities

Nepal's new three-tiered government structure represents an opportunity to advocate for change at provincial and local levels. This will ensure effective community control over forests through enactment of pro-people forest laws, regulations and policies, FECOFUN and NEFIN as force multipliers. Priority opportunities in 2021 include:

1. Local governments, given their jurisdiction over community forestry, can emerge as guarantors and supporters of secure community forest rights. This is being leveraged through the ongoing Tenure Facility project but will remain a priority for RRI.
2. FECOFUN seeks to reform the Scientific Forest Management system imposed on community forestry and replace it with adaptive sustainable management. This issue links to forest governance and community forest enterprises, which are also priorities.
3. There is an ongoing movement to reform conservation laws at the local government level, which can influence laws at the provincial and national levels.
4. Women's outstanding leadership in community forestry offers an opportunity to build towards gender-equitable forest governance.
5. Potential pathways to recognition of IPs' customary territories, including on rangelands/pasturelands are emerging.
6. Addressing fiscal and taxation issues linked to community forestry will continue to be a priority in 2021.

Strategy

1. **Advocacy** to ensure adoption and implementation of pro-community forest laws, policies, and budgets on national, provincial, and local levels; community-led sustainable forest management; community-led conservation; recognition of IP territories.

2. **Ensuring grounding** of the Tenure Facility project, which seeks to scale up community forest rights recognition through enactment of local government laws and regulations.
3. **Support community forestry based economic development** by Community Forestry Enterprises, e.g., through marketing support and leveraging government budgetary resources.
4. **Gender justice capacity building** to amplify women's political leadership in governments, organizations, and community forestry enterprises.
5. **Financial mobilization support** as RRI currently has no country budget for Nepal.

Risks and Mitigation Strategies

Risk 1: Provincial governments may enact provincial laws and policies which curtail the powers of local government and community forestry user groups.

Mitigation Strategy: Supporting FECOFUN and its allied organizations in advocacy and mobilization to forestall such laws and policies.

Risk 2: Local governments may curtail the powers and autonomy of Community Forestry Groups and treat community forests as a source of revenue.

Mitigation Strategy: A proposed Tenure Facility project seeks to support local governments to enact laws that recognize community forestry rights and mapping in 100 out of 753 local governments, creating clear best practices and benchmarks. This, along with political advocacy will help mitigate this serious risk. ■

Latin America

Regional State of Play

Indigenous Peoples', Afro-descendants', local communities', and women's movements across the Latin American region over the last four decades have demonstrated leadership towards securing collective tenure rights recognition. RRI's updated global land area study, including the 12 Latin American countries of Argentina, Bolivia, Brazil, Chile, Colombia, Costa Rica, Guatemala, Guyana, Mexico, Peru, Suriname, and Venezuela, found that of the total area held by Indigenous Peoples, local communities, and Afro-descendants, 75.9 percent of territories are legally recognized, constituting 433.6 mha out of 571.1 mha. However, communities still lack recognition for at least 137.5 mha of their claimed territories.

The region's progress on the legal frameworks proves the exceptional opportunity for Latin American countries to scale up recognition of long-standing collective tenure rights claims. However, legal frameworks for collective tenure recognition are often not implemented, as governments, civil society, and grassroots organizations lack the financial resources or do not have the organizational capacities, strong institutional coordination, or political interest to implement tenure policies and laws. RRI's Opportunity Framework, a global analysis of the readiness of countries to invest in securing collective tenure rights, demonstrates the region has the largest potential for tenure reform implementation across the planet. Out of the nine countries assessed in the region, Colombia, Guyana, and Peru are ready for large national and subnational investments to scale up forest tenure recognition, while Bolivia, Brazil, and Suriname are ready for medium, subnational investments to advance tenure recognition. Another set of countries, including Guatemala and Venezuela, require efforts to build or strengthen the enabling environment for the implementation of projects to secure community tenure rights. In this case critical investments are necessary to develop trust, capacity, or legal or institutional frameworks, enabling conditions that are important to keep functioning in the three sets of countries to ensure proper implementation of policies and projects on community and women's tenure rights.

Several factors are affecting the region, such the COVID-19 pandemic, political turmoil, and increases in violations of human, environmental, and land rights. Latin America is the worst affected region by the COVID-19 pandemic in the world outside of the United States, disproportionately affecting Indigenous Peoples, Afro-descendants, and local communities and women, revealing the chronic and profound inequality across the region. Peru reached the highest mortality rates from COVID-19 on the planet, while Brazil has the second highest number of positive cases, with the mortality rate for Indigenous Peoples being 150% higher than the population overall. Community-based territorial rights and self-determination became more important than ever during the pandemic. Community territories became the best "fort" for protection, while rightsholder organizations fulfilled the state's role in conveying information and monitoring the spread of the disease to their communities. However, the advance of illegal activities (mining, logging, etc.) into the territories made communities more vulnerable to the spread of the virus. A deterioration of democratic institutions and novel forms of authoritarianism re-emerged in countries such as Brazil and Colombia. The Duque administration's continued unwillingness to implement Colombia's peace agreement is putting the country at risk of descending back into a state of internal conflict with the country becoming the world's most violent for land defenders. Despite Duque's lack of commitment to advance the peace accord, donors, and financial institutions like NICFI, UK, SIDA, the World Bank and the IBD are investing in the

implementation of the accord's Rural Reform and the multi-cadaster process for the formalization of land tenure rights. In Brazil, Jair Bolsonaro's ultra-conservative policies are exacerbating pressure on IP territories from private economic interests, leading to open conflict and environmental catastrophe. Echoes of mass street protests shook several countries (Bolivia, Chile, Colombia, Guatemala, and Peru). Peru went into political crisis with President Vizcarra's abrupt impeachment for allegations of corruption, and Bolivia restored its democratic government after political turmoil due to a controversial presidential election that again declared Evo Morales as a winner.

While Latin America is the region with the highest level of human and environmental rights violations, regional and national NGOs and rightsholder organizations are developing monitoring systems and information sharing to promote government and private sector accountability. For instance, RRI's 2019-20 cartographic study of conflicts between extractive industries and infrastructure projects and community lands between the years 2017-2019 in 6 countries (Brazil, Peru, Colombia, Honduras, Guatemala, and Mexico) found 102 cases that affected 1164 communities, and 295 individuals suffered attacks or direct criminalization, and many violations affected several rights at once. RRI's regional study brings a new perspective related to the multidimensional and multiplying effect of violations of community tenure rights. Territorial rights defense using strategic legal actions remained an important tool during the pandemic. Across the region, Indigenous and Afro-descendant communities quickly mobilized to challenge states' actions to limit the nature and scope of FPIC rights by promoting online consultations. RRI mobilized SRM funding to support rightsholders in preventing rollback of FPIC rights, such as the successful strategy carried out by the National Commission of Indigenous Territories (CNTI), an RRI Collaborator, and allies who managed to revoke a governmental administrative order to hold meetings via Zoom for FPIC processes in Colombia.

Opportunities and Priorities

2021 presents a critical opportunity to build upon RRI's past 10 years of work to advance the recognition of Afro-descendants' collective tenure rights. Latin America holds a population of 200 million Afro-descendants, and in some countries such as Brazil, Colombia, Ecuador, Nicaragua, Honduras, Suriname, and Guyana they have achieved recognition as a distinct ethnic people with territorial rights under international and national legal frameworks. However, the implementation of tenure rights policies and legislation is uneven across these countries. In other countries like Bolivia, Guatemala, Panama, Costa Rica, México, Perú, Bolivia, Chile, Paraguay, and Venezuela, Afro-descendants lack the legislation, institutional architecture, and organizational capacity for the recognition and formalization of their customarily held community lands.

RRI's long-term work with the Afro-Colombian movement is contributing to consolidating pending tenure recognition in the country and bringing lessons learned to other Afro-descendant movements to help define a regional roadmap for moving forward collective rights recognition in different countries. By fostering learning and better articulation and coordination of a commonly agreed tenure rights agenda among Afro-descendant organizations, RRI is supporting the regional Afro-descendant movement to craft a joint advocacy strategy to demand the implementation of their tenure rights and to work towards creating or restoring the enabling conditions for tenure rights recognition.

Using the Coalition's Opportunity Framework and land study analyses, RRI will capitalize on the country assessments to promote and build upon current efforts for scaling-up recognition with donors, such as BEIS, NICFI, and financial and development institutions such as the World Bank and

the Interamerican Development Bank. Of the 137.5 mha of community lands claimed across Latin America, in RRI's priority countries, Colombia and Peru, communities claim 31.7 mha, and these countries present outstanding opportunities to close this gap on recognition. Ongoing RRI efforts in Colombia with CNTI and the National Land Agency in resolving bottlenecks in normative and administrative procedures for recognition, titling, and protection of Indigenous territories will enhance the institutional capacities to resolve the 932 long-standing land claims of Indigenous Peoples. This effort contributes to the current World Bank, IDB and cooperation agencies' investments in the rural reform of the peace agreement. In Peru, where indigenous communities claim 26.9 mha, there is a need for greater investments to secure community land rights. Current efforts by donors such as NICFI and BEIS and financial institutions like the World Bank, IDB, and the Tenure Facility can be expanded to close this gap in recognition.

Since 2018, leaders of local communities across the region have been mobilizing to resolve a critical gap in defining what constitutes a local community. Although the UNFCCC and the CBD Platforms of Local Communities and Indigenous Peoples recognize the rights of local communities to participation and representation, there is not consensus of who the subjects of rights are under this category. Without resolving this issue, local communities cannot claim or exercise their rights; and the gap in the definitional criteria has prevented the recognition of tenure rights of thousands of local communities worldwide. Under RRI's framework, a diverse group of organizations from Mesoamerica and South America are working together to build consensus on a set of criteria for identification and self-identification of local communities. The strategy's goal is to incorporate the requirements for self-identification and identification of local communities in the legal instruments and declarations of the UNFCCC and the CBD, and multilateral cooperation agencies and governments. The UNFCCC has endorsed the process and next steps include extending the consensus building with other local communities in Asia and Africa, positioning Latin America's representation at the UNFCCC platform, and achieving parity on gender participation. By contributing to clarifying the subject of rights, there is an opportunity to build the enabling conditions to further realize local communities' tenure rights.

Across the region, Indigenous, Afro-descendant, and community women have been working to achieve parity in representation and greater opportunities for participation in decision-making at all levels. RRI has taken a multi-faceted approach to advance women's tenure rights and capacity-building by supporting greater articulation between Indigenous, Afro-descendant, and community women's movements to exchange lessons learned, document their organizational processes, and agree on shared agendas at the national and international levels, such as the CBD and UNFCCC. The strategy is contributing to identifying the necessary mechanisms, political conditions, and regulatory frameworks to improve or create to advance women's tenure rights.

Strategy

In 2021, the Latin America program will continue its cross-regional approach focusing on the strengthening of synergies, greater collaboration, and learning between rightsholders and allies to seize the opportunity to advance towards greater security of IP, LC, AD, and women's tenure rights agendas across the region. RRI will also use its Strategic Response Mechanism, SRM, to mobilize critical actors to advance recognition and protection of IP, LC, AD, and women's collective tenure rights where opportunities appear. The workplan for 2021 addresses the following strategies for collective action.

1. **Building knowledge on the opportunities to apply the P2S framework across the Latin America region.** Develop analysis and mapping of countries and the diverse actors (Donors, RRI coalition members, rightsholder organizations, Multilateral Banks, NGOs; national/regional governments) active in the various stages of P2S and the diversity of tenure programs and initiatives and existing funding opportunities in countries.
2. **Promote the adoption and application of the P2S framework in the region.** Facilitate exchange of information on the P2S with governments, donors, international organizations, and allies on the opportunities to apply the P2S framework to achieve full realization of collective tenure rights of communities and resolve historical debts on rights recognition of indigenous, afro descendant and local communities.
3. **Scale-up recognition of Afro-descendant communities by leveraging existing and new evidence-based analysis on the status of Afro-descendants', including women's, rights in selected countries.** RRI will do this by developing a regional analysis of the state of recognition of collective tenure rights of Afro-descendant communities in Latin America. Building on RRI's study on the land claimed and not recognized by communities, the RRI coalition intends to expand data on Afro-descendants' ancestral territories without legal recognition in selected countries in order to facilitate advocacy for the recognition and protection of their territorial rights at different levels. To keep and expand the enabling conditions of the organizational capacity of Afro-descendant organizations, RRI will convene encounters focusing on exchanging lessons learned on the strategies used to advance the recognition of the territorial rights of Afro-descendants, including women's rights. The encounter will help to build dialogue with multilateral banks, such as the Interamerican Development Bank and the World Banks, and governments.
4. **Advance towards the strengthening of local communities' land and resource tenure rights in national and international policies and commitments on climate change and conservation.** To achieve this, RRI will consolidate the process for constructing the criteria for identification and self-identification of local communities in Latin America and facilitate articulation with local community processes in other regions to secure their participation and representation in the UNFCCC Platform for Local Communities and Indigenous Peoples. RRI will also design a strategy for positioning participation and decision-making of local community women in the UNFCCC Platform for Local Communities and Indigenous Peoples to achieve gender parity in the representation of the platform.
5. **Advance women's tenure, participation, and parity of representation rights at different levels; contribute to enhance women's leadership roles and voice on diverse decision-making spaces highlighting their contribution on local economies and food security; territorial governance; climate change adaptation and mitigation and conservation.** RRI will convene encounters to build greater synergy between Indigenous, Afro-descendant, and community women for the transmission of knowledge and lessons learned on organizational processes and strengthen leadership through intergenerational and gender-based approaches to build a shared agenda to advocate for effective representation and parity in participation in decision-making spaces.
6. **Building upon past and current efforts by RRI as well as donors and financial institutions such as NICFI, World Bank, IDB, BEIS, and the Tenure Facility, RRI will prompt new strategies for securing the enabling factors to continue the recognition of Indigenous Peoples' tenure rights in Peru and Colombia.** RRI will assess opportunities for

promoting greater investments in creating, keeping, and enhancing the enabling conditions on policy, technical, institutional, and social movement organizational ability in some countries assessed under the OF, including those that are ready for medium and small investment for tenure rights security.

7. **Building on RRI's regional work during the past two years on preventing rollback of rights and criminalization, the RRI Coalition will focus on deepening analysis and data production on the differentiated impacts of violation of rights on Indigenous, Afro-descendant, and local community women and youth.** RRI will enhance connection and information sharing among grassroots organizations and allies and consolidate and apply a standardized methodology to analyze information from multiple sources. This phase of work will complement RRI's approach on the multidimensional and multiplier effect of the violation of rights showed case in the Story Maps platform. This strategy will broaden RRI's network of organizations working on the relationship between the violation of collective land and resource rights, human rights, environmental rights, and for stronger advocacy.

Risks and Mitigation Strategies

Risk 1: Continued political crisis in the region can limit the opportunities for dialogue to reach common agreement with governments to advance recognition of Afro-descendant collective tenure rights.

Mitigation Strategy: RRI will develop a monitoring system via the network of Afro-descendant organizations and allies in countries to identify and agree upon steps that can be taken to restore or enhance enabling conditions.

Risk 2: Lack of consensus among Latin American local community organizations on the final criteria for self-identification and identification and the agreements on candidacies for representation, obstructing the opportunity to influence the UNFCCC and CBD systems on their participation and representation roles for LCs in the platforms.

Mitigation Strategy: RRI will support development of greater synergies to reach consensus among local community organizations as they aim to secure their participation, representation, and recognition within the platform.

Risk 3: Increasing rights violations, criminalization, and rollback of rights due to expanding pressures on community territories across the region from extractive industry activities as a result of governments' economic reactivation plans in the context of the COVID-19 pandemic.

Mitigation Strategy: RRI will update the capability of the didactic Story Maps platform on the multidimensional impacts of collective rights violations with new data to strengthen advocacy efforts of grassroots organizations in the region; and RRI will use its current network of IP, LC, and AD grassroots organizations, NGOs, and communications organizations focused on defending human rights to help elevate the alarm when community rights violations occur, particularly when they can be linked to state responses to the pandemic. ■

2021 Work Plans by Strategic Assets to Amplify and Engage

Strategic Communications

Rationale for Engagement

State of Play

Since the past year, we have seen a significant rise in global awareness and media coverage of Indigenous and community rights, particularly in the context of global movements against racial and social inequities and climate change. We now see an opportunity to shift the focus from awareness into action, particularly in the conservation and climate sectors. There is also a need to fill continued gaps in awareness of RRI's analyses and narratives on country levels, particularly in the areas of conservation, gender justice, and economic development and recovery.

The unprecedented environment created by COVID-19 in 2020 impacted all RRI's constituencies. On the one hand, it caused delays or brought to standstill conversations like the UN climate talks, affecting RRI's advocacy at a global level. In addition, it limited the scale of outreach for several analyses launched in 2020, leaving an unfinished communications agenda for completion in 2021. Governments also took advantage of limits on public mobilization to push through controversial economic policies predating COVID-19, leveraging lockdown regulations to quash opposition, and suppressing Indigenous and community activists.

However, COVID-19 has also provided new opportunities to highlight the role secure Indigenous and community rights can play in protecting the world from future pandemics. It has heralded new data collection documenting COVID's impacts on communities, and a need for urgent advocacy to prevent rollback of rights in economic recovery responses across the world's rural areas.

In 2021, Strategic Communications will work toward propelling RRI into a new era of collaboration on campaigns to empower its expanded Coalition with contextual data, up to date analysis, and a unified call for action. It will further seek to create new openings for conversations at national, regional, and global levels on how secure rights can support Indigenous Peoples, local communities, Afro-descendants, and the women among them in protecting nature and themselves from pandemics and other disasters.

Opportunities and Priorities

The principal priorities for Strategic Communications in 2021 include:

- a. At global level, objectively communicate the connection between secure land rights and targets included in the UN climate and global biodiversity frameworks, putting Indigenous Peoples and local communities' collective land tenure and governance in the limelight in mainstream climate and conservation agendas.
- b. Clearly communicate RRI's value addition and systemic changes in national, regional, and global arenas.

- c. At national levels, develop compelling narratives and impact stories on the link between recognition of community land rights and gender justice, climate mitigation, conservation, economic recovery, and rural livelihoods in each country of focus. Ensure these narratives reach policy and decision makers, IPLC and AD and women's rights leaders, and other relevant changemakers and opinion leaders.
- d. Empower new and existing members of the Coalition with audience-specific and practical tools they can use to guide action and investment in their constituencies. This includes developing "shared language" incorporating each key audience's values and the Coalition's core messaging.
- e. Tie RRI's evidence and research to ongoing communications efforts by Coalition members where they can add most value and unlock political obstacles.
- f. Consistently communicate a shared narrative to the Coalition to enable it to speak with shared voices on RRI's mission.

There are numerous opportunities to influence global and national policies in 2021 on Indigenous, community and women's rights and set the agenda for the next decade, which is especially critical to combatting global climate and biodiversity crises. Some of these include:

- **Global Talks on Climate and Conservation:** Given the fast-changing political landscape in 2021, particularly following the U.S. election and increased commitments from governments to address climate change and conservation, RRI has new opportunities to influence dominant conservation narratives to adapt rights-based approaches. Recent delays on international climate talks and the Convention on Biodiversity negotiations due to COVID-19 are an opportunity for RRI to introduce a new blueprint for action and investment on Indigenous, community and afro-descendent rights in conservation. The recent RRI analysis on rights-based conservation and the proposed "30x30" agenda will provide a starter point for wider communications efforts in this area throughout 2021.
- **The Path to Scale Initiative and Opportunity Framework:** The Path to Scale, a new framework initiated by RRI alongside government representatives and private philanthropies, and the Opportunity Framework each provide significant opportunities to raise the global profile of the Indigenous and community land rights agenda. The Path to Scale is currently being presented to global development agencies and donor government as an innovative strategy for increasing commitments for securing collective tenure rights of IP and LCs and will be leveraged to set new targets and mobilize financial commitments at CoP26 in Glasgow.
- **Leveraging the Power of the New Coalition:** 2021 presents an opportunity to mobilize and engage the expanded Coalition to speak with shared voices around key moments. Taking advantage of this opportunity will require increased collaboration and leveraging existing strengths within RRI's new rightsholders members, many of whom bring their own strong voices and networks in national and global arenas and add greater breadth to RRI's outreach abilities.

Strategy

RRI will deploy its Coalition-endorsed communications strategy to respond to the above opportunities. The 2021 strategy leverages RRI's assets to meaningfully engage existing and new stakeholders to: 1) demonstrate how recognizing community land rights advances their goals and objectives, and 2) drive

recognition and implementation of community land rights by linking our issues to dominant development narratives and identifying concrete action paths toward achievement of global goals. The strategy's key tactics include the following:

1. Develop targeted communications materials demonstrating the proposed Path to Scale and advancing the Opportunity Framework narrative. Time these materials to seize new investment/commitments on the forest rights agenda at the delayed international climate talks in Glasgow and accompanying events.
2. Leverage RRI's new conservation analysis on the proposed "30x30" agenda to strengthen global engagement and momentum around rights-based conservation. These will include webinars in each region to distribute country breakdowns of the data to national policymakers and conservation organizations, as well as ones targeting high level conservation investors.
3. Provide changemakers the support they need to succeed through the following:
 - Provide talking points to Indigenous and community leaders in advance of COP-26 showcasing their role in the global climate agenda.
 - Continue targeted delivery and engagement with "influencers" (people who work in our field or adjacent fields with decision-making power) to strengthen knowledge of key RRI findings.
 - Continue to support the Land Rights Now alliance by providing timely counsel on selecting the most strategic campaigns to mobilize and influence, and promotional support for selected campaigns.
 - Support women's networks' capacities to develop and leverage knowledge, tools and strategic communications to advance the recognition, full inclusion, and participation of Indigenous and community women in climate and biodiversity negotiations.
4. Support country and regional programs to advance national level advocacy through the following:
 - Work directly with country programs to identify opportunities to advance reforms and/or prevent rollback by responding to fast-breaking opportunities, such as through urgent action alerts or social and traditional media outreach.
 - Provide data to support in-country advocacy through the Land Toolkit website (categorized by key theme and country).
 - Ensure all global launches of RRI analyses directly support country strategies by coordinating with regional teams and ensuring timely availability of country-level data in required languages.
 - Develop and promote stories documenting in-country impact achieved via RRI's Strategic Response Mechanism.
5. Strengthen core communications functions [RRI website, social media channels, targeted dissemination, and development of marketing materials] to:
 - Ensure that RRI's digital and visual presence (marketing materials, website, social media, etc.) fully reflect the new Coalition narrative.
 - Improve RRI's articulation of its value add by telling more powerful impact stories that bring to life how the Coalition works at all levels to achieve tenure reform.
 - Ensure the Land Toolkit website is up to date with public-facing tenure tracking data in response to the Coalition's increased demand for tailored data and visuals.

- Strengthen marketing and distribution tactics for conservation, climate, and gender justice-focused foundations that make the case for secure land rights as a necessary component of their efforts to achieve development goals.
- Re-imagine the processes and platforms through which the expanded Coalition shares information and facilitate cross-promotion of each other's successes among members.

Risks and Mitigation Strategies

Risk 1: Loss of opportunities to strengthen relationships and communication channels via face-to-face interactions with new constituencies as well as coalition members during the COVID-19 pandemic.

Mitigation Strategy:

1. *Revisit RRI communications focal points in each region and determine how each can support the implementation of RRI's regional strategies. Develop one-on-one relationships with communications focal points using the most easily available virtual tools at their disposal. Work with them to leverage existing communications tools to add to our own toolbox and cross-promote messages that advance the coalition's interests.*
2. *Develop sophisticated and targeted products that speak clearly and concisely to new constituencies such as climate finance actors.*
3. *Cultivate champions within these networks to advocate RRI's messages on its behalf.*
4. *Design smaller, virtual discussions targeted to specific audiences, drawing on industry-specific best practices for effective virtual engagement.*

Risk 2: Ensuring cohesion of messaging across the expanded coalition.

Mitigation Strategy:

1. *Design easily approachable (both in terms of language and message) communications products for use by all coalition members, keeping in mind connectivity limitations.*
2. *Ensure consistency in core broader coalition messaging across all these products and invite greater involvement from new members in improving their development and consumption. ■*

Coalition and Strategic Networks

Rationale for Engagement

State of Play

The central role of Indigenous Peoples and customary communities in protecting nature and demonstrating resilience and sustainable livelihoods necessary to save the planet has never been greater. And the necessity of recognizing Indigenous and community collective land rights to achieve the global climate and biodiversity goals is also now accepted by leading climate, conservation, and development organizations. Community land rights now enjoy greater support in many countries, with some 54 countries now having adequate legal frameworks for recognition and at least 20 having ongoing projects to implement laws, via support from the international community. But the implementation of these laws and commitments lags far behind, and local peoples and their forests remained threatened, especially as communities contend with increased pressure on natural resources, criminalization of land defenders, and often violent backlash against the assertion of customary and legal rights – a situation that has been exacerbated by the COVID-19 pandemic and its economic aftermath. With greater awareness in the international arena has come increased tensions between Indigenous and community organizations in some arenas, expressed by some through the demand to distinguish each group and fight for rights separately. The risk of fragmentation is serious and makes it even more urgent to find common ground and to clarify the role of Afro-descendants within that context.

More organizations and actors are committed to supporting land rights, making the field more crowded than ever before with a risk of dilution of key messages and reduced impact. To help mitigate this risk and encourage more coherent and efficient action, RRI instigated since 2013 an emerging international architecture to scale-up community land rights recognition with new instruments to support global monitoring (LandMark), engaging the private sector (the Interlaken Group), government officials (MegaFlorestais), and the international community (Land Rights Now campaign), as well as financing projects (the Tenure Facility). While these initiatives are now operating and connected to each other, they are not yet fully leveraging each other. This multiplication of actors coupled with reduced funding from several key donors have made the funding environment even more difficult and these tensions have manifested within the RRI Coalition with emerging competition between some NGO Partners and RRG.

These changes in the landscape made RRI's renewal even more critical and 2020 has been a foundational year to start a new phase of the Coalition. The RRI rethinking process that started in 2019 and concluded with the signature of the 2020-2025 Memorandum of Understanding (MoU) has forced us to think about our value add and refocus ourselves to be: 1. More informed, guided and governed by right-holder organizations and networks; and 2. More driven by collective action and promoting greater synergies between Coalition members. RRI is in a unique position with Partners primarily representing rights-holder organizations and their national and international allies, as well as a large set of active local and global Collaborators, that enables us to act and connect our various levels of engagement (country, regional, global). This positioning gives us the intelligence, expertise, and influence to promote systemic changes at all levels and drive greater support for community land and resource rights, in accordance with the Path to Scale and Transformation framework. RRG supports

these processes by catalyzing mobilization, ambition, and action, as well as generating and disseminating new ideas and research.

Opportunities and Priorities

It will be critical in 2021 to fully leverage the coalition's influence to weigh in on the new ambition on climate (UNFCCC COP26) and biodiversity agenda (CBD COP), and advocate for Indigenous Peoples, local communities and Afro-descendants, and women as key drivers of inclusive development. These moments of influence will represent key opportunities to showcase our value added and new identity to the world, and how the RRI Coalition is positioned to achieve systemic changes.

To catalyze greater impact and ensure RRI remains a recognized actor driving the tenure agenda, scaling up recognition of land and resource rights, and responding to pressing needs from Indigenous, community-based, and women organizations, the CSN program will focus on strengthening RRI, adjust our operations to more effectively achieve collective impact in application of the new MoU, and leveraging other networks and key allies within our ecosystem. In collaboration with other RRG programs, the CSN team will also support the development of the Coalition's vision for 2030 and coordinate mobilization around the Path to Scale and Transformation as a vehicle to raise ambition and action to achieve the RRI goals and get greater support from key donors and philanthropies.

Strategy

1. CSN will continue to dedicate attention to strengthening the Coalition and promoting collective action and closer collaboration between its members. As such, attention will continue to be placed on defining new practices (e.g., language inclusiveness, fundraising policy) and engaging regularly RRI Partners, Collaborators and Fellows to draw from their knowledge and collectively identify the most important levers for action. To do this, CSN will work closely with the regional programs and promote greater integration of Collaborators and their perspectives to mobilize agendas at different levels (e.g., designation of Collaborators Focal Points, more inclusive approach to define agendas for global meetings), as well as onboard new Partners (pending the Board's approval). RRI's global Coalition meetings (the January Governance Meeting and the end of the year Global Strategy Meeting) will provide space for Coalition members to agree on key opportunities and strategies to instigate systemic shifts in the international arena and how to implement them to maximize collective action. CSN will also support meetings and working groups throughout the years to maintain close communication, and work in close collaboration with the other RRG teams. As another tool to strengthen the Coalition, CSN will work in collaboration with RRI Partner IFRI to advise a research project by students of the University of Michigan that will investigate the operations, successes, and challenges of RRI since its inception, and produce a valuable record of how the coalition has worked to produce transformational political, social, and environmental change at local, regional, and country-wide scales. In addition, CSN will continue to support the Board to ensure it is fully engaged and able to offer essential oversight to RRI. In particular, CSN will work closely with the Board's Committees, onboard new members and contribute to the important review of its by-laws.
2. CSN will organize additional convenings (mostly virtual) to strengthen RRI's relationships with key actors on the global tenure agenda and get their support on our proposed Path to Scale

and Transformation. To do this, CSN, in coordination with other RRG programs, will be active on several fronts: 1. Play a convener role for key donors and philanthropies to foster collective targets for securing land rights, coordinate action, monitor progress, and encourage funding through new and existing channels; 2. Develop and mobilize the Coalition around our vision for 2030 to be leveraged with other key actors; and 3. Promote the engagement of the Coalition in high-level and cross regional dialogues. In addition, CSN will continue to engage the MegaFlorestais network of forest agency leaders like in years past and is hoping to host its 14th meeting at the end of 2021. This event, initially scheduled to take place in 2020 in Peru, will be organized in collaboration with the Tenure Facility and the Interlaken Group to give top forest agency leaders the opportunity to focus on the implementation of tenure reform and how to build political support to scale up rights recognition.

Risks and Mitigation Strategies

Risk 1: Losing our convening power due to the COVID-19 pandemic or greater competition.

Mitigation strategy: Convening strength remains one of the key competencies of RRI and the CSN Program in particular. However, the COVID-19 pandemic and its resulting travel restrictions are expected to continue well into 2021, at a minimum. This means that CSN must adapt to a virtual world if RRI is to maintain the energy and enthusiasm behind its new Coalition. In 2020, CSN has taken steps to improve RRI's virtual meeting capacity by securing simultaneous interpretation for all Coalition meetings and holding trainings for staff on virtual facilitation techniques. As a result, RRI's virtual meetings are becoming more focused and effective, with feedback from staff and the Coalition improving. CSN will continue to track and apply learnings enhance RRI's virtual meeting capacity in 2021. Attention to effective virtual meetings will pay dividends not only through the remainder of the COVID-19 pandemic, but years into the future as virtual meetings are used to support the Coalition's collaborative impact strategies across multiple geographies. However, it will be important for RRI to keep occupying the space despite COVID restrictions or we run the risk of losing relevance on the global scale given greater competition. Besides regular engagement of our Coalition, this specific risk will be mitigated by organizing high-level dialogues and actively supporting the Path to Scale and Transformation framework.

Risk 2: The expanded Coalition does not find its cohesion, thus weakening RRI.

Mitigation strategy: RRI's new MoU has ensured that its new Partners - networks of rights-holders - will play a stronger role in the Coalition's governance alongside the regional and global NGOs who comprise most of the returning Partners. As RRI looks to its Collaborators for new Partners, it is also prioritizing Indigenous, community, Afro-descendant, and women's organizations. This is an immense opportunity to strengthen the Coalition, but CSN is taking careful steps to ensure that this change in the composition of Partners is done thoughtfully to promote cohesion within the group and enable meaningful participation of all. CSN is supporting RRG to increase its translation and simultaneous interpretation capacity for Coalition documents and meetings, ensuring that the Coalition can access information in all RRI's working languages. The team has also held onboarding sessions with new Partners in close collaboration with regional teams and will continue to do so with incoming Partners to ensure their full integration into RRI's governing processes. CSN will also work with RRI Partners to define new practices for the Coalition under the new MoU, promote active

engagement and closer ties with Collaborators, as well as support the definition of a vision for 2030 that will reemphasize our common goals and catalyze our action. ■

Finance & Administration

Rationale for Engagement

2020 has presented challenges for Finance and Administration due in large part to the effects of COVID-19, which affected operations, facilities, technology, and the conduct of the audit, among other things. In response, we have been working on transitioning operations to a virtual environment. In addition, staff departures left gaps in skills coverage, most notably in development (fund-raising) and accounting. Finally, we recognize the necessity of replacing aging equipment.

Besides our normal operational challenges, we are in the midst of a process to transition from the leadership of our remaining founders, Arvind Khare and Andy White, to a new era under the leadership of an as-yet-to-be-determined individual.

Opportunities and Priorities

The transition to new leadership presents an opportunity for the organization to benefit from fresh thinking, capitalize on the new RRI coalition, and develop a stronger way forward for us. Given the key role of the founders in fundraising, development is a top priority in order to ensure our continued ability to support our partners, collaborators, and the IPLC/VAD communities we all serve.

We have increased the capacity of the accounting team and see an opportunity to build on this success by amplifying the service provided by the finance team to the program teams through improved and/or updated systems.

Contract management continues to be burdensome to the program teams, so streamlining the process is a priority.

Each year, we strive to provide growth opportunities to staff; in light of the unrest this year relative to BLM, we want to bring what we have learned through these experiences to enhance our training programs.

Strategy

The Executive Team is working closely with the Board Transition Committee to guide and manage the leadership transition, and a consulting firm is in place to manage the search for new leadership. An active search is underway to identify an appropriate development professional to assist the donor leads and manage the proposal process, under the direction of the COO and the Fundraising team.

The existing version of our accounting software is no longer supported by the vendor, so we plan to upgrade to the latest version. As part of that process, we will replace our aging server and operating system. Once the upgrade is complete, we plan to implement the grants management module of the system, which will assist the program teams by providing easier access to current information about grant expenditures.

During 2020, we worked on further automating our payment processing system, which we plan to deploy early in 2020. This system will provide more clarity to all affected staff regarding the progress

of disbursement requests, as well as make it easier for supervisors to review and approve, while reducing the potential for error and better data security.

To further assist the program teams, we plan to implement contracting software, as well as a timekeeping solution that will eliminate the use of spreadsheets. It is hoped that these will reduce the administrative burden on the staff.

With regard to training, we are planning management training and DEI (diversity, equity, and inclusion) training for all staff, in addition to opportunities tailored to individual staff needs.

As part of building a more robust development process, in addition to hiring a development professional, we seek to locate and implement CRM (customer relations management) software, as our current method is not centralized and therefore not easy to manage.

Risks and mitigation strategies

This is an ambitious program of work, and staff capacity to deliver is a perennial issue. We have prioritized the projects based on how critical each one is and will reassess capacity before beginning each project. We have planned to space the implementation of the projects out over the year. We will work to minimize the impact on the other teams so that they are not overwhelmed with changes at any one time.

There is also the risk that planned enhancements will not produce the expected relief for the staff. Careful scoping of the project and a rigorous procurement process will ensure that we get the results we want.

The upgrade of the accounting systems and replacement of the server are recurring expenses, which we estimate to be once every five years. The amounts involved are not insignificant, so included in this year's budget request is an amount equal to 1/5th of the estimated cost, which we will reserve for replacement and/or upgrading in five years. ■



Annexes

Annex 1: 2021 Proposed Budget

Rights and Resources Group Budget by Program

2021 Proposed Budget	Secured Budget	Unfunded	Total	Total as % of Total
1/7/2021				
Regional Programs				
Africa	535,171	80,000	615,171	6%
Africa	280,000	80,000	360,000	3%
RRG Africa Coordination & TA	255,171	-	255,171	2%
Latin America	509,415	310,000	819,415	8%
Latin America	275,000	310,000	585,000	5%
Latin America Coordination & TA	234,415	-	234,415	2%
Asia	787,221	690,000	1,477,221	14%
Asia	530,000	690,000	1,220,000	11%
RRG Asia Coordination & TA	257,221	-	257,221	2%
Strategic Analysis and Global Engagement	1,389,823	855,000	2,244,823	21%
Tenure Tracking	83,100	40,000	123,100	1%
Rights, Climate and Conservation	175,000	185,000	360,000	3%
Gender Justice	48,900	-	48,900	0%
Integrated Development and Sustainable Livelihoods	65,000	630,000	695,000	6%
RRG SAGE Coordination & TA	1,017,823	-	1,017,823	10%
Strategic Communications & Donor Relations	658,630	40,000	698,630	7%
Strategic Communications	182,000	40,000	222,000	2%
Strategic Communications Coordination & TA	476,630	-	476,630	4%
Coalition and Strategic Networks	718,578	-	718,578	7%
Coalition & Strategic Networks	320,000	-	320,000	3%
CSN Coordination & TA	398,578	-	398,578	4%
Strategic Response Mechanism	1,126,580	200,000	1,326,580	12%
SRM Agreements	1,011,000	200,000	1,211,000	11%
SRM-Coronavirus Response	-	-	-	0%
SRM Coordination & TA	115,580	-	115,580	1%
Operations, Finance and Administration	1,743,536	-	1,743,536	16%
Non Salary Core Operating Costs	972,480	-	972,480	9%
RRG Finance and Administration	771,056	-	771,056	7%
Program Office	419,455	-	419,455	4%
Program Costs	27,000	-	27,000	0%
Senior Program Staff Costs	392,455	-	392,455	4%
Contingency	75,000	-	75,000	1%
Financial Reserve	50,000	-	50,000	0.5%
Subtotal of Costs	8,013,410	2,175,000	10,188,410	95%
Exchange Rate Protection	459,948	-	459,948	4%
TOTAL	8,523,358	2,175,000	10,698,358	100%
Total Funded and Unfunded Budget	\$ 10,698,358			

Program	Activity Code	Planned Activities	Secured funding	Unfunded	Combined Total
Africa	21RFCD01	DRC : Multi-stakeholder dialogue on provincial edits concerning women land rights regarding land reform process	\$15,000	\$15,000	\$30,000
Africa	21RFCD02	DRC : Support of provincial consultations on the draft land policy document and its adoption – engagement of the process of drafting the new land law	\$0	\$40,000	\$40,000
Africa	21RFCD03	DRC : Support advocacy for passage of indigenous peoples' act	\$10,000	\$10,000	\$20,000
Africa	21RFCD04	DRC : National Round-table on community forestry	\$0	\$15,000	\$15,000
Africa	21RFCD05	DRC : Investments in community livelihoods – and support to the elaboration of the Simple Management Plan of Community Forest Concessions in Kwilu Province	\$20,000	\$0	\$20,000
Africa	21RFKY01	Kenya : Advocacy for the implementation of the CLA, and capacity building workshops around CLA implementation processes and community rights.	\$10,000	\$0	\$10,000
Africa	21RFKY02	Kenya : Enhancement of Livelihoods Resilience amid COVID-19 with pastoralists women	\$20,000	\$0	\$20,000
Africa	21RFLR01	Liberia : Livelihood Opportunities for Women elaborated based on provisions in LRA	\$10,000	\$0	\$10,000
Africa	21RFLR02	Liberia : Community support to engage the National Oil Palm Strategy and RSPO interpretation processes - Simplification and finalization of OP strategy for communities.	\$10,000	\$0	\$10,000
Africa	21RFLR03	Liberia : Meetings on drafting LRA regulations and awareness raising engagement with national processes (NDCs, etc.)	\$10,000	\$0	\$10,000
Africa	21RFLR04	Liberia : CSO WG on REDD+: CSO capacity building, community awareness and training, engagement with national processes	\$10,000	\$0	\$10,000
Africa	21RFMG01	Madagascar : Influence and ensure progress of the land reform process, elaboration of legal texts on community rights, and community informed participation.	\$10,000	\$0	\$10,000
Africa	21RFR01	Regional: Two Knowledge-sharing workshops	\$0	\$0	\$0
Africa	21RFR02	Regional (Togo) : African Land Institutions Conference for Community Rights	\$20,000	\$0	\$20,000
Africa	21RFR03	Regional/East Africa : East Africa regional conference of Land and Environmental Rights Defenders	\$20,000	\$0	\$20,000
Africa	21RFR04	Regional: Africa: Regional and country-level briefs based on priorities and data from global analysis	\$0	\$0	\$0
Africa	21RFR05	Regional: Africa: Compilation of "best practices" and distribution of key guides	\$0	\$0	\$0
Africa	21RFCR	Africa Covid-19 Response Funds	\$0	\$0	\$0
Africa	21RFT	Travel, Research, Supplies and Other Expenses	\$20,000	\$0	\$20,000
Africa	21RFF	RRI Coalition and Regional Facilitation	\$85,000	\$0	\$85,000
Africa	21RFP	Planning	\$10,000	\$0	\$10,000
Africa	21RFS	Coordination and Technical Assistance	\$255,171	\$0	\$255,171
Africa Subtotal			\$535,171	\$80,000	\$615,171

Program	Activity Code	Planned Activities	Secured funding	Unfunded	Combined Total
Latin America	21RLR01	Regional: Latin America: Workshops to create mechanisms to build greater synergy between Indigenous, Afro-descendant, and community women for the transmission of knowledge and lessons learned on organizational processes, strengthening leadership through intergenerational and gender-based approaches, securing effective participation in decision-making spaces, and defending their territorial rights.	\$25,000	\$20,000	\$45,000
Latin America	21RLR02	Regional: Latin America: Systematize experiences of the role of women as fundamental drivers to the economy, food sovereignty, and food security to promote an advocacy campaign at the country (Peru, Colombia, and Brazil) and regional level (Mesoamerica) to position and bring greater visibility to their roles in response to the pandemic and advance the recognition of their rights in the region.	\$0	\$50,000	\$50,000
Latin America	21RLR03	Regional: Latin America: Mapping and articulation strategy of existing real-time information monitoring systems and documentation of rights violations of Indigenous Peoples, Afro-descendants, and local communities during and after the pandemic, with a gender and intergenerational approach to establish a common understanding of the monitoring systems that exist.	\$0	\$35,000	\$35,000
Latin America	21RLR04	Regional: Latin America: Develop an analysis to exchange information on the enabling factors for communities to manage and strategically respond in defense of their territories during the pandemic considering the following factors: holding collective title, territorial governance systems, gender equity in participation and decision-making at different levels, use of ancestral knowledge, and traditional production systems.	\$0	\$10,000	\$10,000
Latin America	21RLR05	Regional: Latin America: Advance the development of an online cartographic monitoring tool (Story maps) and standardize a methodology to analyze the differentiated impacts of rights violations by actors in the private sector on indigenous communities, Afro-descendants, and their territories in Colombia, Peru, and Brazil	\$20,000	\$30,000	\$50,000
Latin America	21RLR06	Regional: Latin America: Consolidate the process for constructing the criteria for identification and self-identification of local communities in Latin America and facilitate articulation with local community processes in other regions to secure their participation and representation in the UNFCCC Platform for Local Communities and Indigenous Peoples.	\$25,000	\$15,000	\$40,000
Latin America	21RLR07	Regional: Latin America: Design a strategy for positioning the representation, participation, and decision-making of Indigenous, Afro-descendant, and local community women in the UNFCCC and CBD Platforms for Local Communities and Indigenous Peoples to achieve gender parity in the representation of the platform and ensuring the recognition of their rights to decision-making is fulfilled.	\$20,000	\$15,000	\$35,000
Latin America	21RLR08	Regional: Latin America: Analysis of the state of recognition of collective tenure rights of Afro-descendant communities, including women's rights, and mapping and identification of the collective ancestral territories without legal recognition in Latin America in order to facilitate processes for national and international advocacy for the titling of their lands and protection of their territorial rights.	\$35,000	\$45,000	\$80,000
Latin America	21RLR09	Regional: Latin America: Facilitate workshops among Afro-descendant women to exchange lessons learned on the advances in the recognition and defense of their territorial rights and organizational processes to strengthen advocacy agendas at multiple levels.	\$0	\$40,000	\$40,000
Latin America	21RLR10	Colombia: Legal defense and advocacy strategy to resolve long-standing claims for titling and protection of indigenous territories and achieve Colombia's Constitutional Court declaration of the Unconstitutional status of IP territorial rights.	\$30,000	\$20,000	\$50,000

Program	Activity Code	Planned Activities	Secured funding	Unfunded	Combined Total
Latin America	21RLR11	Regional: Latin America: Analysis and documentation of economic reactivation policies in Latin American countries to produce recommendations to integrate traditional production systems, protection of food sovereignty, ancestral medicine, and the contributions of local economies of Indigenous Peoples, Afrodescendants, and local communities as viable alternatives to economic reactivation plans.	\$0	\$30,000	\$30,000
Latin America	21RLRCR	Latin America Covid-19 Response Funds	\$0	\$0	\$0
Latin America	21RLT	Travel, Research, Supplies and Other Expenses	\$15,000	\$0	\$15,000
Latin America	21RLF	RRI Coalition and Regional Facilitation	\$95,000	\$0	\$95,000
Latin America	21RLP	Planning	\$10,000	\$0	\$10,000
Latin America	21RLS	Coordination and Technical Assistance	\$234,415	\$0	\$234,415
Latin America Subtotal			\$509,415	\$310,000	\$819,415

Program	Activity Code	Planned Activities	Secured funding	Unfunded	Combined Total
Asia	21RSR01	Asia: Youth and gender leadership and exchange in context of land and territorial rights	\$0	\$20,000	\$20,000
Asia	21RSR02	Asia: Regional collaboration on rights based conservation, forest landscape restoration and livelihoods	\$0	\$20,000	\$20,000
Asia	21RSID01	Indonesia: Support Coalition for Tenurial Justice for convening, networking, advocacy, analysis, community-based livelihoods and enterprise etc.	\$70,000	\$190,000	\$260,000
Asia	21RSID02	Indonesia: Emergency fund for victims of criminalization	\$20,000	\$30,000	\$50,000
Asia	21RSID03	Indonesia: Promote respect for Tenure and Human Rights by business and investors	\$10,000	\$50,000	\$60,000
Asia	21RSIN01	India: Research, policy advocacy and capacity building on Forest Rights Act	\$85,000	\$100,000	\$185,000
Asia	21RSIN02	India: Data collection, analysis, dissemination and advocacy on land conflicts	\$110,000	\$50,000	\$160,000
Asia	21RSIN03	India: Research and advocacy on rights-based conservation, forest landscape restoration and livelihoods	\$10,000	\$50,000	\$60,000
Asia	21RSIN04	India: Mobilization on forest rights act and gender	\$10,000	\$10,000	\$20,000
Asia	21RSIN05	India: Youth Leadership and Capacity Building for forest rights	\$20,000	\$0	\$20,000
Asia	21RSIN06	India: Grassroots Initiatives for forest rights recognition and governance	\$20,000	\$50,000	\$70,000
Asia	21RSNP01	Nepal: Advocacy with Federal, State and Local Governments on Community Forestry, taxation issues	\$0	\$50,000	\$50,000
Asia	21RSNP02	Nepal: Rights Based Conservation: Policy advocacy, mobilization and ground level pilots	\$0	\$50,000	\$50,000
Asia	21RSNP03	Nepal: Gender in community Forestry	\$0	\$20,000	\$20,000
Asia	21RSRCR	Asia Covid-19 Response Funds	\$0	\$0	\$0
Asia	21RST	Travel, Research, Supplies and Other Expenses	\$20,000	\$0	\$20,000
Asia	21RSF	RRI Coalition and Regional Facilitation	\$145,000	\$0	\$145,000
Asia	21RSP	Planning	\$10,000	\$0	\$10,000
Asia	21RSS	Coordination and Technical Assistance	\$257,221	\$0	\$257,221
Asia Subtotal			\$787,221	\$690,000	\$1,477,221

Program	Activity Code	Planned Activities	Secured funding	Unfunded	Combined Total
Tenure Tracking	21TX01	Global: Update data for 64 countries featured in RRI's Land Tenure Database, and collect data for 5-10 additional countries	\$0	\$0	\$0
Tenure Tracking	21TX02	Global: Strengthen RRI knowledge management and data accessibility through the development of an online platform to house RRI Tenure Tracking databases and Path to Scale analyses. Priority contributions include the redevelopment of Online Tenure Tool featuring updated forest tenure and gender data.	\$25,000	\$0	\$25,000
Tenure Tracking	21TX03	Global: Pilot a refined methodology for Depth of Rights and Gender data and analysis in up to 9 priority countries in collaboration with women stakeholders to support women's movements on their advocacy on tenure rights and women's parity in representation, with particular focus on 2021 UNFCCC COP and CBD COP. Production of briefs and didactic material for women movements to use in their advocacy strategy combining RRI analyses and experiences and lessons from grassroots organisations.	\$48,100	\$40,000	\$88,100
Tenure Tracking	21TX04	Global: Increase uptake and awareness of findings and data concerning community-based water tenure among key stakeholders across sectors and at national, regional, and global levels	\$0	\$0	\$0
Tenure Tracking	21TXT	Travel, Research, Supplies and Other Expenses	\$10,000	\$0	\$10,000
Tenure Tracking	21TXS	Coordination and Technical Assistance	\$296,136	\$0	\$296,136
Tenure Tracking Subtotal			\$379,236	\$40,000	\$419,236
SAGE	21TR01	30x30 Consultants/Vendors (non comms/publications)	\$0	\$0	\$0
SAGE	21TR02	MISC SAGE	\$0	\$0	\$0
SAGE	21TR03	MISC SAGE	\$0	\$0	\$0
SAGE	21TRS	SAGE Monitoring and Learning Staff Costs	\$116,649	\$0	\$116,649
SAGE Monitoring and Learning Subtotal			\$116,649	\$0	\$116,649

Program	Activity Code	Planned Activities	Secured funding	Unfunded	Combined Total
RC&C	21TC01	Global: Leverage the Path to Scale framework, analyses and TT data to raise global ambition and secure commitments by key public and private donor institutions to increase funding for IP, LC, and AD rights and livelihood opportunities, develop new financial mechanisms, and mobilize greater government action	\$125,000	\$0	\$125,000
RC&C	21TC02	Regional: Latin America: Develop and champion criteria for the recognition of local community identification / self-identification by the UNFCCC & CBD Local Communities and Indigenous Peoples' platforms, to ensure equal representation and effective engagement of local communities in policy dialogues.	\$0	\$0	\$0
RC&C	21TC03	Regional: Latin America: Foster greater alignment among women's movements to mobilize coordinated rights-based agendas and priorities, and better position Indigenous, Afro-descendant, and community women's claims for parity in representation, participation and decision-making to influence international fora, such as the Convention on Biodiversity (CBD), and UN Climate Change Conference (UNFCCC COP26).	\$0	\$0	\$0
RC&C	21TC04	Global: Support rights-holders engaged in climate and biodiversity negotiations to develop a common set of priorities and demands for CBD and UNFCCC COPs	\$25,000	\$145,000	\$170,000
RC&C	21TC05	Global: Support rights-holder endorsement and duty-bearer adoption of the Gold Standard via strategic engagements and the creation of a virtual information hub, including dedicated launch pads coordinated through the Global Landscape Forum and IUCN WCC.	\$0	\$40,000	\$40,000
RC&C	21TCT	Travel, Research, Supplies and Other Expenses	\$25,000	\$0	\$25,000
RC&C	21TCS	Coordination and Technical Assistance	\$301,337	\$0	\$301,337
Rights, Climate and Conservation (formerly Rights and Climate) Subtotal			\$476,337	\$185,000	\$661,337
Gender Justice	21TG01	Global: Mobilize, connect and enable Indigenous, Afro-descendant, and community women leaders, networks and organizations, and networks from Africa, Asia, and Latin America to advance their rights and priorities.	\$42,900	\$0	\$42,900
Gender Justice	21TGT	Travel, Research, Supplies and Other Expenses	\$6,000	\$0	\$6,000
Gender Justice	21TGS	Coordination and Technical Assistance	\$130,049	\$0	\$130,049
Gender Justice Subtotal			\$178,949	\$0	\$178,949

Program	Activity Code	Planned Activities	Secured funding	Unfunded	Combined Total
R&L	21TA02	Global: Document and leverage social-ecological benefits of community-based livelihoods and land use economies to inform policy makers and the private sector	\$0	\$75,000	\$75,000
R&L	21TA03	Global: Document and leverage social-ecological benefits of community-based livelihoods and land use economies to inform policy makers and the private sector	\$10,000	\$40,000	\$50,000
R&L	21TA04	Global: Strengthen and leverage community-based monitoring capacities / standards and safeguards to enhance supply chain transparency, safely hold both public and private constituencies accountable, and accelerate the implementation of the VGGT in key focus countries	\$25,000	\$80,000	\$105,000
R&L	21TA05	Global: Leverage Interlaken Group and RRI Networks in Liberia, Kenya, Malawi, Laos, and Indonesia to empower rights holders to validate supply chain and investment performance, improve social and ecological outcomes for IPs, LCs, ADs, and women within these groups, and advance tenure reforms.	\$15,000	\$135,000	\$150,000
R&L	21TA06	Global: Leverage the Interlaken Group at global level to influence key policy making bodies (e.g. EU) and corporate sustainability initiatives (e.g. Consumer Goods Forum) to advance joint private sector-CSO-community policy recommendations on regulatory reforms and community-led supply-chain transparency.	\$15,000	\$45,000	\$60,000
R&L	21TA07	Global: Secure COVID relief and economic recovery financing commitments for the advancement of IP, LC, AD land rights and self-determined development	\$0	\$180,000	\$180,000
R&L	21TA08	Global: Document and leverage social-ecological benefits of community-based livelihoods and land use economies to inform policy makers and the private sector	\$0	\$75,000	\$75,000
R&L	21TAS-M	R&L Matrix		\$0	\$0
R&L	21TAS	Coordination and Technical Assistance	\$173,652	\$0	\$173,652
Rights & Livelihoods			\$238,652	\$630,000	\$868,652

Program	Activity Code	Planned Activities	Secured funding	Unfunded	Combined Total
Comms	21X01	Global: Engage with Coalition members to produce, leverage and promote knowledge and advocacy tools in support of Indigenous and community women's rights and voices in global, regional and national policy platforms.	\$10,000	\$0	\$10,000
Comms	21X02	Global: Launch, promote and leverage findings of the 2021 RRI flagship report at global, regional and country levels.	\$20,000	\$20,000	\$40,000
Comms	21X03	Global: Targeted communications to leverage RRI's analyses to respond to planned and unforeseen strategic opportunities at regional and country level, including the role of rights recognition in promoting livelihoods, enterprise, and COVID economic recovery.	\$25,000	\$0	\$25,000
Comms	Funded in Tenure Tracking	Global: Redevelopment and promotion of online tenure data tracking tool for the RRI website.	\$0	\$0	\$0
Comms	21X04	Global: Constituent management (Mailchimp), social media analytics, production and design software (Adobe), photo and video library subscriptions and online outreach tools.	\$5,000	\$0	\$5,000
Comms	21X05	Global: Web hosting and technical support to site infrastructure	\$10,000	\$0	\$10,000
Comms	21X06	Global : General support (business cards, unforeseen translations or production needs)	\$10,000	\$0	\$10,000
Comms	21X07	Global: Capitalize on global media moments to leverage the RRI Path to Scale and voice the importance of Indigenous and local community rights to achieve global conservation goals by 2030.	\$10,000	\$0	\$10,000
Comms	21X08	Global: Leverage RRI analyses linking rights protection and recognition to global development indicators and economic development by supporting the Land Rights Now and Stand for Her Land Campaigns and other global paltforms.	\$33,000	\$0	\$33,000
Comms	21X09	Global: Produce, promote and leverage RRI country-level analyses on land rights implementation and mapping of violations in priority countries to facilitate national advocacy of Coalition members.	\$0	\$5,000	\$5,000
Comms	21X10	Global: Promote and leverage RRI analyses and convenings to promote community forestry, livelihoods, pandemic resilience, food sovereignty and ancestral medicine in national economic recovery plans in priority countries.	\$0	\$0	\$0
Comms	21X11	Global: Leverage regional breakdown of findings from RRI's 2020 rights-based conservation analysis to promote adoption of rights-based climate and conservation solutions by governments in priority countries.	\$20,000	\$15,000	\$35,000
Comms	21X12	Global: Strengthen engagement from private sector changemakers around RRI's 30x30 analysis and rights-based conservation narrative.	\$10,000	\$0	\$10,000
Comms	21X13	Global: Leverage and promote analysis of social-ecological benefits of community-based livelihoods and land use economies to inform policy makers and the private sector.	\$0	\$0	\$0
Comms	21X14	Global: Sida Mid-Term Evaluation (2021 Amount)	\$24,000	\$0	\$24,000
Comms	21XT	Travel and Department Expenses	\$5,000		\$5,000
Comms	21XS	Coordination and Technical Assistance	\$476,630	\$0	\$476,630
Strategic Communications Subtotal			\$658,630	\$40,000	\$698,630

Program	Activity Code	Planned Activities	Secured funding	Unfunded	Combined Total
CSN	21QP01	Global: The Governance Meetings enable RRI to review workplans and mobilize to achieve its 2021 objectives	\$25,000	\$0	\$25,000
CSN	21QGV/22QGV	Global: RRI's Global Strategy Meeting energizes the Coalition and provides strong input to the planning process	\$80,000	\$0	\$80,000
CSN	21QP02	Global: The Coalition, including Partners, Collaborators, and Fellows, is engaged and leveraged throughout the year	\$40,000	\$0	\$40,000
CSN	21QP05	Global: The RRG Board of Directors is actively engaged and efficient in supporting the governance of RRI	\$65,000	\$0	\$65,000
CSN	21QP04	Global: The Path to Scale is leveraged to get greater support from key donors, philanthropies, and the larger development community	\$10,000	\$0	\$10,000
CSN	21QP06	Global: 2021 MegaFlorestais meeting and/or webinar series	\$80,000	\$0	\$80,000
CSN	21NT	Travel and Department Expenses	\$20,000	\$0	\$20,000
CSN	21NS	Coordination and Technical Assistance	\$398,578	\$0	\$398,578
Coalition and Strategic Networks Subtotal			\$718,578	\$0	\$718,578
SRM	21Z	Strategic Response Mechanism	\$1,011,000	\$200,000	\$1,211,000
SRM	21Z-CR	Covid-19 Response Sub-Program of the SRM	\$0	\$0	\$0
SRM	21ZS	Coordination and Technical Assistance	\$115,580	\$0	\$115,580
Strategic Response Mechanism Subtotal			\$1,126,580	\$200,000	\$1,326,580
F&A	21OA	Accounting/Audits/Banking	\$109,500	\$0	\$109,500
F&A	21OO	Facilities (incl Canada)	\$304,371	\$0	\$304,371
F&A	21OD	Fixed Assets	\$165,000	\$0	\$165,000
F&A	21OE	Donor Engagement	\$0	\$0	\$0
F&A	21OF	Fundraising Travel and Other	\$15,000	\$0	\$15,000
F&A	21OG	Gen Ops/Supplies/Events	\$21,365	\$0	\$21,365
F&A	21OH	HR/Recruiting/Professional Services	\$20,100	\$0	\$20,100
F&A	21OM	Montreal Related Expenses	\$25,000	\$0	\$25,000
F&A	21OT	Technology/Systems	\$160,000	\$0	\$160,000
F&A	21OTR	RRG Planning/Transition Mgmt	\$71,550	\$0	\$71,550
F&A	21OTS	New Systems Development	\$65,594	\$0	\$65,594
F&A	21OS	Staff Development & Training	\$15,000	\$0	\$15,000
F&A	21ADMS	Administrative Personnel Costs	\$771,056	\$0	\$771,056
Operations, Finance and Administration Subtotal			\$1,743,536	\$0	\$1,743,536
SPO	21SPOS	Program Leadership/Management	\$392,455	\$0	\$392,455
SPO	21SPOT	Program Leadership Travel	\$27,000	\$0	\$27,000
Program Office Subtotal			\$419,455	\$0	\$419,455
CONT		Contingency Funds	\$75,000	\$0	\$75,000
		Financial Reserve	\$50,000	\$0	\$50,000
Total Currently Allocated			\$8,013,409	\$2,175,000	\$10,188,409

Annex 2: Criteria for RRI Engagement

RRI Criteria for Determining “Strategic,” “Value Added,” and “Synergistic”

1. “Strategic”

Strategic thinking is often guided by asking the right questions. These include questions like:

- “Does this move us closer to achievement of our shared goals?”
- “Is there a policy decision that will be made within the next year? Two years? Five years?”
- “Will the activity have policy relevance at the national level?”
- “Does the activity influence the positions and behavior of key decision makers?”
- “Will the potential outcomes be significant for forest tenure and poverty alleviation?”

RRI criteria 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 by various other actors without duplicating those efforts.
- d. Neutralizes opponents’ narratives or provides a new narrative for rallying supporters and new key constituencies.
- e. Influences key decision makers at country and regional levels and opens up opportunity for direct dialogue between civil society, local communities, and/or Indigenous Peoples and their governing bodies.
- f. Creates or takes advantage of new events/institutions to influence “non-traditional” players or processes.
- g. The probability of achieving a distinct outcome within a short time frame is high.

2. “Value Added”

RRI operates within a program structure that is at once nimble and clearly focused on specific policy outcomes. As a Coalition, all involved expect that the collective accomplishment toward specified shared goals will exceed the sum of what the Partners and Collaborators could achieve independently. RRI’s value added is more than just capacity building and educating. Actual value added will be determined by an activity’s (or set of activities’) measurement against the following criteria:

1. Achieved effective policy reform at national level to: create commitment, or recognize and establish rights, or enjoy rights or prevent rollback.
2. Created a domino effect by bumping one country into a process because of actions visible or demonstrated in another country.
3. Forced linkages beyond the “comfort zone” by linking individuals and or networks which would not link under business as usual.

4. Enables a further level of analysis (e.g., cross border political, economy, market, and investment).

3. “Synergistic”

In the RRI Coalition, synergy is expected to flow from the collaboration. And as it does, the objective becomes more achievable. Effective synergy leads to “value added” results.

For RRI’s purposes, “synergistic activities” can be defined as activities that:

- Combine global, regional, and national programs/activities/key players to maximize influence on policy.
- Take advantage of the inherent comparative advantage of various actors comprising the Coalition and interested in the goals of the Coalitions (Partners, Collaborators, Affiliated Networks, RRG, and others).
- Ensure that viewpoints, efforts, and aspirations of civil society organizations, local communities, and Indigenous Peoples are heard at the national, regional, and global levels.

In addition, activities in RRI priority countries must meet a fourth criteria—to contribute to a national level change with respect to Indigenous Peoples, communities, and/or rural women’s land and resource rights. ■

Annex 3: 5-Year Strategic Objectives for Strategic Program III (2018-2022)

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 regarding 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;
 - 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; 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 is 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”](#) 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

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. ■

About the Rights and Resources Initiative

The Rights and Resources Initiative is a global Coalition of more than 150 organizations dedicated to advancing the forestland and resource rights of Indigenous Peoples, Afro-descendants, local communities, and women within these communities. Members capitalize on each other's strengths, expertise, and geographic reach to achieve solutions more effectively and efficiently. RRI leverages the power of its global Coalition to amplify the voices of local peoples and proactively engage governments, multilateral institutions, and private sector actors to adopt institutional and market reforms that support the realization of rights. By advancing a strategic understanding of the global threats and opportunities resulting from insecure land and resource rights, RRI develops and promotes rights-based approaches to business and development and catalyzes effective solutions to scale rural tenure reform and enhance sustainable resource governance.

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.

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