



RIGHTS AND RESOURCES INITIATIVE

Strategic Priorities and Work Plans 2024

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A MESSAGE OF SOLIDARITY

“If you are neutral in situations of injustice, you have chosen the side of the oppressor.”

Desmond Tutu, South African anti-apartheid activist

Dear friends,

I hope this letter finds you in safety and good health.

As I write these lines, the world is surrounded by horrific violence and conflicts unfolding in at least [32 countries](#). These include wars covered by the mainstream media, such as Sudan, Ukraine, and Gaza, as well as those left out, like the one that’s plagued the Democratic Republic of the Congo (DRC) for decades.

Many of these conflicts mirror the struggles happening in our own communities at the local level. Political oppression, killings of human rights and environmental defenders, land grabs, evictions in the name of [carbon offsets](#), and loss of livelihoods created by destruction of nature—all these are battles fought every day by Indigenous Peoples, local communities, and Afro-descendant Peoples in the global South. And that is why in these challenging times, we simply cannot choose to be bystanders. We must use our collective voice to speak truth to power and protest oppression against vulnerable communities wherever it occurs.

Across our institutions and societies, collective power brings with it a special privilege that can play a vital role against or for oppression. Neutrality may be the easiest path for the unaffected, but it is also the oppressor’s most useful asset.

In 2025, RRI will celebrate 20 years of its creation. This will be a time of reflection for our worldwide coalition, not just on the incredible impact we’ve created together, but also on how we want to use our collective power going forward. What we have created is a solidarity network with immense power to uplift social justice, transform socio-economic systems, and help build a more inclusive and sustainable planet for all.

Global Witness [reports](#) that at least 177 environmental defenders lost their lives in 2022 for protecting our planet, bringing such killings to 1,910 since 2012. Colombia topped the global ranking with 60 murders, while Honduras reported the world’s highest per-capita killings. Most of the conflicts at the root of these killings boil down to land and natural resources. Most rural communities have lived on and tended their lands far longer than governments have been in power, but legal systems that disenfranchise them continue to prevail because of the resources that their land contains. Powerful actors often get free rein to exploit these resources at communities’

expense, whether they come in the form of carbon or minerals. These inequitable economic models drive poverty, war, conflicts, and hunger across the world.

All this means that our mission remains an unfinished agenda, and why we must continue to raise and leverage our coalition's combined influence. Our latest and second edition of [Who Owns the World's Land?](#)—RRI's global baseline for forest and land tenure rights—found that at least 39 national governments increased the area owned by Indigenous Peoples, Afro-descendant Peoples, and local communities between 2015–2020. This means governments recognized over 100 million hectares of community lands. But these gains did not come easy; communities made them despite little government or donor assistance, implying that greater investment in their rights is still needed and will go a long way in advancing global goals on community rights as well as climate and conservation action.

The power of collective action

As you will see in our 2023 highlights and workplans, there is plenty to be inspired by. There were promising global developments: In 2022, donors provided US\$494 million in funding to support Indigenous Peoples', Afro-descendant Peoples', and local communities' tenure rights and forest management—[US\\$172 million more than in 2021](#). They are on track to meet or exceed the Forest Tenure Funders' Pledge made at CoP26 in Glasgow. While this funding is not yet sufficient, and just 2.1 percent of it reached communities directly, we celebrate the collective of donors who have banded together to support community tenure rights and improve their processes to meet rightsholders' needs.

We saw a rise in Indigenous- and community-led funds: More rightsholders' organizations and networks are joining hands to develop their own funding mechanisms—Nusantara, Pawanka, Podáali, the Ayni Indigenous Women's Fund, CLARIFI, and the Shandia Alliance to name a few. They mark a slow but steady shift of decision-making to communities who have historically been marginalized in human rights, climate, and conservation funding landscapes.

Across the world, our Partners and Collaborators continued to help Indigenous, Afro-descendant, and local community organizations, particularly women and youth, to strategize, organize, and advocate to secure their rights to land and resources. Their wins included new, progressive legislative victories in Indonesia, Bolivia, DRC, and Nepal, where national and local governments recognized or returned control of lands to communities to promote sustainable land use, conservation, and management.

Another achievement was our innovative partnership with the Central African Network of Indigenous and Local Populations for the Sustainable Management of Forest Ecosystems (REPALEAC) to organize the [First Forum of Indigenous and Local Community Women in Central Africa and the Congo Basin](#). This unprecedented gathering highlighted the leadership role of Indigenous and community women in protecting the Congo Basin's natural resources and advocated

for more funding to support their climate and conservation action. Our Africa coalition also organized the continent's first-ever [Indigenous Peoples' and Local Communities' Conservation Congress](#) in Windhoek, Namibia, defining a roadmap for the new Alliance for Indigenous Peoples and Local Communities for Conservation in Africa (AICA).

Our new 5-year Strategic Program places an unprecedented emphasis on incorporating youth and intergenerational leadership into our work. In line with this, coalition members in Asia and Latin America undertook two exciting projects this year: [The first](#) was a manifesto led collectively by Indigenous, Afro-descendant, and local community youth in Latin America, united for the defense of their ancestral territories. [The second](#) was a joint report from Asia that incorporated the experiences and leadership of Indigenous and local community youth activists into a call to action. Both planted seeds for a much broader set of actions we will pursue in 2024 to build a strong intergenerational dialogue within our communities, and help youth become self-motivated defenders of their communities.

So, it is in this context of inspiring successes despite grim realities, and with a coalition that stands stronger than ever, that I share with you RRI's 2024 Work Plans. These plans, a product of months-long regional and global-level discussions and coordination between coalition members and the Secretariat, explain our strategies for the next year. We are excited to begin working on these with you, and together demonstrate the indelible power of our coalition's collective action.

In solidarity,

Solange

On behalf of the RRG Senior Management Team

(Alain, Bryson, Carole, Graziela, Keith, Madiha, Makaria, Omaira, Patrick, and Rose)

RRI'S YEAR IN REVIEW: 2023 HIGHLIGHTS

Africa

- In Africa, 2023 marked numerous successes in unprecedented mobilization of civil society and progressive legislative reform. In collaboration with REPALEAC (the Central African Network of Indigenous and Local Populations for the Sustainable Management of Forest Ecosystems), we organized the **First Forum of Indigenous and Local Community Women in the Congo Basin and Central Africa** to strengthen and promote the key role played by IP and LC women and girls in the continent's climate resilience and biodiversity conservation, and to advocate for more direct funding for grassroots women's organizations in the Congo Basin. **See the Forum's results [here](#).**
- The first ever **Community-led Conservation Congress in Africa** in Windhoek, Namibia co-hosted by the newly established Alliance for Indigenous Peoples and Local Communities for Conservation in Africa (AICA) and RRI provided an unprecedented space to discuss IPs' and LCs' priorities and strategies initiated at the 2023 IUCN Africa Protected Areas Congress in Rwanda in 2022. The Congress issued a unified call from IPs and LCs in Africa for a people-centered rights-based conservation agenda. It gathered over 300 representatives from Indigenous and local community organizations, governments, donors, and NGOs from 47 African countries and contributed to creating a collective strategy for community-led conservation in Africa. The participants also discussed the preliminary findings of a forthcoming study on community conservation in Africa and devised a roadmap for AICA. **Read their final [communiqué](#).**
- After five years of advocacy and capacity-building driven by RRI's DRC coalition, the country's National Assembly passed [a historic land-use planning bill](#), a key progressive ruling that provides a framework for better coordinating policies for managing community territories and land-use conflicts. The law will promote equitable development that ensures sustainable management of natural resources and preservation of areas serving vulnerable communities.

Asia

- In Asia, the coalition collaborated with IP and LC youth to strengthen their leadership within their communities and networks. RRI Partners and six youth groups organized a webinar on ["Empowering Indigenous and Local Community Youth for a Sustainable World"](#) attended virtually by over 500 people to celebrate [International Youth Day](#). The webinar's [key principles](#) and themes were reflected in a ground-breaking [Youth Report](#) co-authored by 16 organizations. This report was launched throughout the continent in multiple regional languages (English and Bahasa Indonesia; Nepali and Hindi translations are forthcoming) and will play a pivotal role in expanding the IP and LC youth network in Asia.

- In collaboration with national and international institutions, coalition members in Asia co-organized the [Third National Tenure Conference in Indonesia](#), which brought rightsholders and key stakeholders working on tenure reform to a [national consensus](#) that will help provide the tenure movement with political leverage in 2024 national elections. The coalition for Tenure Justice spearheaded the conference, which was attended by nearly 750 representatives from rightsholders, civil society, social justice movements and the media. Extensive consultations in the run-up to the conference engaged several new social movements that, while not directly involved in tenure reform, are now playing a key role in connecting tenure reform to broader social justice agendas.
- With RRI's support, the 10 member organizations in the [Working Group for ICCAs in Indonesia](#) conducted advocacy for legal reforms in the biodiversity and conservation sector and presented a set of [recommendations](#) to the National Parliament. This process strengthened WGII as a coalition, particularly expanding its advocacy on the National Biodiversity Strategy and Action Plan.

Latin America

- In Latin America, RRI's Afro-descendant Peoples' coalition produced the [first-ever analysis](#) showing the territorial presence of ADP communities across 16 countries. The study identified 205 million hectares of land managed by communities, of which only 5 percent is legally recognized. The map, available on an easy-to-use [cartographic tool](#), shows ADP territories and their overlap with protected areas and biological hotspots, demonstrating their crucial contribution to biodiversity protection and climate action.
- The coalition also began production of a regional legal analysis of the status of recognition of ADP tenure rights in 11 countries. Preliminary findings of this analysis, which shows uneven advancement in ADP tenure rights across the region, will be launched at CoP28.
- In Bolivia, collaborators achieved the titling of 181,130 hectares of land of the Multiethnic Indigenous Territory for the Mojeño Trinitario, Mojeño Ignaciano, Movima, Yuracaré and Tsimane Indigenous Peoples. This accomplishment was the result of the collective work of the Indigenous women's organization National Confederation of Indigenous Women of Bolivia (CNAMIB) and the local nonprofit organization El Centro de Estudios Jurídicos e Investigación Social (CEJIS).
- The Latin America program also helped organize IP, LC, and ADP youth leaders for a unique regional gathering, which led to the creation of a [Youth Manifesto](#) outlining their priorities and plans to advance their communities' tenure rights and preserve their ancestral territories.

Gender Justice

- 2023 was a year of international engagement and advocacy for our coalition's women leaders. Their network, the Women in Global South Alliance for tenure and climate ([WiGSA](#)),

participated in key international events to share its [Call to Action](#) to increase IP, LC, and ADP women's access to direct funding and recognize their contributions to conservation, sustainable development, and climate action. These included [the Global Environmental Facility's \(GEF\) 7th Assembly](#) in Vancouver, Canada; the 2023 Women Deliver Conference side event "[Advancing Feminist Climate Justice through the Rule of Law](#)"; the [Mesoamerican Climate Week](#); and the [First Forum of Indigenous and Local Community Women in Central Africa and the Congo Basin](#). The IP and LC Women's Forum, co-organized by REPALEAC and RRI, was a groundbreaking event that brought together IP and LC women from Central Africa and around the world, as well as donors and strategic allies, to learn about grassroots women's organizations in the Congo Basin and call for gender-inclusive climate finance.

Climate & Conservation

- RRI developed a new policy brief to identify structural constraints to rights-based climate and biodiversity action and share an action framework to help governments, development institutions, conservation organizations, and the private sector realize their commitments for rights-based action in support of local peoples. Through its recommendations, the brief identifies the gaps to be addressed and presents ways forward for rights-based interventions that can be used to mitigate risks and scale the adoption of good practices.
- At the UN Climate Week in New York, RRI organized a **Climate Futures Dialogue** in partnership with Rainforest Foundation Norway, Rainforest Foundation US, and the Forest Peoples Program. The dialogue provided a space for candid reflection and learning from rightsholder experiences with market and non-market climate mitigation and adaptation financing initiatives and instruments. About 50 rightsholders from Africa, Asia, and Latin America identified common challenges with current financing mechanisms and began the process of defining self-determined pathways to support the climate futures they want going forward.
- Also at Climate Week, our **Workshop on Advancing Rights in Area-based Conservation** in partnership with the GATC, Campaign for Nature, and the ICCA Consortium helped mobilize coordination and action on rights-based approaches for the implementation and monitoring of conservation area targets. The workshop connected rightsholders with global actors working on 30x30 targets and helped them build common understanding and agendas on rights-based and community-led approaches. The participants identified key actions for how rightsholders, donors, NGOs, and civil society organizations can collaborate to advance rights-based approaches. Read these actions in the [workshop report](#).

Rights and Livelihoods

- The [Interlaken Group](#) marked its 10-year anniversary in 2023 and positioned itself to lead the next decade of private sector action for collective land rights and livelihoods. It began by mainstreaming community monitoring with companies and investors, launching the

[Principles of Community Monitoring](#), the first-ever guidance developed with the [support](#) of corporate, civil society, and rightsholder leaders to integrate community-sourced data on private sector operations' and investments' environmental and social impacts into their decision-making. Leading companies like Nestlé formally committed to pilot community monitoring in their [IP/LC Land Rights Action Plan](#) and Net Zero Emissions strategies. Additionally, we made key advancements in Liberia and Indonesia, where community monitoring is now poised to be integrated into national investment policy and major commodity sourcing landscapes.

Path to Scale

- RRI's [Path to Scale](#) initiative solidified its position as the leading platform for coordinating donor and intermediary action, raising ambition towards the Network's [targets](#) to mobilize US\$10 billion in support of the recognition of 400 million hectares of forestlands for communities by 2030. In 2023, with the Tenure Facility as co-chair, we regularly engaged leaders from over 50 organizations, including from BMZ, FCDO, Ford Foundation, CLUA, Conservation International, Nia Tero, GCF, World Bank, GATC, the CoP28 leadership, and many others. Leaders participated in coordination meetings and subcommittees to co-create new strategies to channel direct support to IPs, LCs, and ADPs; advance collective work products, such as initiatives to develop "fit for purpose" recommendations for bilateral donors; and to coordinate ahead of CoP28. Looking ahead, the Path to Scale is developing a roadmap to leverage the substantial political capital of participating leaders to maximize impact at CoP30 in Brazil.

CLARIFI

- The Community Land Rights and Conservation Finance Initiative (CLARIFI), RRI's rightsholder-led and governed funding mechanism, continued to mobilize and strategically deploy public and private funds to scale up the recognition of IPs', LCs', and ADPs' land rights and conservation efforts. To date, CLARIFI has fundraised US\$34.5 million for 52 completed or active projects and has 23 additional projects in development. A pipeline of project ideas is being consolidated with growing requests from the extended coalition. The projects currently have an average grant size of US\$136,000 and a maximum of US\$400,000.
- CLARIFI also partnered with two national and regional IP- and LC-led funds for its projects: the Mesoamerican Territorial Fund (MTF) and Indonesia's Indigenous Peoples Alliance of the Archipelago (AMAN). AMAN's project will increase the capacity of 131 territorial administrators in organizational and financial management, as well as 5,402 cadres from Indigenous communities. The MTF project will strengthen approximately 15 IP and LC organizations across six countries.
- CLARIFI also [strengthened its leadership and governance](#) by hiring Deborah Sanchez, an Indigenous woman leader from the Miskitu community in Honduras, as its Director. We plan

to now expand the CLARIFI Steering Committee by adding more rightsholder representatives.

- RRG, in partnership with Campaign for Nature, will continue to provide technical support to CLARIFI.

Coalition and Strategic Networks

- This year marked the first in-person convening of the MegaFlorestais network since the onset of the Covid-19 pandemic. The meeting brought together top forest agency leadership from eight countries across five continents in Lake Tahoe, California. The meeting was key to revitalizing the network, strengthening RRI's relationship with forest agency leadership around the world, and laying the foundation for further rethinking of other MegaFlorestais programs (namely, Next Generation of Forest Agency Leadership and Rethinking Forest Regulations workshops). Sally Collins, the co-chair of MegaFlorestais since its inception, passed the torch to Leslie Weldon, who brings decades of experience with the US Forest Service and who will co-chair with Herman Sundqvist, Director General of the Swedish Forest Service. Read the [meeting synopsis](#).
- We began work on a comprehensive coalition mapping tool (forthcoming in early 2024). This unique online platform will help coalition members as well as donors and allies gain a better understanding of our wide-ranging work and how we each contribute to the collective mission of advancing community land and natural resource rights through diverse expertise, networks, and skillsets. The tool will showcase the power of the coalition to funders and allies in the land rights, climate and conservation space.

Finance and Administration

- This year, Finance and Administration led the staff's move to a smaller yet top-quality office space which has led to significant cost savings. The space also allows RRI to host large-scale meetings for staff and coalition members at no extra charge.
- F&A made key improvements to our donor relations processes, including proposal writing and reporting systems. RRI secured nearly US\$9.5 million in new and renewed funding for the next three years.
- We also concluded our 2022 annual audit, obtaining an unmodified opinion with minimal management comments.

Strategic Response Mechanism

In 2023, RRI's [Strategic Response Mechanism](#) (SRM) funded **14 projects in 11 countries**, in addition to several that continued implementation from previous years. These projects achieved far-reaching impacts, from building grassroots organizations' capacity and leadership to amplifying national advocacy campaigns and effecting progressive legislation. A few selected highlights of their impact are below.

- In South Sudan, which has been in the process of developing its National Land Policy (NLP) since 2011, the SRM fueled a collaboration between civil society and government actors which has led to the approval of the NLP draft by the Parliamentary Cabinet. The project, led by RRI's collaborator, South Sudan Land Alliance (SSuLa), trained over 250 land administrators on community land tenure, which resulted in unprecedented approval for the policy draft. The draft will be presented to the full parliament in early 2024.
- Coalition members in Cameroon and Central Africa at large have long advocated for the formal recognition of community-conserved areas and sacred sites. Under the leadership of RRI Collaborator International Foundation for Development, Education, Entrepreneurship and Environmental Protection (FIDEPE), the SRM helped support the drafting of a regulatory document that would recognize the conservation of forests and sacred sites as a full-fledged model of conservation, which has historically been overlooked, and can contribute to the region's biodiversity conservation targets. The document was submitted to the local government (Regional Council of the West Cameroon region) and approved by an overwhelming majority of 78 percent by Council members.
- In Ecuador, Fundación Asociación Latinoamericana para el Desarrollo Alternativo (ALDEA) developed a successful [communications and advocacy materials](#) campaign to amplify the Selva Alegre communities' struggle against a fraudulent land grabbing attempt by the company Rainforest of Ecuador, targeting over 9,190 hectares of IP and LC lands. Following the successful block of the RFEE's certification from Verra in 2022, ALDEA and its allies mobilized the community to continue advocacy for its land claims, producing [a documentary](#) and [interactive map](#) detailing territorial conflicts and compiling data and interviews with local community members to demonstrate their land claims.
- In Panama, the NGO ANAI collaborated with the leadership of the Naso People of Panama to implement a consultation process with 18 Naso communities to review and approve an Organic Charter for the Naso Comarca (the first IP territory recognized by the Panamanian State in 2020 to overlap with a national Protected Area). The consultation allowed community members to provide feedback on the Organic Charter, a legal document outlining the Comarca's governance system and management plan, including natural resource management. The Charter is currently pending final approval by the Naso Assembly before submission to the national government.

- In Nepal, ground-breaking local legislation from 2022 enshrining the traditional “Shagya” practices for conservation and resource management in the Tsum Nubri municipality is now being scaled up across several conservation areas in Nepal. The Shagya legislation was the result of advocacy funded by the [SRM in 2022](#). Now, with funding from CLARIFI, our Partner Center for Indigenous Peoples’ Research and Development (CIPRED) is building on the successes of this initial project in Tsum Nubri to enable traditional practices and approaches to conservation in other rural areas. This project will help realize the rights of IP communities over a significantly larger area of the country.

Strategic Communications

- Our global outreach showed significant increase across RRI's digital and traditional media channels in 2023: The Land Rights Blog, which features thoughtful commentary, impact stories, and updates from our coalition, received close to **39,000 readers**, while the RRI website was visited **154,000 times**. Our social media channels received over **283,000 impressions** and our research and other interventions were covered by 100+ media outlets worldwide.

Defining the Path Forward



A SNAPSHOT OF RRI'S 2024 PRIORITIES

RRI sees crucial opportunities in 2024 to shift global momentum towards inclusive rights-based solutions and greater ambition and commitments to secure community rights by governments and international institutions. In the coming year, our global and regional programs will together seek to dramatically scale up Indigenous Peoples', Afro-descendant Peoples', and local communities' rights, conservation and climate action, and livelihoods; as well as their stronger involvement – particularly of women and youth – in global efforts to drive equity, development, and environmental action. Our priorities are summarized below with links to each program's workplan.

- **Rights, Climate and Conservation:** With the adoption of the 2022 Global Biodiversity Framework, the potential for massive growth in carbon markets, and ongoing negotiations of the Paris Agreement's Article 6 mechanisms, the Climate and Conservation Program will prioritize strategic interventions to: (i) assess and analyze opportunities for rightsholder-led climate and biodiversity actions within existing and emerging legal and regulatory frameworks in key tropical and subtropical countries; (ii) promote and defend the land, territorial and self-determination rights of IPs, ADPs, and LCs, especially women and youth within them, in the context of nature-based solutions and market-based approaches; (iii) promote the adoption of the [Land Rights Standard](#) by climate and conservation leaders to both strengthen rights-based climate and conservation actions and uphold rightsholders as equals and partners in all land-based interventions; and (iv) strengthen rightsholders' coordination, knowledge sharing, and solidarity on climate and biodiversity actions that affect their rights and pursuit of their self-determined priorities. To support these core actions, we will update RRI's baseline studies on **carbon stored in community territories** and the **adequacy of legal frameworks** supporting market-based transactions, and leverage **RRI's Tenure Tracking data** to assess national circumstances for the advancement of rights-based climate and biodiversity actions. We will assess the adequacy of market and results-based investment schemes to appraise current and long-term impacts (positive and negative) on communities at project and jurisdictional levels, in terms of their ability to pursue their own priorities and secure their rights to their territories and carbon that they customarily own and manage. [Read our workplan.](#)
- **The Path to Scale:** In 2024, our [Path to Scale](#) network will advance a synergistic agenda to scale up the coordination, innovation, financial, technical, and administrative support required to enable IPs, LCs, and ADPs to meaningfully contribute to global 2030 climate and biodiversity targets. To this end, we will undertake a new analysis to develop specific recommendations for the bilateral donor community to adjust their systems to channel more "fit for purpose" funding to rightsholders, targeting USAID's "[localization](#)" agenda. We will also undertake a robust accounting of progress against the Path to Scale [targets](#), which will inform a resource mobilization strategy to achieve the network's \$10 billion fundraising ambition. In addition, our participants will create a roadmap for high level engagement at the 2025 CoP30 in Brazil. In parallel, in partnership with Rainforest Foundation Norway

(RFN), we will launch an online dashboard to enable the public to monitor the progress of key donor pledges and generate actionable insights to improve funding for IP, LC, and ADP tenure and forest management. We anticipate that these activities will help mobilize new resources for the Path to Scale's 2030 funding targets, as well as the bilateral donor community's adoption of "fit for purpose" principles in its grantmaking and other key administrative processes. RRG will continue to lead the coordination of the P2S and with the Tenure Facility as co-chair. [Read our workplan.](#)

- **Gender Justice:** RRI's Gender Justice program sees many opportunities in 2024 to capitalize upon the [Women in Global South Alliance](#) for tenure and climate (WiGSA), launched by our coalition in 2022, to promote stronger connections between grassroots women's organizations and advocate for their direct access to climate and biodiversity finance. We will support WiGSA by facilitating its meetings and participation in key negotiation spaces with well-defined proposals for direct funding. In addition, we will continue to strengthen cross-regional coordination, peer learning, and exchange of knowledge and experience among women's organizations. To equip coalition members with evidence-based analysis to enhance their advocacy, we will initiate a study that measures baseline funding levels for IP, LC, and ADP women's organizations and the programs that support them. We will particularly promote gender balance in participation across RRI's events and programs, ensuring that they include contributions and voices from marginalized women's groups. On an international level, the Gender Justice program will continue to participate in the International Institute for Environment and Development (IIED)'s advisory reference group to guide its recommendations to The Climate Investment Fund on funding for women's rights. We will also continue representing RRI on the Steering Committee of the [Stand 4 Her Land Campaign](#), advising its approach on women's tenure rights. [Read our workplan.](#)
- **Rights and Livelihoods:** The Rights and Livelihoods program will leverage key RRI assets such as the [Interlaken Group](#), the growing [community monitoring initiative](#), and a new strategic initiative to advance local livelihoods, to help implement private sector commitments on community rights and generate effective partnerships among companies, investors, governments, and communities. RRI will mobilize the Interlaken Group in its key [Opportunity Framework](#) countries – including Liberia, Kenya, and Indonesia – to mainstream rights-based approaches in private sector practices and advance the tenure reform agenda. At the global level, the Interlaken Group will organize a retreat for its participants to celebrate a decade of collective action, reflect on global shifts, and refresh the platform's strategy for the next 10 years. The program will also work to expand and implement grassroots supply-chain monitoring by communities across landscapes, supply chains, investments and sectors, including in Liberia, DRC, Indonesia, Colombia, and Ecuador. In addition, we will seek to link progressive sustainability commitments by companies and investors with public and private donor pledges, as well as with community-led funding mechanisms to directly support IPs, LCs, and ADPs in managing their territories. Finally, RRI will leverage its vision for rights and livelihoods to develop new global analysis to assess and compare, at the national level, the diverse and complex enabling conditions required for communities to pursue their own economic and development aspirations and fully realize

their land and resource rights. Taken together, the program will yield new opportunities and funding for public-private-community partnerships to secure rights, advance 2030 climate and conservation targets, and unlock areas for advocacy. [Read our workplan.](#)

- **Tenure Tracking:** In 2024, we will leverage RRI's position as a reliable source of evidence on the status of Indigenous Peoples', Afro-descendant Peoples', local communities', and community women's recognized land, forest, and freshwater rights, to play a continuing and vital role in informing the development and monitoring of global commitments on human and environmental rights and sustainable development. Our [Second Edition of Who Owns the World's Land](#) (2023) continues to provide key data on implementation of SDG 1.4.2 and the Global Biodiversity Framework in the context of community-based tenure. In Spring 2024, we will release RRI's updated Depth of Rights and Gender analysis, capturing legislative advances and rollbacks impacting both communities' and community women's tenure rights in 35 countries since 2016. The report will also offer new insights on the implementation of Committee on the Elimination of Discrimination against Women (CEDAW), the Voluntary Guidelines on the Responsible Governance of Tenure (VGGT), and other global commitments to gender justice and community women's rights. We will also publish data on the legislative land-water nexus for protecting community women's rights to freshwater to inform the Global Dialogue on Water Tenure to develop Principles for the Responsible Governance of Water Tenure. [Read our workplan.](#)

In 2024, we will begin collecting data for the next installment of RRI's longstanding Forest Tenure Database and explore how this data can support future reporting on the European Union Deforestation Regulation (EUDR) and related directives. In addition, we will begin analyzing the rights of pastoralists and other nomadic peoples to provide key inputs during the UN's Year of Pastoralism in 2026. In parallel to data collection, we will prioritize updates and improvements to the scope and functionality of RRI's online knowledge-sharing platforms, including the [Tenure Tool](#) and the [LandWise Law Library](#) (acquired in 2023). This will include efforts to build our coalition's capacity to use our new and forthcoming data and these online tools. [Read our workplan.](#)

- **Coalition and Strategic Networks:** In 2024, our program will explore new opportunities by expanding and reviving RRI-supported networks and launching new platforms and events to strengthen and support the coalition. We will expand the **RRI Fellows program** by onboarding new members and coordinating more Fellow-led activities, including publications, trainings, and mentorship. Following the successful return of [MegaFloresta](#) in 2023, the next MegaFloresta meeting will be hosted by the Brazilian Forest Service in summer 2024. We will continue reviving the network and reinstate our Next Generation of Forest Agency Leaders workshops, which will support our goal of including **youth** in all our events and activities. We will also invite youth to participate as "beta testers" for our **coalition mapping** platform, which will launch in January 2024 following months of research and development. In addition to building this exciting new tool to promote collaboration within the coalition, we will prioritize

regular and transparent coalition-wide communications. Since RRI is hosting its Governance and Global Strategy Meetings virtually in 2024, our program will dedicate more time and funding to **capacity-building webinars** building on ideas from our 2023 Governance and Global Strategy Meetings, including those on carbon markets and livelihoods. We will also work closely with the Climate and Conservation Program to promote awareness and implementation of the **Land Rights Standard**. [Read our workplan.](#)

- **Africa:** In 2024, our Africa Program will leverage the power of the coalition and CLARIFI's support to direct interventions for legally securing **collective tenure rights**, promoting **community-led conservation**, strengthening **women's rights and voices**, and promoting **community livelihoods and capacities**. At the country level, the Africa Program will invest in direct engagement with governments to deliver on their national and global climate goals with recognition of community rights as a key strategy. We will advocate for the implementation of the Africa Protected Areas Congress (APAC) Kigali Declaration in collaboration with the newly formed Alliance for Indigenous Peoples and Local Communities for Conservation in Africa (AICA). We will also target parliamentarians in DRC and Gabon for policy reforms while raising their communities' awareness of the new laws that impact them. These efforts will complement support for legal defense of community defenders and land rights. In addition, we will leverage RRI's regional and global analyses, as well as deliberations from [Africa's First-Ever Community-led Conservation Congress](#), to enhance coalition members' advocacy to influence development and conservation programs, donors, and private investors. Regionally, we will facilitate knowledge-sharing, including through new **analyses on community-led conservation** in Africa and **the carbon market**. We will also collaborate with the Central African Network of Indigenous and Local Populations for the Sustainable Management of African Forest Ecosystems (REPALEAC), AICA, and other allies to strengthen communities' capacities to directly access climate, forest, and conservation finance. [Read our workplan.](#)
- **Asia:** In 2024, we will pursue efforts that maximize opportunities for tenure reform, community-based conservation initiatives, women's and young people's rights, and community-based advocacy initiatives. Our coalition partners will together continue to push for the full implementation of existing legal frameworks that enable greater collective ownership by IPs and LCs of their territories and build the enabling environment needed for rights-based reforms over the long term. In **Indonesia**, RRI Partners have been re-energized by the new consensus forged at the recently concluded Third National Tenure Conference to push forward with their engagements with the government. In **India**, our partners will continue to actively engage with state governments to address challenges in the implementation of the Forest Rights Act. And in **Nepal**, we will continue working with the national and local governments towards policies that don't just secure communities' access to forests, but also the agency to practice their traditional livelihoods, resource management, and governance structures. Special consideration will be given to the inclusion of women's and young people's roles across all these efforts, as well as innovative ways of addressing the conflicts our Partners regularly face in their work. In addition, our coalition will continue to pursue various country-level initiatives that promote and document community-led

conservation for sustainable livelihoods. Our Partners in Asia work will also work closely with other allied networks advancing community rights and conservation, including the Indigenous Peoples Community Conserved Territories and Areas (ICCA)'s Working Group ICCAs Indonesia.

At the regional level, we will continue to facilitate cross-learning to help partners learn about and from each other. Leveraging CLARIFI's resources, we will also work to strengthen the capacity and advocacy of Indigenous women's organizations at both regional and country levels. Similarly, we will build on the initial strides made this year in RRI's work on youth. We plan to hold a regional meeting in collaboration with youth networks in Asia to commemorate the 2024 International Youth Day in August. Through this gathering, we will harness the overwhelming enthusiasm of youth groups across Asia to formulate RRI's youth strategy going forward. [Read our workplan.](#)

- **Latin America:** In 2024, the Latin America Program will strengthen its regional approach and synergize the efforts of rightsholders and allies to advance their tenure rights agendas. We will work to generate greater understanding among IP, ADP, and LC organizations on topics impacting community rights, including repression of community defenders, the Escazu Agreement, and the risks and potential of carbon market financing. We will also create awareness of RRI's Land Rights Standard at the community level. Targeted workshops will engage youth coalition members to train them on frameworks of territorial rights to strengthen their participation in their communities' movements. Capacity-building action will focus on technical, financial sustainability and communications skills of rightsholders' organizations to strengthen their territorial management and governance practices. We will also apply a gender justice focus across our program, producing and promoting evidence-based analysis of territorial rights violations and lack of policy implementation for IP, ADP, and LC women's land tenure. In addition, we will conduct workshops to exchange knowledge and position women's views in national and international scenarios to amplify their voices. In collaboration with the Afro-descendant Peoples' regional coalition, we will also host the first-ever international meeting to position ADP tenure rights in advance of CoP30 in 2025. [Read our workplan.](#)
- **CLARIFI:** While the RRI coalition plans to maintain its focus on advocacy to influence policies and laws on collective tenure, CLARIFI will provide direct funding to IP, LC, and ADP organizations in all lands and territories to strengthen community tenure and rights-based climate and biodiversity solutions, and support emerging opportunities for community-led climate and conservation initiatives. In partnership with C4N, RRI's plan to scale up its country-level engagements to support local organizations and advocacy in 2024 will yield a robust pipeline of investment opportunities for CLARIFI. In 2024, building on the successes of our piloting phase, we will continue to implement projects to accelerate impact while also developing a comprehensive monitoring, evaluation, reporting, and learning framework. We will also establish CLARIFI's new legal structure to enable fit-for-purpose governance and operational models. And we plan to increase CLARIFI's fundraising ambition and grantmaking in 2024, aiming to secure significant additional direct funding to IP, LC, and ADP organizations. [Read our workplan.](#)

ACRONYMS

ADP	Afro-descendant Peoples
AICA	Alliance for Indigenous Peoples and Local Communities for Conservation in Africa
AIPP	Asia Indigenous Peoples Pact
AIYP	Asia Indigenous Youth Platform
ALPC	Africa Land Policy Center
AMAN	Indigenous Peoples Alliance of the Archipelago - Aliansi Masyarakat Adat Nusantara
AMPB	Mesoamerican Alliance of Peoples and Forests
ANGOC	Asian NGO Coalition for Agrarian Reform and Rural Development
ANT	National Land Agency (Colombia)
APAC	Africa Protected Areas Congress
APIB	Articulation of Indigenous Peoples of Brazil
ASOM	Asociación de Mujeres Afrodescendientes del Norte del Cauca (Colombia)
BMZ	Federal Ministry for Economic Cooperation and Development
BRWA	Customary Area Registration Agency
CAFI	Central African Forest Initiative
CAHOSCC	Committee of African Heads of State and Government on Climate Change
CBD	Convention on Biological Diversity
CBM	Community-based monitoring
CEJIS	El Centro de Estudios Jurídicos e Investigación Social (Bolivia)
CFUG	community forest user groups
CGF	Consumer Goods Forum
CIPRED	Center for Indigenous Peoples' Research and Development (Nepal)
CLA	Community Land Act 2016 (Kenya)
CLAN	Community Land Action Now
CLARIFI	Community Land Rights and Conservation Finance Initiative
CLUA	Climate and Land Use Alliance
CNAMIB	National Confederation of Indigenous Women of Bolivia
COIAB	Coordinator of Indigenous Organizations in the Brazilian Amazon
COICA	Coordinator of Indigenous Organizations of the Amazon River Basin
COMIFAC	Central African Forests Commission - Commission des Forêts d'Afrique Centrale

CONAQ	National Quilombo Association (Brazil)
COO	Chief Operating Officer
CoP26	2021 United Nations Climate Change Conference
CoP30	2025 United Nations Climate Change Conference
CSO	civil society organization
DRC	Democratic Republic of the Congo
ETD	Decentralized Territorial Entities (DRC)
EUDR	European Union Deforestation Regulation
FCDO	Foreign, Commonwealth and Development Office
FECOFUN	Federation of Community Forestry Users Nepal
FIDEPE	International Foundation for Development, Education, Entrepreneurship and Environmental Protection (Cameroon)
FLAC	Funder Learning Community for Women and the Environment
FPIC	Free, Prior and Informed Consent
FPP	Forest Peoples Programme
FRA	Forest Rights Act (India)
FTFG	Forest Tenure Funder's Group
GATC	Global Alliance of Territorial Communities
GCF	Green Climate Fund
GEF	Global Environmental Facility
GIZ	Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH
GVL	Golden Veroleum Liberia
Ha	hectares
IGAD	Intergovernmental Authority for Development
IIED	International Institute for Environment and Development
ILO 169	Indigenous and Tribal Peoples Convention, 1989
IP	Indigenous Peoples
JKPP	Indonesian Community Mapping Network - Jaringan Kerja Pemetaan Partisipatif
KKP	Fisheries and Marine Ministry (Indonesia)
KPA	Konsorsium Pembaruan Agraria (Indonesia)
LC	local communities
LRN	Land Rights Now
LRS	Land Rights Standard

MERL	Monitoring, Evaluation, Reporting, and Learning
Mha	million hectares
MOTA	Ministry of Tribal Affairs (India)
MTF	Mesoamerican Territorial Fund
NBSAP	National Biodiversity Strategy and Action Plan (Indonesia)
NEFIN	Nepal Federation of Indigenous Nationalities
NIWF	National Indigenous Women's Federation (Nepal)
NLC	National Land Commission (Kenya)
NLP	National Land Policy (South Sudan)
OECM	Other Effective Conservation Measure
ONAMIAP	National Organization of Andean and Amazonian Indigenous Women of Peru
OPIAC	Organización Nacional de los Pueblos Indígenas de la Amazonía Colombiana
PCN	Black Communities Process (Colombia)
REFACOF	African Women's Network for Community Management of Forests
REPALEAC	Network of Indigenous and Local Populations for the Sustainable Management of Central African Forest Ecosystems
RFN	Rainforest Foundation Norway
RFUS	Rainforest Foundation US
RoC	Republic of Congo
RRG	Rights and Resources Group
RRI	Rights and Resources Initiative
RSPO	Roundtable on Sustainable Palm Oil
SDGs	Sustainable Development Goals
SIF	Land Information System (DRC)
SP4	RRI's Fourth Strategic Program for 2023–2027
SRM	Strategic Response Mechanism
SSuLA	South Sudan Land Alliance
UNDRIP	United Nations Declaration on the Rights of Indigenous Peoples
VGGT	Voluntary Guidelines on the Responsible Governance of Tenure of Land, Fisheries and Forests
WCRC	Woodwell Climate Research Center
WGII	ICCAs Working Group of Indonesia
WiGSA	Women in Global South Alliance for tenure and climate

Work Plans by Region



ASIA

Regional State of Play

Asia is home to 70 percent of the world's total Indigenous population. But nearly 98 percent of all recognized community-owned land in Asia is in China. Without China, Asia has the lowest percentage of community ownership of any region, at only 0.83 percent. Cambodia, India, Indonesia, and the Philippines are the only South and Southeast Asian countries with national legal frameworks recognizing community-based ownership. Implementation of existing legal frameworks remains slow. New land and forest laws recently enacted in Indonesia (2023), Lao PDR (2019), Myanmar (2018), Nepal (2019), and Thailand (2019) create additional opportunities to advance recognition of IP and LC tenure rights. However, progress is challenged by shrinking civil space and the ongoing need for regulatory clarification.

RRI's [Opportunity Framework 2020](#) indicates that India and Nepal have the greatest scope for tenure recognition. Both have suitable legal frameworks and political interests at the national level to intensify tenure reforms. While [Indonesia](#) is less prepared from a legal and national willingness perspective, subnational willingness and civil society capacity are promising. India, Indonesia, and Nepal together afford a potential recognition of at least 100 million hectares (Mha) of forests and non-forest commons and customary lands. Modest investments in pilot projects and other investments in Cambodia, Myanmar, Thailand, and other countries can nurture struggles and ongoing reforms, potentially securing 22.64 Mha.

Vibrant social movements of Indigenous Peoples and local communities, along with their allies in civil society, have been the primary drivers of tenure reforms and rights recognition in democracies across Asia. Their struggles have brought increasing attention to Indigenous and local community rights as a development, climate, and conservation priority at both the global and local levels. Movements are [actively working](#) to regenerate their leadership.¹ Yet, despite positive developments, governments continue to work with the private sector to promote land-intensive and extractive investments. Across Asia, environmental safeguards and human rights protections are being dismantled or circumvented, at the cost of community wellbeing. Rising authoritarianism in democracies signals a rough road ahead, as access to democratic spaces for mobilization shrink.

We predict that the push for [30x30 will generate resource conflicts in Asia](#). Today, Asia's formally protected areas cover slightly more than half the 30 percent targeted by international frameworks. In Asia, more than 1 billion people either currently live in these protected areas or in "unprotected" areas of high importance for biodiversity conservation. The notional cost of resettling and compensating communities who live in "unprotected" areas could range from 100 to more than 1,000 times the cost of recognizing their tenure rights. Tenure recognition in Asia is estimated to cost US\$312.6 million in India, US\$200 million in Indonesia, and US\$23.1 million in Nepal.

Civil society organizations in India and Indonesia, for example, Land Conflict Watch, Indonesian Community Mapping Network (JKPP) and Konsorsium Pembaruan Agraria (KPA), have documented more than 4,004 land-related conflicts over 14.22 Mha. In India alone, Land Conflict Watch reports that conflicts affect US\$348.8 billion in investments. A 2022 [report](#) by ANGOC and Land Watch Asia found that across six Asian countries, conflicts are often linked to violence, such as forcible evictions. In 71 percent of cases, it was deemed that no action was taken by governments toward resolution. These trends and accompanying detrimental legal actions were [exacerbated throughout the Covid-19](#) pandemic, even as communities showed [immense resilience](#) and solidarity.

Regional Opportunities and Priorities

Regional opportunities and priorities for RRI in Asia include those that strengthen **learning** within the coalition and **leadership regeneration**. **Learning** links with **leadership regeneration** because new leaders are primary stakeholders of learning spaces. There is a huge appetite among RRI's Partners and Collaborators in Asia for sharing, learning, and reflection on topics including advocacy, livelihoods, 30x30 goals, participatory mapping, and conflict. We have seen the effectiveness of the following in our region:

- **Co-producing knowledge:** For RRI Asia, co-producing knowledge through co-authored reports is a crucial means of collective learning. Our regional reports on Covid-19 (2021), rights-based conservation (2022), and intergenerational youth leadership (2023) have been enthusiastically followed up by the coalition at the country level. Topics for expansion of collaborative research in 2024 could include rights-based livelihoods and the role of women and youth in revitalizing customary institutions, particularly to support rights-based conservation.
- **Deepening learning relationships:** Facilitating bilateral learning between organizations is an important role of RRI and have proven effective. For example, a virtual India-Indonesia exchange on conflict data in early 2022 resulted in a bilateral in-person solidarity and learning visit later that same year. Regional networks are also key sites of learning and leadership regeneration. In regional networks, organizations are supported by their peers and allies to design effective short- and long-term strategies, build their capacity, and access information and resources. RRG looks to Partners and Collaborators to anchor learning processes that we can support.
- **Prioritizing learning at every step:** We also encourage the coalition to consider prioritizing regular, systematic, and critical discussions on core questions about how to drive change in the sectors we work in. These discussions will be invaluable for informing country- and regional-level strategies moving forward. We can also integrate learning and leadership development goals into each of our regional processes—for example, youth were mentored as leaders in our 2023 youth programming.

Regional Strategies

- 1. Facilitate greater learning within the coalition.** In 2024, RRI will support Partners and Collaborators to convene thematic discussions, linking practical experiences across a range of issues that they consider pressing. These learning events will contribute to leadership regeneration and include support for bilateral follow-ups and global networking. We will also support documentation of coalition initiatives leading up to exchanges and the socialization of RRI research and contributions (for example, the Land Rights Standard) within Asia. This may lead to a collaborative publication targeting key audiences, particularly on topics that speak to key debates within RRI (for example, rights-based livelihoods and/or carbon rights). This will strengthen Asia perspectives on these debates and deepen our country-level strategies to scale up tenure rights recognition.
- 2. Develop a youth strategy for RRI Asia.** In 2024, we will build on momentum from the Fourth International Indigenous Youth Conference and the release of [our flagship youth report](#) alongside our 15 co-authors. RRI will convene an intergenerational and collaborative process for a youth strategy that will advance youth leadership at different scales in the region. This will interlock with national strategies to support regional youth networks, intergenerational leadership, bilateral collaborations, grassroots trainings, and creative communications. It will continue to do so from the perspective of sector coordination, building on our 2023 partnership with RECOFTC, Asia Indigenous Peoples Pact (AIPP), and Asia Indigenous Youth Platform (AIYP). In 2024, we expect to see a process that will respond clearly to the leadership of regional youth networks. We will also promote ways of working that ensure youth safety (for example, compensation), solidarity (for example, urban-rural-youth coalition building), and organizational development.
- 3. Strengthen key regional networks.** In 2024, we will continue to work closely with our regional Partners to strengthen their networks. For example, 2024 will mark the start of a CLARIFI project with AIPP that will strengthen the Network of Indigenous Women's Associations (NIWA).

India

State of Play

In 2020, RRI estimated that at least 63.63 Mha are inhabited by Indigenous Peoples and local communities across all ecosystems in India. 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 Mha of forests, which almost 200 million rightsholders call home.

For more than a decade, a diverse group of civil society organization (CSOs) and grassroots tribal and forest dwellers' organizations have been pushing for FRA implementation. RRI published its [first analysis](#) of the FRA's potential in 2015, using government data to estimate the potential impact of

the FRA. We support ongoing work to keep this information updated at the state level. RRI also supports analysis, advocacy, and legal assistance to advance the recognition of community rights under the FRA.

The Ministry of Tribal Affairs (MOTA) is the nodal Ministry for implementing the FRA. MOTA has shown increasing interest in implementation since 2020, but institutional support is inadequate, and the FRA's powerful collective rights provision is poorly implemented. Implementation of the FRA remains with states, many of which have hardly implemented it.² In 2023, legislative assembly elections were held in five states that are key for forest rights,³ and national elections will be held in 2024. These will determine the political willingness and climate for FRA implementation in the years ahead.

The FRA faces strong opposition from the forest bureaucracy, which promotes policies shaped by the global push for the 30x30 target and wildlife protection. Amendments to forest conservation and mining laws in 2023 indicate an erosion of environmental and human rights safeguards in favor of private sector investments. In 2019, a case lodged by retired forest officers challenging the constitutionality of the FRA was heard in the Supreme Court. As a result, states were ordered to evict anyone whose forest rights claims have been rejected (up to 1.6 million families). The Supreme Court directed states to review rejected claims and submit reports or affidavits, though this has not been done adequately. In 2024, continued efforts are required to defend the FRA from adverse judgements and orders from the Supreme Court. Alliance building with pro-FRA conservationists is an important pathway, as well as dialogue with the climate sector about India's climate change land-dependent mitigation strategies (such as plantations and renewable energy) and market-based strategies.

Opportunities and Priorities

In 2024, RRI will leverage the following opportunities:

- **Potential spaces for advancing forest/resource rights in policy and institutional spaces.** Adivasi and forest issues have gained much attention in the past few electoral exercises. Some state and local governments have shown interest or have come up with new programs designed to advance the implementation of FRA. These programs create opportunities for CSOs to engage with state-level governments on FRA implementation processes, for example, in Odisha, Chhattisgarh, and Maharashtra. We will also engage with discourses on rights-based conservation, climate change mitigation, and sustainable development to link forest rights with other issues.
- **Revitalize the role of local and customary governance institutions for accelerated FRA implementation.** In keeping with India's legacy of decentralized governance, the pivotal role of *gram sabhas* (village assemblies) has been recognized in forest governance. The FRA has provisions for gender parity in *gram sabhas*, as well as strong protections for free, prior, and informed consent (FPIC). The combined effects of poor and understanding of the roles of the

gram sabhas and the absence of resources and technical support has undermined their potential—not only for FRA implementation, but also for building local economies and deciding on the trajectories of their development paths more generally. The key to revitalizing these local and customary governance institutions is to regenerate leadership and connect them with resources that already exist.

- **Harness the full potential of civil society in FRA processes by strengthening voices, reach, and coordination.** In the past decades, a thriving community of advocates for forest rights has taken hold in India, linked with grassroots processes. The data, materials, and knowledge they have produced is in demand by stakeholders of decentralized forest governance. There is an opportunity to ensure that these resources are more broadly available and linked with efforts to promote progressive public narratives. There is also an opportunity to build bridges with conservation, climate change, and other environmental groups; gender groups and youth groups (and women and youth within existing partnerships); and the livelihoods sector.

Strategies

Through a consultative process, we have identified the following four strategies for 2024, which will work in tandem:

1. **Evidence-based dialogue with decision-makers.** We will continue to promote accountability by tracking FRA implementation, land conflicts, and ongoing policy and legal changes affecting community rights. To strengthen our narrative with allies, we will communicate updates on these themes not only from a tenure perspective, but also from the perspective of intersecting issues. We will support these efforts generally where required, but especially in states with grassroots initiatives that we support to enhance sector-wide coordination.
2. **Strengthen networks and alliances.** RRI will support civil society to strengthen its networks and allies, both within and between the forest rights sector and others. Civil society networks will be encouraged and supported to connect with resource people in different fields that can strengthen their work. Issue-specific work could include a focus on youth, gender, climate change, and meeting the 30x30 target. A key part of this work will be strengthening the sharing of materials and resources between networked organizations (produced through strategy 1 above), including multilingual and multi-format dissemination. RRI will also identify new Partners and Collaborators in priority geographies.
3. **Strengthen local initiatives and institutions.** We will support rightsholder-led initiatives that demonstrate potential for impact, prioritizing those led by women and youth. Impactful initiatives can translate to more inclusive grassroots governance practices, which in turn will also strengthen *gram sabhas*.
4. **Continue to document natural resource-based conflicts and analyze the impacts of these conflicts on community efforts to secure tenure rights reforms and self-**

determination. Documenting natural resource-based conflicts and understanding trajectories is critical for formulating more effective strategies for ensuring the implementation of the FRA.

Risks and Mitigation

Risk	Mitigation Strategies
The spaces for civil society engagement remain limited.	Strengthen the capacities of grassroots organizations and link them to others.
Weak networking of civil society organizations.	Strengthen existing networks and alliances and support initiatives to establish new networks.
Continued push for policies that marginalize IP and LCs.	Build allies from other sectors, strengthen storytelling, and improve public awareness.

Indonesia

State of Play

Indonesia's legal frameworks and previous judicial decisions have slowly shifted to provide legislative avenues for tenure justice. This culminated in a 2019 promise by President Jokowi to recognize tenure rights over more than 12.7 Mha within his second term (2019–2024) through a variety of different tenure regimes. On the eve of national elections, the lack of achievement is disheartening despite consolidated CSO efforts.

Highlights include:

- According to the Customary Area Registration Agency (BRWA), 13.9 percent of mapped and registered customary area has been recognized (3.73 Mha out of a total of 26.9 Mha). For customary forests, less than 1 percent (221.648 hectares) has been recognized.
- Out of the total of 1.6 Mha of land prioritized for agrarian reform by grassroots movement Konsorsium Pembaruan Agraria (KPA), only 16 locations have been approved. This amounts to 5,151 hectares (ha)—with promise of 11,107 ha in the pipeline. Contrary to promises made, small amounts of these lands are in state forest areas, none are in state plantation areas, and most are residential areas. Furthermore, the nodal agency for this is only willing to implement agrarian reform in areas “clean and clear” of conflict.
- The Working Group ICCAs Indonesia (WGII) has registered 71 custodians of Indigenous and Community Conserved Areas (ICCAs) covering approximately 500,000 ha, with an additional estimated potential of 4.2 Mha of ICCAs. It has been found that 4.1 Mha overlap with

protected areas but only 922,769 ha are recognized by sub-national policies. Meanwhile, even fewer customary forests are recognized within protected areas.

- From 2016–2022, the Fisheries and Marine Ministry (KKP) issued customary rights in coastal and marine areas for 22 Indigenous communities. However, within these, not all parts of the proposed areas are recognized. For example, the Kadie Liye Indigenous Peoples in Wakatobi Island, Southeast Sulawesi, proposed an area of more than 14,000 ha but only 500 ha were recognized.

These avenues for recognition provide the best opportunity for a comprehensive bundle of rights for rightsholders. Other tenure arrangements through social forestry and conservation partnerships offer a more limited scope. Legislation to overcome this sectoral approach of governing Indigenous territories is crucial but has lingered in the legislature for almost a decade.

Land conflicts are also intensifying. During the two periods of President Jokowi's rule, KPA recorded 2,701 agrarian conflicts erupting over 5.8 Mha and criminalizing 1,615 people. The plantation sector has been the main contributor to agrarian conflicts over the last 15 years, and this data is reinforced by tanahkita.id data which shows the same trend. The government's land-intensive economic policies and priorities, codified through the 2020 Omnibus Law on Job Creation (which was thereafter declared unconstitutional),⁴ have taken precedence over efforts to speed recognition of IPs' and LCs' tenure rights. As a result, a new scheme for land grabbing is currently emerging, called the Land Bank Agency.⁵

Opportunities and Priorities

Since 2013, the coalition for Tenure Justice in Indonesia has provided a critical space for strategic discussions and coordination among organizations working on tenure. In October 2023, preceding the 2024 election, Indonesian civil society came together at the third national Tenure Conference to identify priorities for tenure justice. The Conference demonstrated unprecedented intersectional solidarity between Indigenous Peoples, peasants, workers, youth, and urban allies. Priorities they identified include:

- i. (i) Reframing the paradigms, policies, and practices of tenure reform
- ii. (ii) Reforming state institutions and mechanisms
- iii. (iii) Accelerating and developing recognition pathways across land, coasts, and small islands
- iv. (iv) Protecting human rights for all those in the struggle

RRI seeks to align our country strategy with these priorities, with an emphasis on coordinated action, organizational resilience, and cross-sector solidarity.

Strategies

RRI's strategies in 2024 include the following:

- 1. Coalition advocacy to build an enabling policy environment and support policy implementation.** As the Tenure Coalition reviews and strengthens its strategies for delivering tenure reform, we will continue to extend support and assistance for its roadmapping, coordination, and evidence generation. We will support the Tenure Coalition's efforts to maximize political opportunities in the context of general elections in early 2024 and thereafter. We will also support efforts to keep pushing for the passage of key legislation and policy frameworks—including the bill on the Recognition and Protection of Indigenous Peoples' Rights, amendments to the Agrarian Reform law,⁶ and the National Biodiversity Strategy and Action Plan (NBSAP). At the local level, we will continue to support community and civil society collaborations with the regency government champions to accelerate the recognition of IPs' and LCs' territory, including all tenure pathways.
- 2. Preventing and addressing conflict with multi-pronged strategies.** CSOs currently intervene in conflicts through non-litigation advocacy, namely negotiation and administrative channels. Lessons learned from communities that have successfully won tenure cases need to be discussed, recorded, and disseminated to accelerate these efforts in other places. Maintaining tools to respond to emerging conflicts is key; for example, the Tanah Kita portal regularly documents and monitors spatial and social data related to agrarian conflict. KPA maintains an emergency response system that provides funding and other support to affected communities, and can be accessed by land defenders and their support networks who face conflict and criminalization. Multi-stakeholder dialogues (government representatives, police, Human Rights Commission, academia) and community-based monitoring (see Rights and Livelihoods section) can help identify pain points, unlock bottlenecks, and monitor developments. Preparing communities, identifying investments that are likely to result in resource-based conflicts, and strengthening legislation can help prevent conflicts.
- 3. Organizational strengthening, leadership regeneration, and coordination with other sectors.** We will continue to support the Tenure Coalition to strengthen its members and more effectively monitor, evaluate, and learn from its programs and operations in the coming year. We will give particular attention to supporting CSOs' efforts to bring Indigenous and community voices to the forefront and to strengthen women and youth leaders. We will strengthen organizations' ability to use data, and learn from and support Indonesia's cross-sector solidarity building. These not only extend the Tenure Coalition's reach to other groups for collaborations on important thematic issues, but they also strengthen the fabric of civil society for engaging with governments and other stakeholders.
- 4. Invest in initiatives that leverage opportunities at the local, regency, and provincial levels that promote tenure justice and collective governance.** At the grassroots level, we will continue to strengthen IP and LC organizations and networks through capacity-building,

education, training, and support data collection and analysis. These initiatives will integrate the tenure rights, leadership, and decision-making power of women and youth. One existing commitment is to a CLARIFI project with Indigenous Peoples Alliance of the Archipelago (AMAN) that strengthens local chapters. We will also use RRI's Strategic Response Mechanism (SRM) to help communities respond to emerging opportunities to unlock tenure bottlenecks. It is important that rightsholders can practice rights-based conservation and build local economies that are based on customary laws and knowledge systems because these build their resilience and address root causes.

Risks and Mitigation

Risk	Mitigation Strategies
The upcoming presidential elections in 2024, and potential new regimes, are a risk.	One of the drivers behind the Third Tenure Conference organized in October 2023 was to provide the Tenure Coalition with a unified position with which to engage all candidates standing for elections. At the very minimum, the coalition will socialize the recommendations from the Conference with all candidates at the national and subnational levels. The coalition will need to keep informing the public on all government responses to their advocacies.
There are differences among CSOs regarding which advocacy approaches would be more effective for accelerating tenure recognition. There are also differences as to which tenure regimes are best (social forestry model, Forest Areas with Special Management/KHDPK) or full ownership rights (customary forests, agrarian reform).	CSOs need a regular, safe space where they can discuss updates and challenges, collectively reflect on the best ways forward, and develop joint agendas and strategies. These efforts to consolidate civil society may not address the fundamental differences between groups, but these will go a long way in strengthening collaborations between and among groups despite their differences.
Natural resource-based conflicts continue unabated.	Communities can increase their preparedness for potential conflicts, especially if their communities are located by conflict "fault lines". Civil society emergency response systems that provide financial and legal support to affected communities should receive continued support. In addition, civil society should begin engaging with other stakeholders to explore options for preventing conflicts at their source.

Risk	Mitigation Strategies
Increasingly, government power is being consolidated at the national level, effectively reducing the scope of authority of local governments.	In this political and economic context, it is important that IPs and LCs, as well as the CSOs that support them, maintain efforts to network with local and regional government functionaries. This would provide them with an additional scaffold in relation to the national government.

Nepal

State of Play

Nepal's forests cover roughly 45 percent of the country's landmass. Over the past 2.5 decades, Nepal has increased its forest cover from 26 percent to 45 percent. This impressive performance is largely due to the successes of community forestry programs. Not surprisingly, community forestry in Nepal has received global attention for its positive conservation, economic, and social outcomes. Yet the ability of communities to freely use resources for their benefit remains limited, as there are no possibilities for full ownership for the many community forest user groups (CFUGs) across the country. Despite this fundamental limitation, the community forest regime is still the most generous option.

The total area claimed by IPs and LCs in Nepal is estimated to be 6.7 Mha. About 2.2 Mha have been recognized as community forests. Pasturelands and grazing lands claimed by IPs and LCs total 3.3 Mha, or 22.6 percent of the country. With specific reference to IPs, part of the challenge is that while the Constitution recognizes that Indigenous communities have the right to "equitable distribution of benefits on the basis of preferential and priority rights of Indigenous communities", there are no specific laws or regulations on how this provision is to be implemented. From an Indigenous perspective, for forestry policies to be relevant and meaningful, Indigenous rights must be recognized, and their customary laws, knowledge systems, and the right to FPIC must also be protected.

The Government of Nepal has committed to meet its 30x30 goals and realize net zero emissions by 2045. However, the main instrument being used so far is exclusionary conservation (for example, national parks) which has led to violations of communities' rights and increases in human-wildlife conflict. Emerging challenges to tenure reform have also come in the form of high-priority government projects and corporate interests in hydropower energy, mining, and even bioenergy projects which aggressively compete for access to and use of land. Other policy issues include triple taxation, leasehold forestry, and lack of recognition of collective ownership of land, forests, and

resources. These are playing out against a backdrop of dramatic out-migration from villages to cities and foreign employment.

Opportunities and Priorities

- **National park and conservation policies are being reviewed and reframed so there are clear possibilities for creating the conditions that will lead to tenure reform.** IPs and LCs are negotiating with the government to reformulate new policies which could address the rights of communities in the National Park Act. There is an opening for civil society to work on campaigns, documentation, advocacy, and strategic litigations. New platforms that consolidate civil society around common issues are crucial, as are efforts to strengthen the capacities of IPs and LCs.
- **There is an opportunity to work with Indigenous Peoples to recognize their traditional territories.** While there is a constitutional provision that recognizes IP rights, there are no enabling laws, regulations, or policies that detail how to implement it and realize the intent of the constitutional provision. There is an opportunity to get it operationalized, and further, see how this can be enshrined in formal legislation. This will also require that capacities of Indigenous organizations are strengthened for them to be more effective at advancing this important agenda.
- **More intentional responses are needed for growing land conflicts.** The emerging challenges for tenure rights are corporate interventions like Hydropower, mining, energy, tourism, bioenergy, and loan projects. Ongoing land grabs by the private sector, corporate sector, and foreign loans are increasing rapidly where IPs' and LCs' tenure rights are being affected. For Indigenous communities, this is happening without consideration of their rights to FPIC, nor their participation in and knowledge about decisions that are made. Strategic action planning and partnership with paralegal support is needed for communities.
- **Strengthen inclusion.** There has been renewed commitment from grassroots organizations to promote inclusive tenure in Nepal. This extends to all marginalized groups, especially Indigenous Peoples, women, and youth. IPs would also like to see provisions that recognize their rights to self-determination within Nepal's legal and policy frameworks.

Strategies

In 2024, RRI's strategies will include the following:

1. **Support the campaigns of IPs and LCs to adopt national park and conservation policies that recognize community rights.** The Federation of Community Forestry Users Nepal (FECOFUN), the Nepal Federation of Indigenous Nationalities (NEFIN), the National Indigenous Women's Federation (NIWF), Dalit organizations, women-led organizations, and organizations of lawyers—to name just a few—could coordinate and develop a strategy for campaigns and advocacy. Research would need to be conducted to help IPs and LCs, their

networks, and other local-level networks to broaden the scope of acceptable policy positions that they can jointly advocate for. For example, there can be collective campaigns against human rights violations within park areas, or building capacities of IPs and LCs on legal processes and benefit sharing can be a joint undertaking.

2. **Strengthen and support campaigns for IP rights.** We will support national and subnational Indigenous organizations in discussing and advocating for the recognition of customary forests, initiate mapping of Indigenous territories, and mobilize and train Indigenous human rights defenders. These initiatives will leverage National Constitution Articles 32 and 56, as well as the commitments of the Government of Nepal to international agreements such as the United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP) and the Indigenous and Tribal Peoples Convention, 1989 (ILO 169). There are other supports that this strategy may require, all of which will need to be determined in close coordination with Indigenous organizations. There is already immediate support for customary local governance by IP groups through a CLARIFI project with CIPRED.
3. **Dialogue on the future of forest tenure in Nepal in the context of migrating rightsholder communities.** RRI Asia will bring together stakeholders to explore the future of forest governance in the context of a huge demographic shift in Nepal, with the goal of empowering and strengthening women and youth-led organizations and networks in their own projects and within all other projects. This is to include the development of an assessment on how youth are being impacted by ongoing situations related to tenure rights in Nepal and the intergenerational transfer of knowledge and skills.

Risks and Mitigation

Risk	Mitigation Strategies
The national government can choose to expand National Parks and conservation areas without the consent of IPs and LCs.	To address this risk, IPs and LCs—and the CSOs that support them—must come together in a common alliance to quickly resist government actions that are taken without the consent of affected communities. SRM support can be secured for this.
The continued dominance of the bureaucracy in forest management in the country.	IPs, LCs, and civil society groups need to organize themselves around their shared agenda in relation to governments. They should be supported in agreeing on the priorities of their shared agenda, and in formulating strategies and approaches for engaging with governments on these priorities.
The recognition of IPs to customary forests meets continued resistance.	Work with local chapters of CSOs and coordinate with local governments to develop a process that will result in laws and policies that recognize customary forests.

LATIN AMERICA

Rationale for Engagement

Latin America continues to be the region with the highest level of progress on legal frameworks recognizing collective land tenure. The second edition of RRI's 2023 flagship report, [Who Owns the World's Land?](#), shows that there are 397.88 Mha recognized as being owned by or designated for IPs, ADPs, and LCs, and 175.10 Mha are community lands where rights are not yet recognized. However, the pace of progress dramatically slowed between 2015 and 2020: only 21 Mha, or [less than 1 percent](#) of the 16 countries studied in the region, were recognized as being owned by or designated for communities.

To support national and international advocacy for securing Afro-descendant Peoples' tenure rights in the region, the coalition produced [the first-ever GIS data](#) of Afro-descendant Peoples' territoriality across 16 countries in Latin America, showing that out of 205 Mha of land inhabited and managed by Afro-descendant Peoples, [only 5 percent](#) (9.4 Mha) is legally recognized.

Unfortunately, the region has not escaped the global trend of regression in democracy and rights. Nicaragua, Venezuela, Peru, and El Salvador continue to experience political crises, which have significantly affected the rights of IPs, ADPs, and LCs through an increase in [land grabs](#), [repression](#), [displacement](#), and [migration](#). The region also continues to lead in [the killing of land defenders](#) with Colombia, Brazil, Honduras, and Mexico being the deadliest countries in the world. At the same time, progressive governments elected in the last two years in Brazil (Luiz Inácio Lula da Silva) and Colombia (Gustavo Petro) continue to struggle to govern effectively due to very aggressive right-wing opposition and political polarization. Even a newly elected president in Guatemala (Bernardo Arévalo) struggled to be allowed to take office because of political opposition led by the Attorney General's Office, despite broad internal social mobilization and international support. Furthermore, another worrisome trend in Latin America is the increased presence and control of organized crime in illegal economic activities in forested areas of the Amazon (mining, logging, drug trafficking), the Darién gap (human trafficking), and the Mayan Biosphere Reserve (drug trafficking, illegal logging). IP, ADP, and LC territories in these areas are under increased pressure and communities' lives are on the line.

Despite best efforts, [deforestation in the Amazon](#) has increased over the last 10 years when approximately 1.98 Mha were cleared. Brazil alone lost 1.4 Mha, followed by Bolivia (245,177 ha), Peru (144,682 ha), and Colombia (97,417 ha). In Bolivia, deforestation has been linked to the neo-developmental economic model which has actively promoted the expansion of agribusiness and supported the settlement of "multiethnic" landless communities in the Amazonian and Chiquitanian regions. In Peru, a combination of agribusiness expansion, illegal mining, and the expansion of palm oil production have been the main drivers of deforestation. [The Belém Declaration](#), signed by the eight leaders of the State Parties to the Amazon Cooperation Treaty on August 9, 2023, includes

language recognizing the role of IPs and LCs in preserving the Amazon's biodiversity. However, the signatory countries have so far focused their commitments on strengthening and increasing police and military cooperation with the aim of preventing, repressing, and investigating illegal activities affecting the Amazon region, including environmental crimes and violations of the rights of land defenders, the rights of Indigenous Peoples, and socio-environmental rights. Specific plans for the police and military interventions are yet to be known; but IPs, ADPs, and LCs must remain attentive to the potential impacts of these actions on the enjoyment of their land and resource rights. Unfortunately, the signatories of the Belém Declaration [have not committed](#) to halting deforestation or oil extraction projects in the Amazon promoted and backed by state parties. However, there are already signs of hope emerging from Brazil: in Lula's first 12 months in office, deforestation rates [reportedly decreased](#) by 22.3 percent.

Carbon markets have risen to the top of the agenda for IPs, ADPs, and LCs in Latin America, since it is obvious that it will continue to impact their territorial rights. The implementation of reduced emissions from deforestation and forest degradation (REDD+) projects has created deep divisions among some IP communities as documented cases in the Amazon region show the impacts of carbon offset projects on the ground. Cases of land grabbing and criminalization of rural communities by private companies interested in accessing this new market and receiving certification from international bodies have been [well documented](#) in Ecuador by Asociación Latinoamericana para el Desarrollo Alternativo (ALDEA) through an SRM-funded project.

Coalition members in Latin America have identified RRI as being well positioned to facilitate this learning process and knowledge sharing. In 2023, RRI supported a course on REDD+ and carbon market risk and their relation to IPs in Colombia, led by Organización Nacional de los Pueblos Indígenas de la Amazonía Colombiana (OPIAC), in preparation for a future collaboration with the Colombian government to regulate carbon markets in the country. In 2024, RRI's Latin America program will collaborate with the Rights, Climate and Conservation program to explore opportunities to build more capacity to understand carbon markets and their impacts in the region.

Latin America has also witnessed the emergence of new alliances and financial mechanisms by and for IPs and LCs. For example, the Global Alliance of Territorial Communities (GATC) is already one of the most influential IP and LC alliances in the world. Major Latin American organizations such as AMPB, COICA, and APIB are members of GATC. Some of these organizations are very active and creative in mobilizing funds and establishing their own financial mechanisms. At New York Climate Week in 2022, GATC launched [Shandia](#), a re-imagining of global climate finance architecture to channel scaled, direct funding to IPs and LCs to secure their rights so that they can effectively govern their territories. Similarly, AMPB created the [Mesoamerican Territorial Fund](#) (MTF), one of the first financial mechanisms created by and for IPs and LCs to advance the strategies defined by Mesoamerican communities. Currently, RRI is collaborating with the MTF via CLARIFI. [The Podáali Fund](#), established by the Coordinator of Indigenous Organizations in the Brazilian Amazon (COIAB), is likewise an Amazon-wide funding mechanism financing IP organizations contributing to Brazil's

National Policy for Environmental and Territorial Management and Global Sustainable Development Goals (SDGs).

In 2024, RRI will partner with the Brazilian Afro-descendant movement to take advantage of a new public and environmental policy to advance the land rights recognition of Quilombola communities. RRI will also strengthen engagement with the Indigenous Peoples' movement to find new ways to continue supporting their struggles for the protection of their territories.

Emerging Opportunities

2024 presents a critical opportunity to advance the recognition of IPs' and ADPs' collective tenure rights in Colombia and Brazil. Under the current government of President Gustavo Petro in Colombia, there is a plan to advance the titling of 10 Mha for rural peasant families as well as Indigenous and Afro-descendant Peoples' collective lands between 2024 and 2026. As part of this plan, President Petro's administration has created an opening to resolve most land tenure claims from ADPs awaiting recognition since 1993. RRI will collaborate with the Black Communities Process (PCN) and the National Land Agency (ANT) to overcome and resolve technical difficulties and address capacity-building needs that the ANT faces in addressing stagnated claims for ADP communities. In addition, in 2023, Colombia approved a constitutional reform to create a Rural Agrarian Jurisdiction with the aim of guaranteeing effective access to justice and judicial protection for peasants, IPs, ADPs, and victims of armed conflict.

Building on the successful implementation of RRI's Afro-descendant coalition's roadmap for securing territorial rights across the region, which equipped them with the first-ever [open access cartographic viewer](#) of their territorial presence in 16 countries and [an analysis](#) of the current status of legal recognition of their tenure rights, in 2024, the Afro-descendant coalition will target Brazil and Colombia—two countries with major opportunities to create the conditions necessary for introducing agreements on tenure rights recognition. Moreover, an emerging key opportunity is the preparation phase towards the UNFCCC CoP30 scheduled for 2025 in Brazil. RRI and the Afro-descendant coalition in the region anticipate that 2024 is a crucial year for strategic actions to convene and influence governments, donors, and international allies to create the momentum needed for support to accelerate ADP tenure rights recognition and protection. Additionally, as RRI's Latin America coalition successfully placed Afro-descendant territorial rights on the agenda of the newly established UN Permanent Forum on People of African Descent, the Forum will be an important venue to position and gain broader support from the UN system.

There is growing interest among RRI's coalition in Latin America, and globally, in the complex carbon market mechanism to better understand its long-term implications. IPs, ADPs, and LCs are interested in knowing how to protect their rights under the pressures of carbon market projects arriving in their communities. Positions and perceptions about carbon markets among coalition members differ widely, but cases of community rights violations continue to emerge. RRI's Latin

America program will use the Land Rights Standard to ensure the protection of IPs', ADPs', and LCs' land rights despite the expansion of carbon markets.

2024 presents many opportunities to build on the momentum and energy of youth initiatives. In 2023, RRI's Latin America program convened a group of IP, ADP, and LC youth representatives from the coalition in Bogota, Colombia. The youth group drafted a [Manifesto](#) that expresses their mutual priorities with respect to rights-based approaches to conservation and sustainable land management processes. This Manifesto also represents the youth representatives' desire and commitment to continue developing their leadership skills and knowledge to be active agents of change in the defense of their peoples' ancestral territories and the planet. The Manifesto will serve as a guide for RRI's global coalition, which is committed to incorporating youth leadership and engagement in its regional and global activities in 2024 and beyond.

This year also represents an opportunity for RRI to continue its multi-faceted approach to advance women's tenure rights and capacity-building by supporting greater articulation and peer learning between Indigenous, Afro-descendant, and community women's movements. In 2024, RRI coalition members in Latin America will build upon the existing connections created among RRI's grassroots women's groups and organizations to strengthen their shared rights-based agenda for national and regional strategic advocacy.

To equip these women's groups and organizations with the tools and information needed to secure their leadership roles and tenure rights at the community level, RRI will leverage findings from two studies conducted in 2023: (i) a (forthcoming) study on the enabling conditions and challenges of women's leadership among IPs, ADPs, and LCs, which identified that access to technical knowledge and education, early involvement in community organizational processes, building networks of solidarity among community women with an intergenerational perspective, and making visible women's engagements in community organizing and success contributes to positioning their political leadership roles and rights; and (ii) a study on the contributions of Indigenous women's collective enterprises to local economies, as a strategy for territorial governance and resilience against the impacts of climate change and Covid-19. The [eight case studies](#) conducted in Colombia and Peru found that Indigenous women's collective enterprises strengthen women's self-esteem and self-empowerment. They have allowed Indigenous women to play a more active role in decision-making processes in their communities, and women have gained confidence and recognition for their economic contributions. Women's collective enterprises also contribute to improving their financial autonomy, an excellent example of how Indigenous women can change gender dynamics and promote greater societal equality.

The Latin America program has supported the identification, development, and coordination of IP-, ADP-, and LC-led projects under CLARIFI. As a result of this support, CLARIFI has provided funding to 28 projects in the region since 2022. The Tropical Andes Project, a partnership between RRI, GATC and Campaign for Nature funded by the Bezos Earth Fund, focuses on Colombia, Ecuador, Peru, and Bolivia, and has so far granted US\$3.1 million to 25 initiatives led by IP, ADP, and LC organizations to

expand and secure their territorial rights and strengthen local governance. In 2023, the Latin America program supported the launch of three CLARIFI pilot projects, totaling almost US\$1 million. These include projects in Brazil to support the National Quilombo Association's (CONAQ) efforts for recognition of 50,000 hectares of forested areas in the Atlantic Forest and Cerrado biomes for 17 Quilombola communities in 11 states; in Mesoamerica, to provide support and collaborate with AMPB's MTF; and in Colombia, to advance the conservation efforts of Asociación de Mujeres Afrodescendientes del Norte del Cauca (ASOM) in the northern areas of the Cauca department. The ASOM project is part of CLARIFI's commitment to provide direct support to women's organizations who are members of the [Women in Global South Alliance for tenure and climate \(WiGSA\) network](#). In 2024, under new Federal Ministry for Economic Cooperation and Development (BMZ) funding, CLARIFI will support five projects in Latin America (Mexico, Honduras, Costa Rica, Colombia, and Ecuador) to secure IP, LC, and ADP land tenure rights, develop rights-based conservation and landscape restoration community-led initiatives, develop community forestry policy, and strengthen women's territorial governance and local economies.

Also in 2024, the Latin America and Rights and Livelihoods Programs will collaborate to introduce RRI's work on Community-based Monitoring in the region by drawing on experiences and lessons learned from Liberia and Indonesia. An initial workshop will be held in Ecuador with RRI's Latin America coalition members.

Strategies

In 2022, the RRI coalition in Latin America defined the following mid-term vision: *"By 2027, the RRI coalition will be a platform that articulates, makes visible, and empowers IP, LC, and ADP women, men and youth to influence the recognition and protection of their territories at the national and international levels and contributes to the full exercise of collective and individual rights, from an intergenerational, intercultural, and intersectional perspective based on gender justice, economic and financial equity, and sustainability."*

RRI's work in Latin America in 2024 will continue strengthening its regional approach, focusing on consolidation of synergies, defining new areas of collaboration, and advancing peer learning between rightsholders and their allies to seize opportunities to advance their tenure rights agendas. RRI will also use its financial mechanisms, the SRM and CLARIFI, to mobilize critical actors to advance recognition and protection of these rights when and where opportunities emerge.

The 2024 workplan addresses the following strategies for collective action:

1. **Strengthen knowledge** for comprehensive protection of IP, ADP, and LC territories and ways of life (mapping of territories; risks and benefits of carbon markets; Escazú Agreement; youth knowledge on territorial rights), while encouraging use of the [Land Rights Standard](#).

- a. Conduct participatory workshops among coalition members to socialize and appropriate RRI's Land Rights Standard and make it more effective and useful at the community level, including under the pressures from global carbon market and offsets.
 - b. Implement training on territorial rights for IP, ADP, and LC youth coalition members in Latin America, including topics such as: institutional- and community-level regulatory frameworks on territorial rights; the potential and limits of the legal frameworks in each country; and international instruments related to ancestral territories.
 - c. Conduct workshops on ways to strengthen the territorial unity and autonomy of IPs, ADPs, and LCs and have conversations regarding the right to property and collective land tenure, and the implementation of self-government instruments.
- 2. **Increase IP, ADP, and LC institutions' capacities for territorial management and governance** (technical and financial sustainability, communications) based on a vision of unity and focus that is intercultural, intergenerational, intersectional, and multilevel.
 - a. Conduct culturally appropriate workshops and trainings to strengthen administrative capacities within IP, ADP, and LC organizations in areas such as strategic planning, financial management, and community leadership to allow them to make informed decisions and develop long-term strategies for the sustainability of their territories.
 - b. Conduct a study on creating a comprehensive regional communications system that includes tools for intercultural and intergenerational communication to enable IPs, ADPs, and LCs to actively participate in decision-making and dissemination of relevant information.
- 3. **Make visible IP, ADP, and LC women's voices to position themselves as rightsholders with equal rights** to exercise their territorial, participation, and representation rights at all levels.
 - a. Conduct workshops to exchange agendas, balance knowledge, and position women's views in national and international scenarios.
 - b. Build evidence-based analysis by documenting cases of territorial rights violations and the lack of implementation of public policies aimed at land tenure for IP, ADP, and LC women, as the base for their regional advocacy efforts.
- 4. **Position ADP tenure rights** through an international event in anticipation of CoP30 in Brazil in 2025. RRI and the regional Afro-descendant People's coalition will host a public event in Colombia in June 2024, convening key stakeholders including donors, international allies, and governments to advance support for recognizing and protecting ADPs' tenure rights.

Risks and Mitigation

Risk	Likelihood of Occurrence	Mitigation Strategies
Lack of consensus among IP, ADP, and LC organizations regarding carbon markets and REDD+ could create irreparable tensions and divisions within the coalition.	Medium	RRI's approach will focus on educating about these complex topics, clearly showing risks and benefits, but also leaving decisions about how to proceed to local organizations based on their autonomous nature.
Anti-democratic forces in alignment with extractive industries planning expansions in IP, ADP, and LC territories increase rights violations, criminalization, and rollback of rights across the region.	Medium	RRI will use its network of IP, ADP and LC grassroots organizations, NGOs, and communications organizations focused on defending human rights to sound the alarm when community rights violations occur, particularly when they can be linked to international corporations. RRI will also start testing CM in Latin America, taking advantage of the lessons learned from pilot projects in Asia and Africa.
During the implementation of CLARIFI, difficulties emerge in prioritization of projects and organizations to support.	Medium	CLARIFI will ensure most of the funding is led by IP, ADP, and LC leaders.

AFRICA

Regional State of Play

According to RRI's 2023 flagship report, [Who Owns the World's Land?](#), IPs and LCs in Africa claim ownership to almost 80 percent of the continent's lands, but only 10 to 15 percent of these lands are formally recognized. Between 2015 and 2020, Sub-Saharan Africa witnessed the most notable acceleration of legal recognition of community land rights of any region. The total area owned by IPs and LCs increased by 12 percent, a gain of 35 million hectares over five years, with nearly all the increase happening in just two countries: Kenya, which passed the 2016 Community Land Act; and Liberia, which passed the 2018 Land Rights Act recognizing community customary land rights. As the RRI coalition in Africa pushes to achieve the same progress throughout the rest of the continent, conflict over natural resources and conservation efforts that are not human rights-based remain a challenge.

Over [30](#) African countries have already committed to bringing 30 percent of their terrestrial and marine areas under formal protection by 2030 under the 30x30 goals. However, the practice of setting aside large tracts of land for strict conservation, reminiscent of the colonial period, directly threatens community tenure and human rights. As mass evictions from ancestral lands threaten lives and livelihoods, coalition efforts have shifted to promoting and protecting community-conserved areas as a rights-based conservation alternative to state-protected areas.

International investments are also intricately linked to climate action in Africa, as demonstrated when heads of state called for climate-positive investments in the [Nairobi Declaration](#) at the Africa Climate Summit in September 2023. Dominating discussions during the Climate Summit and among civil society are the topics of carbon markets, biodiversity credits, investments in renewable energy, and the effects of these “climate solutions” on Indigenous Peoples and local communities. Carbon markets have emerged as a tool often promoted by the West to incentivize emission reductions through afforestation and renewable energy projects, but their potential impact on Africa is a cause for concern: (i) land grabbing and exploitation of communities can occur when wealthy nations or corporations, both local and foreign, acquire land for carbon offsetting projects; and (ii) most countries in Africa do not currently have adequate legislation on carbon rights. In the Democratic Republic of the Congo (DRC), for example, a [recently signed](#) ministerial *arrête* on carbon credits is being challenged by civil society organizations (CSOs) for failing to consider communities’ customary land rights. In Kenya, the government is [evicting hundreds of members of the Indigenous Ogiek](#) community from their ancestral lands in the Mau Forest to profit from carbon offsetting schemes. The 2023 [Kenyan Carbon Credit Trading and Benefit Sharing Bill](#) defines a community as “a group of people who may be displaced to make way for carbon credit trading business.” This gives carbon trading companies the exclusive rights to own natural resources that belong to IPs and LCs in the country.

Africa is rich in natural resources, but with an estimated 60 percent of the continent’s population under 35, the demand for access to land, resources, and development opportunities has placed unparalleled pressure on the land and those who occupy it. The struggle for control of resources and opportunities has heavily contributed to ongoing security crises in DRC, South Sudan, and the Central African Republic and [the multiplication of coups](#) on the continent, mainly in the Sahel region and in Gabon. Despite increasing levels of conflict, Africa remains a priority region for philanthropic donors and the principal destination for major land-based investments. Continuous pressure and competition for land has been proven to lead to increased human rights violations, criminalization of land rights defenders, and the threatening of community livelihoods with a disproportionate impact on women and youth.

Despite challenges, there are unprecedented opportunities to secure full recognition of the collective rights of IPs and LCs proven by the ongoing land reforms in several countries, including the [adoption of the IP law in DRC](#) and the possibilities of promoting community conservation as a strategy to support countries to deliver on their 30x30 climate and biodiversity goals. The demonstrated increase in community and civil society’s organizational and technical capacities,

particularly by women-led organizations, is a strategic asset evidenced by the [First Forum of Indigenous and Local Community Women in Central Africa and the Congo Basin](#), held in Brazzaville in May 2023.

Regional Opportunities and Priorities

In 2024, RRI will continue to capitalize on global momentum and political gains in the region, including: (i) supporting initiatives in the Congo Basin funded by the Bezos Earth Fund through CLARIFI; (ii) supporting initiatives in East Africa funded by the Home Planet Fund; and (iii) taking advantage of [the Path to Scale Framework](#) to influence reforms, donors, development programs, and private sector investments that align with RRI's global programs on Gender Justice; Rights, Climate and Conservation; and Rights and Livelihoods. The coalition will engage with the Africa Land Policy Center (ALPC) and sub-regional and intergovernmental bodies, such as the Intergovernmental Authority for Development (IGAD), to influence land-related discussions and policy elaboration and implementation at the regional level. Current efforts to implement the IGAD's land governance project, such as the Central African Forest Commission's (COMIFAC) decision to include community conservation areas as part of its priority axes on conservation and utilization of biodiversity, are strategic opportunities.

At the country level, RRI's Africa program will continue to invest in direct engagement with governments to deliver on national and international climate goals by implementing progressive reforms, centering the recognition of rights as a key conservation strategy, and advocating for the implementation of the post-Africa Protected Areas Congress (APAC) Kigali Declaration in collaboration with the Alliance for Indigenous Peoples and Local Communities for Conservation in Africa (AICA). The coalition will also target parliamentarians in DRC and Gabon for reforms while raising awareness and building capacities among communities. These efforts will be coupled with specific support for the legal defense of land rights and environmental defenders. RRI's regional and global analyses, the power of its coalition, and the recently discussed regional strategies—including deliberations from [Africa's First-Ever Community-led Conservation Congress](#) held in Windhoek, Namibia in October 2023—will be leveraged to enhance country-level and regional advocacy to influence development and conservation programs, donors, and private sector investments.

Regionally, we will facilitate knowledge-sharing, including through a critical analysis of community-led conservation on the continent, carbon markets, and legislation. Key moments of collaboration with the Network of Indigenous and Local Populations for the Sustainable Management of Central African Forest Ecosystems (REPALEAC), AICA, and other coalition members will be leveraged to achieve the outcomes of CLARIFI projects and strengthen communities' capacities to directly access and effectively manage climate, forest, and conservation funding. This will contribute to learning and experience sharing in the region.

Strategies

The Congo Basin

Support conservation models that legally recognize and secure the tenure rights of IPs and LCs as a just and viable solution to the global climate change and biodiversity crisis, leveraging the cultural diversity of Africa.

The Congo Basin comprises approximately [70 percent of Africa's forest cover](#) with a total area of 530 million hectares, 300 million of which are covered by forests, and 99 percent are primary or naturally regenerated forests. These forests are the second largest in the world and absorb close to 1.5 billion tons of CO₂, or 4 percent of the world's emissions, thus making their contribution to fighting climate change and the biodiversity crisis more essential than ever, especially given the number of communities who depend on these forests for their livelihoods. Between 2015 and 2020, 2 million hectares of forest in the Congo Basin were lost, including 1.5 million hectares of forest degradation. At CoP26 in Glasgow, [donors pledged US\\$1.5 billion](#) to an ambitious 5-year (2021–2025) commitment to protecting the Central African rainforest.

Through enabling reforms, investment programs, and large-scale field programs combined with high-level policy dialogue, the Central African Forest Initiative (CAFI) is supporting countries in the region to implement the Paris Agreement, fight poverty, develop sustainably, and fulfill the Kunming-Montréal Global Biodiversity Framework. In 2024, with a grant from CAFI, RRI coalition members in DRC will support implementation of the [new IP law](#), which hosts 60 percent of the Congo Basin's forests. Additionally, the coalition will engage with governments and other key actors for reforms and implementation of rights-based conservation. This includes recognizing and securing community-conserved areas through legal texts and direct engagement with COMIFAC.

Gabon

Gabon's economy is dependent on the exploitation of natural resources, in particular crude oil, minerals, and timber. However, the country is also making strides to diversify its economy under the "Green Gabon" banner and maintains a vast network of protected areas currently covering 22 percent of its land and 27 percent of its oceans. Given the country's exploitative economic ambitions and commitment to the Green Gabon policy, it is likely that the country will see increased violations of the rights of forest communities, particularly IPs who are not recognized by law, if major efforts are not made in terms of natural resource governance, land-use planning, and inclusive land allocations. Collected data and the power of the coalition will be leveraged, building on ongoing CLARIFI-supported initiatives to influence reform processes, including national climate policies, land-use plans, and the community forestry process. This will amplify local voices advocating for the recognition of IP rights in the country and enhance the capacities of IPs and LCs. Participatory mapping of community lands will be prioritized, along with the establishment of community forests, the support of livelihoods initiatives, and advocacy for a transformative approach to conservation

through the legal recognition and securing of Indigenous conservation and Community Heritage Areas.

Current key initiatives for improving community rights and realizing rights-based conservation at the national level include:

- Participatory mapping of all rural villages as part of the ongoing National Land-Use Plan;
- Development of a national strategy on community forestry;
- Revision of Gabon's conservation law with the aim of creating community hunting areas; and
- Scaling up the number of community forests.

Republic of the Congo

In 2011, the Republic of the Congo (RoC) [adopted a law](#) on the promotion and protection of IP rights. Implementation of this law has faced political challenges, but recently the elaboration of implementing measures was completed. Using the IP law, the mapping of community land and validation of land-use plans by land institutions is sufficient to guarantee [IPs' land property](#). However, as in other African countries, it is difficult to know the exact extent of lands owned by IPs and LCs in the RoC. Estimates show that less than 30,000 hectares are legally owned by IPs and LCs in rural areas, which represents less than 1 percent of the country's total land area. Although strategic legal reforms are progressing slowly, the existing framework and government priorities to tackle climate change through resilience and the restoration of degraded land provides a range of opportunities to secure and conserve community land in line with Other Effective Conservation Measures (OECMs) and to ensure rights-based approaches to conservation.

In 2024, RRI will support the implementation of the 2011 IP rights law and the 2020 Forestry Code to secure community land rights, strengthen community livelihoods, and advance community-based conservation. Activities will include facilitating multi-stakeholder dialogues; mapping and protecting community lands and forests; advocating for community-led conservation efforts; and supporting climate-resilient agricultural initiatives. Additionally, focus will be placed on enhancing the institutional and organizational capacities of IP and LC organizations to facilitate direct access to donor funding.

Central African Republic

Landlocked in the heart of Africa, the Central African Republic is a sparsely populated country with a surface area of 240,541 miles. 45.6 percent of its territory is [covered by forest](#), which is home to rich biodiversity. The goods and services provided by forest ecosystems are vital for over 80 percent of the country's rural population, but this area is also subject to large-scale land allocation for resource exploitation and the creation of protected areas. These uses jeopardize the land rights of IPs and LCs, especially those who live in the forests and are not yet formally recognized at the national level.

After two decades of crises, the country is now ready to undertake reforms to fulfill its international and national commitments, including: (i) Indigenous and Tribal Peoples Convention, 1989 (ILO 169) on the Rights of Indigenous and Tribal Peoples, which the country has ratified; (ii) the effective implementation of community forestry; (iii) its climate change mitigation and adaptation policy; and (iv) the finalization of the land tenure reform process.

In 2024, RRI will support policy reforms and their implementation to promote the rights of forestry and pastoral groups, livelihoods, and the restoration of degraded land.

Democratic Republic of the Congo

The coalition has been engaged in key reforms in the country for many years: [the land law](#); [the land-use planning bill](#) (2023); [the adoption of the IP rights law](#) (2022); [the community forest process](#); and [a decree to protect women's land and forest rights](#) (2018). These reforms provide strategic opportunities to advance community land rights, improve forest governance and conservation, and strengthen local livelihoods.

In 2024, we will leverage the recent political gains and the power of the coalition to continue implementation of the community forest process, support implementation of the enacted IP rights law and the recently adopted land-use planning law to secure community land tenure, promote community conservation, and reinforce community livelihoods. Key activities encompass supporting locally driven landscape restoration and advocating for the legal recognition of community conservation, Indigenous Peoples, and Community Heritage Areas. Additionally, support will be provided to locally led livelihood initiatives (particularly those led by women), youth capacity-building, and the enhancement of the organizational capacities of IP-, LC- and women-led organizations.

East Africa

In East Africa, our investment will focus on advancing pastoralist rights, management, and governance, with an emphasis on inclusivity for women in Kenya, Tanzania, and Uganda. Pastoralist communities in these countries have customary claims to approximately 50 percent of the land area, yet their legal ownership remains at less than 11 percent. Secure community tenure rights to their territories is key for the full harnessing of the environmental, social, and economic benefits of pastoralism.

The coalition will seek to secure pastoralist community land tenure, strengthen pastoralist community governance structures, promote community-led initiatives for rangeland restoration and conservation, and bolster community-led economies and livelihoods. Additionally, we aim to enhance the leadership roles of pastoralist women in conservation, livestock and grazing management, and land-use planning. As part of these efforts, a regional pastoralist summit will be

organized between government actors and pastoralist communities to foster dialogue and influence policy reforms.

Gender Justice

In 2024, RRI will build on the foundations laid by [the Roadmap](#) from the First Subregional Forum of Indigenous and Local Community Women in Central Africa and the Congo Basin, the new advocacy tool [Our Call to Action](#), and the [Women in the Global South Alliance for tenure and climate](#) (WiGSA), to advocate for policy reforms that secure women's rights at national and regional levels. We will invest in scaling up efforts to secure Indigenous and local community women's tenure rights, raise their voices, and promote their leadership with respect to community lands and forests in decision-making processes. We will also support direct investments in women's self-determined initiatives, livelihood enterprises, and women-led landscape restoration projects.

In particular, the strategic positioning and capacities of the African Women's Network for Community Management of Forests (REFACOF) will facilitate regional advocacy and support for women's restoration initiatives through CLARIFI. Targeted actions will ensure that gender is a cross-cutting theme across actions on the ground by (i) supporting the implementation of the Brazzaville Women's Forum Roadmap; (ii) strengthening women-led initiatives under CLARIFI interventions; and (iii) advocating for ongoing reforms related to women's rights recognition and implementation in targeted countries.

Youth

In 2024, the Africa program will take its first steps toward supporting IP and LC youth engagement. Africa has the world's largest youth population, with the [median age](#) estimated to be below 20 years old. Young people are attuned to the fact that the continent relies on land and agriculture for not only food production and subsistence, but also for livelihoods, and IP and LC youth face disproportionate obstacles to land access and governance. In addition to competing with international investors and governments, [youth in Africa](#)—especially young girls—face unfavorable land tenure systems and inheritance customs, lack of legal protection, and exclusion from state-sponsored land redistribution programs.

To address these challenges, RRI will support IP and LC youth movements at the national and regional levels. Youth within existing RRI Partner and Collaborator organizations will be supported to build their capacities and awareness of their rights as young people, participate in decision-making processes, and influence reforms. Taking into account the diversity of peoples and challenges on the continent, RRI will begin engagement with youth in DRC and build out into our other focus countries. This engagement will lead to the development of DRC's country youth strategy, to be coupled with strategies from other focus countries to form a regional strategy in the future.

Program-wide Risks and Mitigation

Risk	Likelihood of Occurrence	Mitigation Strategies
Lagging implementation of land policy reforms due to limited financial and/or technical capacity of governments in Liberia, Kenya, Gabon and RoC and/or political will due to upcoming elections in DRC and Madagascar.	Moderate to high	We are mobilizing actors and constructively engaging with governments and other key stakeholders.
There is an increase in global momentum for conservation efforts that are not strictly rights-based (carbon credits, biodiversity credits, and renewable energy investments on community land) that threaten secure collective tenure, lives, and livelihoods.	Moderate to high	We will conduct awareness raising workshops about carbon markets and their relation to community land rights with all stakeholders from the local to national levels.
There is an increase in repressive actions from governments, shrinking civic spaces, rollback of rights, criminalization of land rights defenders (for example, in Madagascar), and political tensions related to upcoming elections (in DRC and Madagascar).	Moderate to high	We are supporting capacity-building and mobilizing actors dedicated to addressing legal challenges and protecting land rights defenders from the local to national levels.

Kenya

State of Play

Kenya has the largest and most diverse economy in East Africa, with an average annual growth rate of 5 to 7 percent over the past five years. In 2022–2023, the GDP growth rate slowed to 4.8 percent, attributable to the most devastating drought in 40 years, increased commodity prices, and stringent global financial conditions. While Kenya’s growth rate has remained largely impressive, it must be understood against a background of inequality. Kenya’s development ambitions in infrastructure, green energy, conservation, and agribusiness place severe pressure on community lands. Though Kenya has passed progressive laws to recognize community land rights, such as the 2010 Constitution and the Community Land Act (CLA) 2016, the inability and/or unwillingness of national and county governments to implement them and secure customary tenure has perpetuated injustices against communities.

As of 2023, over 40 community land areas have been registered under the new legal regime. However, the majority of these land areas are former group ranches, and they appear headed toward the same pitfalls that have historically led to group ranches' collapse. Elections for Community Land Management Committees are increasingly politicized with some community lands retaining the same questionable group ranch officials. With the support of RRI's Africa program, our Collaborator Community Land Action Now (CLAN) has undertaken a robust awareness raising exercise on the CLA using community radios. This has been very well received at the community level, and there is merit in using the same approach to engage communities in understanding and shaping the governance systems of community land pre- and post-registration.

Additionally, CLAN has continued to work with the National Land Commission (NLC) on following up on the Historical Land Injustices submitted in 2021. As a result, NLC has admitted some cases and visited two of the communities supported by RRI: the Ogiek of Mt. Elgon and the Ogiek of Mau Forest. The Katiba Institute has also been supporting the two Ogiek communities to follow up on the implementation of their respective court rulings. In September 2023, Kenya hosted the Africa Climate Summit, yielding the [Nairobi Declaration](#), which makes no mention of secure tenure as a foundation for a just transition. While the Summit was underway, a parallel "Peoples' Summit" occurred online.

In 2023, Kenya embarked on amending its 2016 Climate Change Act to introduce provisions for carbon trading. This has raised widespread concern among CSO networks, as some highly celebrated carbon projects have been accused of [green grabbing and the exploitation of communities](#). There is very little understanding of the carbon ecosystem, and it is generally seen as a threat to community self-determination, even if they secure their land.

Opportunities and Priorities

There has been traction in registering community land with over 40 communities securing their territories as of 2023. While this progress is slow when compared to the amount of land that is still unsecured and the fact that the majority of these registered lands are [former group ranches](#), it also presents an opportunity for communities to critically examine the governance infrastructure and land-use planning elements. Registration and/or secure tenure alone should not be the end game—the objective should be to ensure that communities can benefit from and manage the resources on their land.

Kenya is the leading African country in carbon trading and the country's President, William Ruto, is also the chair of the Committee of African Heads of State and Government on Climate Change (CAHOSCC). While there is concern around carbon within CSO networks, this moment presents an opportunity for communities to acquire a better understanding of carbon trading so that they can choose to engage (or disengage) from a position of knowledge. Our 2024 priorities include:

- Strengthening community assemblies, the core governance structure within the community land infrastructure and the Community Land Management Committees through robust awareness raising activities.
- Mapping community lands as a means of safeguarding claims to territory and as a prerequisite for land-use planning.
- Building community capacity to engage with investors in community land and leverage private sector influence to ensure CLA implementation, including legal support to communities and with particular attention to carbon.
- Making the case for pastoralism and sustainable dryland natural resource management, including biodiversity conservation and carbon storage, by engaging with governments, community organizations, and subregional networks.
- Sustaining the push for registration of community land with particular attention to Trustlands, which are held in trust for communities by county governments, and advocacy within the justice system for judges and other actors to understand community land dynamics.

Strategies

1. **Analysis:** Leverage data from our forthcoming community conservation study, [the outcomes](#) of the first-ever Community Conservation Congress in Windhoek, Namibia, and the power of the coalition to influence communities' engagement with governments, private sector actors, conservation organizations, and donors for the implementation of the CLA.
2. **Convening:** Facilitate multi-actor dialogues, capacity-building workshops, and awareness-raising meetings around CLA implementation processes.
3. **Capacity-building:** Build and strengthen community governance institutions via community assemblies and other structures as a foundation for securing community land rights and promoting sustainable livelihoods.

Risks and mitigation strategy for Kenya

Risk	Mitigation strategies
There is an increase in repressive actions from governments, shrinking civic spaces, rollback of rights (such as with carbon offsetting schemes, evictions of communities from their lands), and criminalization of land rights defenders.	We are supporting capacity-building and mobilizing actors dedicated to addressing legal challenges and protecting land rights defenders at the local to national levels.
Lagging implementation of land policy reforms due to limited financial and/or technical capacity and political will.	We are mobilizing actors and actively maintaining constructive engagements with governments and other key stakeholders.

Risk	Mitigation strategies
Most country officials and communities have limited technical capacity, are unaware of the passage of the CLA, and are not yet trained in the registration process, thereby slowing the registration of community lands.	We will conduct awareness raising workshops about community land rights with all stakeholders from the local to national levels.

Liberia

State of Play

Land is a multifaceted and defining element of Liberian society. It is a key economic driver for people making a living working in the natural resource sector and the many communities that depend on land and forests for subsistence. Liberia's economy largely depends on agriculture and extractive industries such as timber, rubber, and minerals. Thus, environmental factors and natural resources clearly underpin Liberia's social and economic development. As of October 2023, Liberia has a new President. This may have direct impacts on key actors we engage with, as the new President may nominate new leaders in strategic institutions, such as the Liberia Land Authority. The Liberia's 2018 Land Rights Law presents unprecedented opportunities for IPs and LCs to take control of their territories and engage with the private sector and government from a position of power. Given the land holdings of the oil palm and rubber industries, the Law is an important step in seeking land justice in Liberia. It complements the Community Rights Law of 2009, which created a legal framework for communities to participate in sustainable forest management.

The regulations pertaining to customary rights are complete, and a network of CSOs has been actively engaged in ensuring that its provisions are in line with community land rights. However, none of the more than 200 communities that have been supported by the CSO network to formalize their land title have received their deeds. This is a matter of great concern for the network, and the CSOs are initiating dialogue with the government to resolve this matter. Other challenges in implementing the Land Rights Law include the lengthy process of land formalization; weak capacity in government and in communities; conversion of tribal certificates into deeds using opaque processes; and the ever-present threat of converting community land into concessions or protected areas. The first-ever National Oil Palm Strategy and Action Plan (2021–2026) was created in 2021. It is critical that the CSO network closely monitor its implementation to ensure that communities benefit from the promise it holds for reforming the oil palm sector in the country.

Opportunities and Priorities

Implementation of the 2018 Land Rights Law remains an opportunity and a priority because of the slow pace of securing customary land. While the law recognizes customary tenure with or without title, it is important that communities undergo the land formalization process. The CSO network has been following-up on the Roundtable on Sustainable Palm Oil's (RSPO) decision over the Golden Veroleum Liberia (GVL) concessions and [GVL's commitment to redress wrongs](#) committed in the acquisition of community land and associated palm oil plantations.

Additionally, Liberia has expressed interest in entering carbon markets despite the nonexistence of a legal framework to guide this trade. The state is considering signing away 10 percent of its total land mass to a United Arab Emirates firm for carbon offset development. This project has generated great interest at the national and international level, with many arguing that the deal would override community land rights and violate multiple laws. The CSO network is greatly concerned about the carbon ecosystem and argues for an urgent need for mass education that should start with the CSOs so that they can support communities. Our 2024 priorities are:

- Building the governance capacity of customary land institutions, including adequate representation of women and youth.
- Supporting communities that have initiated the customary land formalization process to complete the process and receive their deeds.
- Initiating targeted engagement with the Liberia Land Authority to understand the challenges in issuance of deeds for communities that have been supported by CSOs.
- Supporting communities in the development of their land-use plans.
- Strengthening community monitoring (CM) in the oil palm industry to ensure responsible investment in community land and safeguarding the interests of smallholders in the oil palm supply chain and understanding of the revenue sharing law.
- Working with communities living around and within protected areas and proposed protected areas to ensure that Free, Prior and Informed Consent (FPIC) principles are adhered to in the pursuit of conservation goals and that tenure is secured as a foundation for sustainable conservation. This will be completed in coordination with efforts of socialization, promotion, and implementation of the [Land Right Standard](#).
- Deepening understanding of the carbon ecosystem for CSO actors so that they can support communities and advocate for a legal framework on carbon.
- Investing in supporting women in their efforts to secure sustainable livelihoods within the framework of the 2018 Land Rights Act and sharing the work completed on this subject at the national level.

Strategies

1. **Analysis and convening:** Leverage RRI analyses and the power of the coalition to facilitate engagement for the implementation of the national oil palm strategy and engage with the Liberia Land Authority for the completion of the land formalization process for communities supported by the CSO network.
2. **Community awareness raising and capacity-building:** Raise awareness of the 2018 Land Rights and the national oil palm strategy and conduct multi-stakeholder engagements to strengthen community conservation and enhance understanding of the carbon trading ecosystem.

Risks and mitigation strategy for Liberia

Risk	Mitigation strategies
The new political regime from the recently held elections appoints new officials in key Ministries/Agencies, for example, at the Liberia Land Authority, thus affecting our built relationships, trust, and established processes.	We will continue direct engagement, information sharing, and awareness raising with political decision-makers and leverage the instrumentalization of multi-stakeholders' engagements.
The slow down or setback of reform implementation due to the new regime elected in October 2023 and/or lack of financial resources.	We are mobilizing actors and actively maintaining constructive engagements with governments and other key stakeholders.
The risk of closing of opportunities after the passing of the 2018 land law.	The coalition will begin thinking about exiting from the country, although other targeted interventions may continue through CLARIFI.

Democratic Republic of the Congo

State of play

The DRC has a number of progressive reforms underway or completed in the areas of land tenure, land-use planning, forestry, and conservation. These include the implementation of the new law on the Promotion and Protection of the Rights of the Indigenous Pygmy Peoples; the draft bill on land-use planning which was adopted by the National Assembly in October 2023; and a new plan aimed at defining measurable objectives for implementing the country's land policy in the short, medium, and long term, which is also an opportunity to implement the Land Information System (SIF) in all the country's Decentralized Territorial Entities (ETDs) and, in particular, to scale up the securing of customary land rights through the issuing of collective land titles. This is in addition to the CAFI

initiative currently being implemented which, through the National REDD+ Fund (FONAREDD), is strengthening the funding ecosystems for the rights and livelihoods of IPs and LCs.

Despite these developments, IPs and LCs have legal rights to just 0.53 percent of the DRC's lands, despite customarily owning over 87 percent of them. Rural communities also face multiple challenges and threats: poverty, climate change, intensive and sometimes illegal exploitation of minerals and timber, reduction of their living territories due to fortress conservation and other land grabs, lack of access to information, a security crisis, and the technical and financial limitations of the ETDs to provide them with timely solutions in the face of a sophisticated and constantly evolving private sector. In 2023, the Ministry of the Environment and Sustainable Development also noted that "the lack of a national land-use plan is a major obstacle to the implementation of various initiatives targeting the conservation and climate objectives set by the country, in particular the implementation of the country's REDD+ policy." Furthermore, the lack of inclusiveness of all stakeholders in processes targeting conservation and climate was a fact widely decried by parties at the High-Level Dialogue on land-use, rights, climate, and conservation held in DRC in October 2023.

Opportunities and Priorities

The various ongoing reforms and the implementation of CAFI and CLARIFI-supported initiatives, aimed at ensuring community rights and promoting community conservation, present key strategic opportunities. Through the ongoing pilot phase of community forestry implementation, the government has already designated approximately 3.1 million hectares of forest for community management. Consistently, the second agreement between the DRC government and CAFI includes plans to transfer at least 5 million hectares of forestlands to be under community management by 2031.

The recently enacted IP law and land policy are keys to safeguarding forestlands and encouraging IPs and LCs to actively engage in decision-making processes. Moreover, the implementation of draft laws for land and land-use planning offers a platform to expand the proportion of territories safeguarded or regulated by IPs and LCs. The ongoing review of the conservation law and the development of the country's forest policy are also strategic opportunities for CSOs and communities to advocate for the adoption and implementation of progressive provisions. Our key priorities for 2024 include:

- Supporting the development of implementation measures for the IP law and the promulgation of the land-use planning bill and its implementation.
- Facilitating knowledge-sharing, supporting multistakeholder dialogues, influencing reforms to legally secure community-conserved areas, and promoting community-led conservation.
- Supporting the continued implementation of the community forestry process and restoration of ecosystems (degraded areas), including the completion of the development of

spatial planning tools and the capitalization of various existing cartographic data on communities' territories in the Spatial Development Plan to be drawn up by the ETDs.

- Supporting women's rights by ensuring their voices are heard in decision-making processes in forest and land governance, building the capacity of rural women, and supporting resilient economic and cultural activities or livelihoods.
- Facilitating multistakeholder dialogues on the implementation of local, national, and provincial initiatives targeting conservation, land, climate, and community rights.

Strategies

- 1. Analysis and convening:** First, leverage data and the power of the coalition to influence various reform processes; support the elaboration of the IP law's implementation measures; and facilitate multistakeholder dialogues, to include direct engagement with government and a focus on women's rights. Second, directly engage with the government, parliament, Senate, and the Presidency for the passage of the land-use planning bill, and for the elaboration and adoption of legal texts securing community-conserved areas, including the Congolese Institute for Nature Conservation's (ICCN) community conservation strategy.
- 2. Capacity-building and convening:** Leverage data to document Indigenous knowledge and promote the respect and protection of IPs' and LCS' intellectual property knowledge. This includes efforts to promote resilience and raise awareness about the protection of human rights defenders and strengthen locally led livelihood initiatives, particularly those led by women.

Risks and mitigation strategy

Risk	Mitigation strategies
Constantly evolving leadership, including presidential and parliamentary elections held in December 2023. The implementation of reforms most often involves strengthening government official and policymaker capacities and working closely together based on mutual trust. However, these relationships, which take time to develop, are affected by regular changes in Ministries.	Direct engagement with a range of decision-makers with civil society and community representatives through convenings and capacity-building. This is one of the main recommendations of the high-level dialogue held in DRC in October 2023.

Risk	Mitigation strategies
Mixing communities and social groups within communities with different relationships with nature and perceptions. Often, within the same community, opinions are divided when it comes to managing resources, and the pressure from investors, supported by the state, sometimes exposes conservative communities into making decisions that go against their way of life.	Strengthening dialogue on collective land tenure for each social group separately and in a targeted way, including with IPs, LCs, youth, and women in each territory, to ensure inclusive decision-making processes in all actions targeting restoration, community conservation, and climate action.
Delay in implementing the action plan due to the post-electoral context, floods and other climatic disasters in certain localities	Ongoing monitoring of developments at the country level and the amendment of contracts where necessary will help to mitigate these risks.

Madagascar

State of play

Madagascar is recognized globally as a biodiversity hotspot, underlining the crucial importance of preserving community land rights to maintain this unique ecosystem. The country has committed to a process of legislative reform aimed at strengthening the recognition and protection of community land rights, in accordance with the Voluntary Guidelines for Responsible Governance of Tenure of Land, Fisheries and Forests published in 2012. The reform, still ongoing since 2005, will contribute to the recognition of property rights through the land certification process and will improve the complementarity between statutory and customary law by bringing centrally designed laws closer to local practices and having them adopted by the government. The country's 2015 land policy already recognizes the rights of communities to their traditional lands.

Madagascar's Fokonolona, or local communities, claim over 64 percent of the country's forest land but have legal rights to [just 5.12 percent](#) of these lands. A lack of land exposes Indigenous and local communities to absolute poverty with disproportionate impacts on women and youth. Massive rates of deforestation between 2001 and 2021 have amplified these challenges, reducing vegetation cover by 25 percent.

Over the last two years, the coalition has been investing in securing community rights via the project "Scaling-up Community Land Rights through coalition Building, Tenure Reform, and Research for Improved Forest Management and Strengthened Community Livelihoods in Madagascar," funded by GIZ. The project aims to secure community land rights, especially women's land rights, by facilitating coalition-building, assisting with priority customary land research, contributing to the elaboration of

legal texts on community land rights, and advocating for the passage of community land rights provision of the land reform.

Opportunities and Priorities

The ongoing land reform process in Madagascar along with GLZ's support are strategic to establishing a framework for organizing and securing community rights, including those of women. The coalition's priorities for 2024 include:

- **Supporting the government in the development of the ongoing the National Land Programme II**, with the hope of a future where community land rights are fully recognized, thus guaranteeing the stability of local communities and the preservation of Madagascar's natural heritage.
- **Organizing multi-stakeholder dialogues** by facilitating exchanges between all parties involved in the implementation of community rights in the development of the ongoing National Land Programme II.
- **Developing of detailed legal documents** on the specific status of community land to clarify rights and responsibilities.
- **Awareness-raising** through advocacy campaigns at local, national, and international levels to raise awareness of community land rights issues among policymakers, government institutions, and the general public.
- **Conducting capacity-building** programs for local stakeholders, including community members, local leaders, and representatives of civil society organizations. This includes training on land rights, sustainable natural resource management, advocacy techniques, and other essential skills.

Strategies

1. Analysis and convening:
 - a. Influence reform by gathering relevant data on community land rights, best land management practices, and social and environmental impacts. This data will serve as the evidence base for advocacy and policy formulation.
 - b. Technical assistance and legal advice by providing support to local communities in land management and offering legal advice to help them understand and defend their rights. This may include the involvement of legal experts and technical specialists to support community efforts.
 - c. Strengthen local governance mechanisms by engaging with local authorities, including the establishment of community committees and participatory decision-making systems.

Risks and mitigation strategy for Madagascar

Risk	Mitigation strategies
Lack of control over the timetable for land reform	Building awareness of political decision-makers, particularly by using the media, to trigger strategic changes during the reform process.
Limited mobilization and commitment on the part of local communities and organizations to stand for their rights in ongoing national programs due to the lack of inclusivity of reforms.	Capacity-building for local communities to enable them to better understand their land rights, the legal mechanisms, and discussion spaces available to them to defend their rights.
Delay in implementing the action plan due to the post-electoral context, floods, and other climatic disasters in certain localities.	Ongoing monitoring of developments at the country level and the amendment of contracts where necessary will help to mitigate these risks.
The current GIZ funding is not renewed or continued. The intervention of the coalition in Madagascar is supported by targeted GIZ funding, which is almost at the end.	Discussions are ongoing with GIZ to renew or extend funding. In case the funding is not renewed or extended, the coalition will exit the country.

Work Plans by Theme



RIGHTS, CLIMATE AND CONSERVATION

Rationale for Engagement

With the adoption of the 2022 Kunming-Montréal Global Biodiversity Framework, there is now unprecedented recognition of the importance of securing Indigenous and local community tenure and livelihood rights. Inter-governmental panels on climate change and biodiversity acknowledge that securing these rights is the most effective, efficient, and equitable means of safeguarding nature. However, this growing recognition of IP and LC rights is increasingly threatened as governments and corporations continue to turn toward nature-based solutions that risk expanding the total area under strict conservation management, increasing reliance on carbon markets, and accelerating the use of biodiversity crediting schemes.

With the potential for massive growth in carbon markets in the coming years—[US\\$24–US\\$40 billion per year by 2030](#)—and ongoing negotiations around developing the Article 6.4 Mechanism, carbon markets have become a potential source of income and threat to livelihoods and rights that IPs and LCs cannot ignore. Insufficient funds and the failure of developed countries to meet their existing financial commitments to governments in the Global South—such as the promised US\$100 billion in climate finance and still-inadequate loss and damage fund—has led many governments to implement jurisdictional projects on rightsholders' territories and to align their legal frameworks to employ carbon markets as a source of potential funding, such as by nationalizing carbon rights.

All this has far-reaching implications for IPs and LCs. As governments prepare to increasingly engage with carbon markets, they also pose rising threats to rightsholders. While their access to direct financing has increased and several Indigenous and community-led financing mechanisms, such as Asia's Nusantara fund and the Mesoamerican Territorial Fund, have operationalized, carbon markets are broadly promoted as the only available source of sustainable long-term financing. This is directly increasing pressures on communities to engage with them despite the serious risks they pose to their collective land and livelihood rights.

Critically, major gaps remain in the design, implementation, and monitoring of project and jurisdictional emission reduction schemes, despite massive investments to develop high integrity standards. These gaps include inherent power and information imbalance between rightsholders and carbon market proponents; limited involvement of communities in the design and implementation of such interventions; gaps in technical understanding around carbon market financing mechanisms; weak safeguards and insufficient benefit sharing agreements; and a lack of clarity around the long-term implications of signed agreements on communities' rights to land, resources, and livelihoods.

The adoption of the Global Biodiversity Framework opened new opportunities and risks for ensuring that its target to effectively conserve 30 percent of areas by 2030 ("30x30") is met in keeping with

rights-based and community-led approaches to conservation. However, its successful implementation will rely on securing IP, LC, and ADP territorial rights and on recognizing rightsholder-conserved areas as protected areas. This requires national tenure reforms as well as new legal and policy frameworks to enable the creation and support of community-led conservation.

Currently, [at least 1,375 Mha](#) of Indigenous, Afro-descendant, and local communities' lands have not yet been recognized, leaving many rightsholders at the risk of having their unrecognized territories taken and established as protected areas through fortress conservation approaches in governments' attempts to meet the 30x30 target.

Analyzing key issues around national carbon rights, the implementation of carbon market projects, emerging biodiversity credit schemes, and community-led conservation frameworks will advance RRI's strategic objective to mobilize key constituencies and leverage networks, data, and tools to drive support for community land tenure, governance, and self-determination. This includes mobilizing the climate and conservation sectors to support the land rights agenda due to the inherent connection of rightsholders' territories with climate and conservation projects.

Emerging Opportunities

For the foreseeable future, the need for decisive climate and biodiversity actions by governments, the private sector, and societies overall will likely unfold in a general context of rising inflation, increasing geo-political tensions, and growing economic insecurity. While opportunities for the advancement of rights-based approaches to climate and biodiversity actions remain strong, those who hold the key to change are unlikely to pursue transformative agendas in the absence of a stronger and more compelling evidence on the joint benefits of rights-based approaches, clarity on the paths forward, and stronger and more coordinated demands from IPs, ADPs, and LCs, including the women and youth within these groups.

To these ends, RRI has a strategic role to play in terms of: (i) assessing and understanding opportunities for rightsholder-led climate and biodiversity actions within existing and emerging legal and regulatory frameworks in key tropical and subtropical countries; (ii) promoting and defending the land, territorial and self-determination rights of IPs, ADPs, and LCs, especially women and youth with these groups in the context of nature-based solutions and market-based approaches in particular; (iii) advocating for the adoption of the [Land Rights Standard](#) by climate and conservation leaders, to both strengthen rights-based climate and conservation actions and uphold the responsibilities of rightsholders as equals and partners in all land-based interventions; and (iv) strengthening rightsholders' coordination, knowledge sharing and solidarity on climate and biodiversity actions and initiatives that stand to affect their rights and pursuit of their self-determined priorities.

In support of these core actions, RRI will leverage its baseline studies on carbon stored in community lands and territories, the adequacy of legal frameworks supporting market-based transactions, and its

tenure tracking database to assess national circumstances for the advancement of rights-based climate and biodiversity actions. We will pay particular attention to the adequacy of market and results-based investment schemes to appraise current and long-term impacts (positive and negative) on communities at project and jurisdictional levels, in terms of their ability to pursue their own priorities and secure their rights to the lands, territories and the carbon they customarily own and manage.

Strategies

In 2024, the Rights, Climate and Conservation program will continue to catalyze global ambition, coordination, and innovation to scale up the agency of rightsholders to the level and pace required to achieve the 2030 global climate and conservation goals, while mobilizing key constituencies and data to drive support for community land and self-determination rights. To these ends, RRI will seek to leverage its analytical foresight, convening power, and innovative capacities to secure progress on rights-based climate and biodiversity solutions, and strengthen rightsholder leadership over the pursuit of just and equitable futures. We will focus on the following strategies and actions:

- 1. Reassess the state of carbon rights in tropical and subtropical countries and the extent of legal and regulatory frameworks needed to support community rights in the context of carbon linked transactions.** Since the release of its 2021 study on the [status of community rights to carbon stored in tropical lands and forests](#), more and more countries have sought to nationalize carbon rights and restrict benefit sharing arrangements as a proportional contribution of legally recognized community lands and forests. Now, with the pending finalization of Article 6 of the Paris Agreement in support of cooperative measures to transfer and trade carbon credits generated from emission reduction efforts, investments in voluntary carbon markets and jurisdictional schemes will likely define the global state of play in the land sector for the foreseeable future.

In a context where investments to date have yet to generate the social and environmental integrity claimed by its proponents, we urgently need greater clarity on the likely impacts of market-based approaches to support decision-making and advocacy by rightsholders and their allies at local, national and international levels. Implementation of this activity will require close collaboration with the Tenure Tracking team for data collection and analysis, as well as with regional programs to highlight country-specific issues and circumstances.

- 2. Global survey of the impacts (positive and negative) of project and jurisdictional emission reduction schemes.** Despite some credible evidence of benefits generated by carbon projects under particular circumstances, both documented and unverified reports to date suggest that in most cases, community participation in offset schemes generate more negative than positive impacts. Similarly, at the jurisdictional level, results-based payments for emission reductions have produced varying benefits for communities, but as countries turn to jurisdictional schemes anchored in market-based approaches and standards, such as those promoted by LEAF through its ART-TREES framework, rightsholders increasingly report

being marginalized in terms of their capacities and rights to affect outcomes and decisions pursued by proponents and national governments alike.

To enhance rightsholders' engagement on these issues and to inform the future of market-based transactions, RRI will conduct a global assessment of community experiences to date. Implementation of this activity will require close collaboration with RRI's regional programs.

- 3. Readiness assessment of national legislation for the advancement of rights-based conservation approaches.** The Global Biodiversity Framework's provisions to recognize the rights of IPs and LCs can be used by state parties to advance rights-based approaches to effectively achieve the 30x30 target. Along with Target 22 on the need for full, effective, equitable and inclusive participation of IPs, LCs, women, and youth, including the need to recognize their rights over lands, territories, resources, and traditional knowledge, the GBF lays the groundwork for progressive conservation actions but stops short of requiring the prioritization of rights-based approaches in all future conservation efforts.

To advance Indigenous and community-led conservation, RRI will assess the adequacy of existing conservation legislation in key tropical and sub-tropical countries, with the aim of identifying gaps, opportunities and entry points for communities and state parties in their pursuit of rights-based approaches to biodiversity conservation at scale. Implementation of this activity will require close collaboration with the Tenure Tracking program.

- 4. Update and expand the Global Baseline of Carbon Storage in Collective Lands.** In partnership with the Woodwell Climate Research Center (WCRC), RRI will update the 2018 analysis of carbon stored in community lands and forests and expand the range of variables considered to include indicators on the overall quality and threats to community lands and forests. The update will incorporate new data from RRI, WCRC, and 2021 data collected with GATC. This is work that was scheduled to occur in 2023 but delayed due to competing priorities. Implementation of this activity will require close collaboration with Tenure Tracking and provide an urgently needed update to the data currently used by rightsholders, their allies, and the broader scientific community to advance rights-based solutions.
- 5. Continue and expand RRI's Climate Futures Dialogue series launched in 2023 to further strengthen rightsholder-led knowledge sharing, learning, and coordination on market and non-market approaches to climate financing.** Building on the success of the first initiative in this series, convened by RRI in collaboration with RFN, RFUS and FPP, we will expand the Climate Futures Dialogue series via in-person and virtual sessions to serve as a dedicated space where rightsholders can share their experiences, strengthen coordination, and develop effective joint actions in support of global climate and conservation priorities.
- 6. Scale-up the adoption of the Land Rights Standard and its integration in the voluntary safeguards of global climate and conservation initiatives.** In coordination with RRI's Latin America program, we will support the piloting and socialization of Land Rights Standard within Colombia's Afro-descendant Peoples and other selected community organization and

networks in Asia and Africa. Doing so will help us enhance bottom-up knowledge and understanding of the principles that underlie the Standard; support local and national level advocacy and engagement with climate and conservation initiatives; and uptake by other rightsholders across regions. By creating clear and effective demand by rightsholders themselves, RRI will seek to strengthen the Standard's use and application as a baseline requirement for proponents of landscape-level actions and investments.

- 7. Support rightsholders' engagement in relevant climate and biodiversity fora.** In alignment with the key initiatives outlined herein and RRI's commitment to the realization of rights-based climate and biodiversity actions, we will proactively support rightsholders' representatives' engagement in dedicated global convenings and platforms to help them advance their self-determined priorities.

Risks and Mitigation

Risk	Likelihood of Occurrence	Mitigation Strategies
Capacity constraints	Moderate	Collaborate with expert partners and consultants to spearhead some lines of work, reducing capacity demands on staff.
An increasingly crowded and competitive global environment	Low	Ensure research fills gaps in existing literature, with RRI leading new scholarship by developing research on carbon rights, the impacts of carbon markets, and rights-based conservation. Adopt collaborative approaches bringing together leading organizations in each area of work, building on RRI's profile as a strategic convenor.
Difficulties within the network to support the collection of data on carbon market experiences on the ground	Moderate	Set up a system to clearly inform the network about the objectives and scope of baseline research and the goals from the beginning with regular follow-up to receive feedback and concerns.
Wide range in technical understanding of carbon markets may make surveying local communities difficult	Moderate	Develop clear and accessible language on carbon markets to communicate with a variety of experiences and backgrounds.

GENDER JUSTICE

Rationale for Engagement

The recognition of the important role and leadership of women in climate change mitigation and adaptation and conservation has been increasing both in global narratives and governmental discourses on environmental and social justice goals. IP, LC, and ADP women and girls are now more visible in international dialogues on climate change and conservation, bringing a diversity of voices and perspectives that are key to advancing equity in social and economic development. They have also increased their leadership and participation in [governments](#), [national institutions](#) and [grassroots rights agendas](#).

Still, women continue to face structural barriers at all levels to exercise their leadership and human and tenure rights, and in some cases, with rollbacks of their civil rights. This is reflected in progress toward [SDG 5 \(Gender Equality\)](#) which is way off track to overcome gender inequality, biases against women, unequal access to sexual and reproductive health, unequal political representation, economic disparities, and a lack of legal protections.

Persisting inequality in access to and ownership of land and resources continues to impact IP, ADP, and LC women disproportionately across the world. Discriminatory statutory and customary laws, combined with a continuing lack of gender-sensitive legislation on community-based tenure, frequently undermine and render invisible women's role in land and resources governance and decision-making.

Direct funding for grassroots women is another major challenge, limiting their economic autonomy and empowerment, and rights to self-determination. Only [1 in 100 gender equality dollars](#) goes to feminist or women's organizations worldwide and limited available data shows that the funding reaching IP, LC, and ADP women's groups and the programs that support them is insufficient. Official data on funding reaching ADP women in particular is virtually non-existent. Moreover, [recent RRI research](#) analyzing donor support for community tenure and forest management found that **only 27 percent of funding included keywords related to gender in project descriptions.**

With the formation of the [Women in Global South Alliance](#) for tenure and climate (WiGSA) in 2022, Gender Justice opened an opportunity for stronger connections between grassroots women's tenure rights agendas and advocacy efforts across regions. WiGSA's mission is to advocate for changes to the current global structure of donor funding to make climate and biodiversity finance accessible and available to grassroots women working on the ground.

WiGSA's strategic advocacy plan includes: building evidence-based documentation of funding reaching women and the types of projects they are developing despite lack of support; the assessment and mapping of WiGSA's member organizations' strengths, gaps, and geographical scope; identification of international spaces to gain representation; mapping of donors and spaces

to promote direct dialogue; monitoring of policy implementation on women's (tenure) rights; and continued intra-regional and cross-regional peer learning. WiGSA members have since been active in international fora to discuss these priorities, including at the [7th GEF Assembly](#) in Vancouver, Canada; the 2023 Women Deliver Conference side event on “[Advancing Feminist Climate Justice through the Rule of Law](#)”; the [Mesoamerican Climate Week](#); and the [First Forum of Indigenous and Local Community Women in Central Africa and the Congo Basin](#). The [Funder Learning Community for Women and the Environment](#) (FLAC) also engaged in discussions to learn how and why WiGSA was formed and identify points of connection and possible collaboration. Their interest emerged from the close coincidence between FLAC and WiGSA's objectives to shift paradigms and break the limitations of top-down funding schemes.

In 2024, RRI will publish its first five-year update of [Power and Potential](#). The second edition of this flagship report will capture the status of women's collective land rights across 35 countries comprising nearly 80 percent of the forests found across Africa, Asia, and Latin America. Informed by inputs from the RRI coalition, WiGSA, and other experts, the report will highlight the implications of key findings for issues critical to the advocacy goals of rightsholders and IP, LC, and ADP women's organizations. Through focused analysis and case studies, RRI will further articulate specific recommendations for governments, civil society, and private sector actors to strengthen the legal recognition and realization of women's community-based tenure rights. In addition, this updated data will be made available on [RRI's online Tenure Tool](#).

Emerging Opportunities

RRI'S Gender Justice program will continue strengthening cross-regional coordination, peer learning, and exchange of knowledge and experience among women's groups, organizations, and associations via virtual encounters and in-person meetings in 2024. This exchange of knowledge and experiences will also strengthen research at multiple levels and ensure that global analyses are responsive to the needs and priorities of IP, LC, and ADP women at local levels.

WiGSA has become a strategic vehicle for IP, ADP, and LC women's call for direct support to their rights-based agendas. WiGSA has been gaining international attention from global organizations, opening many opportunities for representation at upcoming events. For instance, the GEF facilitated the participation of a WiGSA member from Asia at the GEF's 7th Assembly. The Gender Justice program is now coordinating with the UN Convention on Biological Diversity's Women's Caucus for a dedicated training for WiGSA members on the strategic use of the caucus to position their agendas. In addition, RRI and WiGSA will develop a plan for advocating government compliance with the CBD's Gender Plan of Actions adopted by parties in December 2022.

RRI will support WiGSA by facilitating its in-person and virtual meetings to refine its plans for advocacy targeting different audiences and facilitating its participation in key negotiation spaces with well-defined proposals for direct funding. RRI will also pursue a direct dialogue with FLAC to learn about opportunities for support and funding for women's organizations from environmental,

human rights, and women's rights funders. Gender Justice has created a portfolio of potential donors for women's rights to support WiGSA's plans to explore opportunities for dialogue and funding.

To equip the RRI coalition with evidence-based analysis to enhance their international advocacy for direct funding for women, RRI will initiate a study that measures baseline funding levels for IP, LC, and ADP women's organizations and the programs that support them. It will assess the extent to which existing grants and funding mechanisms are considered fit for purpose by recipient organizations. In addition to publicly available data, we will collect and analyze data with a sample of organizations including WiGSA members.

The Gender Justice program will also use regional analysis as a tool to promote learning across women's groups, networks, and organizations across the three regions and align advocacy efforts at the global level. The program will also promote gender balance in participation and voice, ensuring that marginalized groups can contribute to and participate in RRI's diverse set of events and meetings. In coordination with the Communications and regional teams, Gender Justice will promote success stories that highlight the role of women, men, and youth in achieving gender equity in land and resource tenure rights.

Gender Justice plans to participate in several key international events in 2024, including the 68th Session of the Commission on the Status of Women on the priority theme *"Accelerating the achievement of gender equality and the empowerment of all women and girls by addressing poverty and strengthening institutions and financing with a gender perspective"*; and the World Bank Land Conference on "Securing Land Tenure and Access for Climate Action." These events will be used as platforms to highlight our research on tenure rights for IP, ADP, and LC women and women's leadership to strengthen their advocacy and funding.

We will also continue participation in the International Institute for Environment and Development (IIED)'s advisory reference group which is guiding IIED's recommendations to The Climate Investment Fund on how to address funding for women's rights. The program has guided IIED on the development of case studies on climate and biodiversity, economic pressures, and gendered norms in Latin America. As a result of this guidance, IIED established collaborative agreements with three WiGSA members: CNAMIB, ASOM, and ONAMIAP from Bolivia, Colombia, and Peru respectively to fund their research. In 2024, IIED and RRI will facilitate a learning exchange of the research findings.

In addition, Gender Justice will continue representing RRI in the Steering Committee of the [Stand 4 Her Land Campaign](#), advising it on a collective approach on women's tenure rights and exploring new opportunities for joint advocacy.

RRI's acquisition of the [LandWise Law Library](#) in September 2023 presents a key opportunity to position RRI as an essential resource for legal resources on IP, LC, and ADP women's rights to land, forests, and freshwater.

Several new opportunities for direct funding for Gender Justice emerged under RRI's new financial mechanism, CLARIFI. Currently, five women organizations have received approval to submit proposals. Of these, three are WiGSA members, including the ADP women's organization, ASOM from Colombia, for a project on women's rights-based approaches to conservation and the local economy; and REFACOF from Africa for a project to promote women's tenure rights and resiliency to climate change.

Strategies

Building on previous achievements and advances, in 2024 RRI will leverage greater visibility and positioning of women's rights-based strategies and support dialogue between IP, ADP, and LC women and donors to advance women's tenure, governance, and representation rights. RRI will do this by:

- 1. Leveraging IP, LC, and ADP women's tenure rights agendas in key international forums and engage in dialogue with donors and governments to address gender inequalities and historical gaps in funding reaching women in the global South.**
 - a.** We will strengthen WiGSA's advocacy with more defined target actions that respond to the needs and rights agendas of members across all three regions, and enable better positioning of their voices at national, regional, and international levels. Gender Justice will do so by supporting at least one in-person meeting in Asia and virtual coordination meetings, as needed, and equipping them with the crucial information and data needed for effective advocacy.
 - b.** RRI will support participation in crucial strategic international fora for the coalition's women leaders and WiGSA members. This includes facilitating their discussions with governments, donors, and allies to influence the international community.
 - c.** RRI will collaborate with the CBD Women's Caucus to provide training to the WiGSA network on the strategic use of this space by IP, ADP, LC women to better place their rights-based agendas.
- 2. Equip IP, LC, and ADP women with data and research to support their advocacy priorities.**
 - a.** RRI will produce and launch its Depth of Rights and Gender flagship report, updating its data on the status of legal recognition of communities' and community women's tenure rights across 35 countries. The flagship report and associated materials will inform advocacy by the RRI coalition and WiGSA members at all levels—including in

global fora on climate, biodiversity, and the SDGs—and widely disseminated through RRI’s communications channels and online Tenure Tool.

- b.** To equip women’s networks with crucial data and tools to support their advocacy and access to funding, Gender Justice plans to establish a baseline that measures the current level of funding reaching women’s organizations operating at the grassroots level. Stage 1 of this initiative, in 2024, will entail scoping the research and developing a preliminary methodology for collecting expanded data from women’s groups themselves, and a creation of a concept note for fundraising for a full-scale analysis. Stage 2 of this work will entail application of the methodology in coordination with WiGSA members.

- 3. Promoting learning and capacity:** Hold virtual meetings to disseminate in different languages RRI members’ regional research and case studies to the broader coalition and WiGSA members for promoting learning, knowledge exchange, and alignment in advocacy.
- 4. Fundraising:** Build direct connections with existing and potential donors to explore funding opportunities to expand its scope, including for its research on fit for purpose funding reaching grassroots women’s organizations.

Risks and Mitigation

Risk	Likelihood of Occurrence	Mitigation Strategies
Increasing demands on RRI and WiGSA to join other organizations and strategies that do not always represent direct support for their agendas.	High	The RRI Gender Justice program must gain additional sources of funding needed to support WiGSA directly and allow its members’ own voices to center their rights agendas. The team will mobilize its portfolio of gender and women’s rights donors to keep track of emerging funding opportunities.
Difficulties in internal communications and establishment of power dynamics within WiGSA and its members’ various priorities.	Moderate	RRI will generate mechanisms for more transparent internal communication and facilitate greater dialogue and collaboration between members.
Competition within cross-regional networks or domination by some groups leaving other small grassroots movements behind in WiGSA.	High	RRI will work to create a mechanism to allow equitable representation based on expertise, experience, capacities, and familiarity with the international spaces in which WiGSA will be participating.

RIGHTS AND LIVELIHOODS

Rationale for Engagement

Progressive private sector and development finance institutions investing or sourcing in the rural, forested developing world are taking steps to secure IPs', LCs', and ADPs' tenure rights and livelihoods as part of their Net Zero strategies. These groups recognize that supporting secure collective tenure rights and contributing to local livelihoods are key enablers of investment and sourcing strategies that keep tropical forests standing, ecosystems intact, and businesses viable in the future.

To this end, companies have developed action plans to guide new investment and implementation of their Forest Positive commitments,⁷ as well as comply with emerging demand-side regulations.⁸ For example, Nestle's Salient Issue Action Plan on the land rights of IPs and LCs articulates the institution's strategy for embedding, assessing, addressing, and reporting on land rights issues, as well as outlines necessary value chain reforms and opportunities for collective action.⁹ Nestlé's action plan demonstrates the importance of collective land rights and rural livelihoods in achieving Forest Positive commitments, and other influential companies are replicating this approach in the agricultural and forest products sectors.¹⁰

With the rapid development of Forest Positive action plans, companies and investors are now looking ahead to how these plans will be implemented, particularly commitments to support collective rights and livelihoods. Many, including industry associations like [the Consumer Goods Forum \(CGF\) Forest Positive coalition](#), are evaluating opportunities to channel investments directly to local peoples within sourcing landscapes or jurisdictions to support their rights and livelihoods while keeping forests standing. By identifying landscapes and investing in the resolution of salient issues—like insecure collective land tenure—companies aim to scale implementation of their Forest Positive commitments. The CGF Forest Positive coalition have identified 23 sourcing landscapes in various regions to begin implementation of their Forest Positive commitments and associated investments.¹¹

Private sector efforts to channel direct investment to secure rights, improve local livelihoods, and eliminate deforestation mirror the priorities of philanthropic and development communities. Public and private donors pledged US\$1.7 billion at CoP26 in Glasgow to channel more direct support to IPs, LCs, and ADPs to advance their tenure rights and self-determined strategies to manage and conserve key ecosystems. These efforts evolved in 2023, as pledges were channeled to local organizations through new IP- and LC-led regranteeing mechanisms like [CLARIFI](#). Many of the resulting projects were landscape-level activities to secure rights, manage forests, and improve rural livelihoods (that is, the same outcomes sought by the Forest Positive movement). Most importantly, some of these projects are occurring in the same landscapes, and with the same stakeholder groups, that companies and investors are targeting with their Forest Positive commitments.¹² These overlaps represent potential opportunities for synergistic new partnerships, collaborations, and co-financing.

Even with increased sources of funding and partnership opportunities to advance the reform agenda, many IPs, LCs, and ADPs are still hindered at the legislative, policy, and regulatory levels from the full realization of tenure rights, which are critical for the climate, biodiversity, and sustainable investment agenda. Even where tenure rights are secure, law and policy frequently impede the organization of collective rightsholders for economic purposes. For instance, policies restricting the collection and marketing of forest products, limiting access to markets and finance, or requiring compliance with unreasonable tax regimes, among many others.¹³ As a result, without targeted advocacy to improve the enabling environment for the realization of rights and livelihoods (and thus, the conservation of forests and other ecosystems), all efforts are ultimately at risk.

The Rights and Livelihoods program advances RRI's objective to empower IPs, LCs, and ADPs with the evidence, capacity, interactions, and advocacy they need to engage with the companies and investors impacting their rights and self-determined livelihoods, including strategies to manage and govern rural lands and forests. The program hosts and advances key RRI assets, like [the Interlaken Group](#), the emerging community-based monitoring movement, and the new coalition strategy and research to advance the self-determined livelihoods of IPs, LCs, and ADPs.

The program aims to catalyze global ambition, coordination, and innovation to scale up the agency of rightsholders to the level and pace required to achieve 2030 global climate and conservation goals. This strategy mobilizes key constituencies by leveraging networks, data, and tools to drive support for community land tenure, governance, and self-determination. In 2024, RRI will use the Rights and Livelihoods program to: i) mobilize private sector support and empower IPs, LCs, and ADPs to advance the legal recognition of community land and forest rights; ii) secure community rights to manage, conserve, and utilize local ecosystem products and services; and iii) mobilize new funding to advance 2030 climate and biodiversity targets.

Emerging Opportunities

There are at least three emerging windows of opportunity in 2024 to advance RRI's strategic priorities under the Rights and Livelihoods program. These include:

- **Implementation of Forest Positive policies by the Interlaken Group and RRI-linked companies and investors.** Interlaken Group participants, such as leaders from major brands, investors, and private sector organizations, are leading the development and implementation of Forest Positive commitments to eliminate deforestation, contribute to rural livelihoods, and comply with demand-side regulations in their supply chains and investments. Major industry associations, like the Consumer Goods Forum and Palm Oil Collaborative Group, are also advancing this initiative, with participating companies developing [Action Plans for IP and LC land tenure](#) to guide the implementation of their pledges, which include specific commitments to pilot new strategies spearheaded by RRI, like community-led supply chain monitoring, as well as to participate in collective action via the Interlaken Group and explore direct co-funding arrangements.

- **Mobilization and channeling of global funding directly to IPs, LCs, and ADPs to manage and conserve forests and territories.** The donor funding pledged at CoP26, the landscape funding being advanced by major brands, and the additional commitments anticipated to achieve 2030 climate and biodiversity targets will ultimately be implemented in community areas that overlap the footprints and investments of major brands and investors, many linked to the Interlaken Group. These overlaps represent co-funding opportunities for companies, investors, and donors to partner directly with IPs, LCs, and ADPs (where there is demand and consent from local groups) to secure community tenure rights and support local management and conservation of rural landscapes. This support could provide communities with substantial capital to advance their self-determined livelihood strategies, including new avenues to influence investments in their territories.
- **Ongoing reforms and advocacy in countries formalizing community rights to manage and conserve forests and advance sustainable investment.** There are major opportunities to advance the goals of the Rights and Livelihoods program in 2024; for instance, the new Indigenous Pygmy Peoples law and Community Forestry Concession legislation in DRC, the advancement of the Community Land Act in Kenya, the upcoming oil palm concession review in Liberia, new progressive administrations in Colombia and Brazil, and strategic campaigns targeting palm oil and forest companies in Indonesia (supported by RRI). At the global level, the advancement of the European Union Deforestation Regulation and Directive on Corporate Sustainability Due Diligence present important opportunities to link demand-side tools and frameworks with community-sourced data on the impacts of supply chains, improving private sector strategies to reduce deforestation and comply with these rules.

Strategies

The Rights and Livelihoods program seeks to advance the legal recognition and enforcement of community land and resource rights—including the freedom to exercise and benefit from those rights—and the broad-scale adoption of rights-based approaches and reforms. To achieve this, the program supports the enabling legal, political, and economic environments across scales and sectors; the building of organizational and institutional capacities to drive change at local, national, and international levels; and the pursuit of coordinated and synergistic actions that demonstrate feasibility, strengthen ambition, and mitigate risks.

In 2024, the program will mobilize and leverage key RRI assets such as the [Interlaken Group](#), the growing [community monitoring initiative](#), and new strategic direction to advance local livelihoods in support of the following synergistic interventions:

1. **Conduct strategic networking to mainstream rights-based approaches.** RRI will mobilize the Interlaken Group at global and national levels to mainstream rights-based approaches and advance the tenure reform agenda in key [Opportunity Framework](#) countries. At the global

level, the Interlaken Group will organize a retreat, hosted in Europe, to celebrate a decade of collective action, to reflect on shifts in the environment to mobilize private sector support for collective tenure, and refresh the platform's strategy for another 10 years of action. The retreat will be professionally facilitated and supported by a formal assessment of the Interlaken Group's 10 years of operations. At the national level, RRI will mobilize the Interlaken Group network to support the reform agenda of Tenure coalitions in priority Opportunity Framework countries including Colombia, Ecuador, Indonesia, Kenya, DRC, and Liberia.

- 2. Scale-out and scale-up grassroots supply-chain monitoring in key countries and sectors.** RRI will respond to demands from the Interlaken Group, industry associations, and RRI Collaborators to design and implement community monitoring systems in strategic landscapes, supply chains, and investments. RRI will [continue to support](#) ongoing community monitoring projects in Liberia and Indonesia where efforts are now poised to influence national investment policy and be integrated into major sourcing landscapes, respectively. RRI will support a community monitoring exchange, hosted by ADP leaders in Ecuador and Colombia, to learn from the experience of monitoring experts in Liberia and Indonesia. RRI will also support the socialization of the Interlaken Group's [Principles of Community Monitoring](#) with civil society in DRC and subsequent multistakeholder engagement with forestry, agriculture, and mining companies. These initiatives will lead to new partnerships among rightsholders, the private sector, and developing country governments to implement rights-based approaches in support of Forest Positive corporate policies, demand-side regulation, national economic development agendas, and the self-determined livelihoods and visions of communities.
- 3. Mobilize multiple sources of direct funding for IP, LC, and ADP rights and livelihoods.** RRI will leverage the Interlaken Group to mobilize private sector support for the Path to Scale funding and area targets. RRI will seek to link the Forest Positive and sustainability commitments of progressive companies and investors with public and private donor pledges and rightsholder-led regranteeing vehicles to directly support IPs, LCs, and ADPs to manage and conserve forests and rural landscapes. This strategy will yield new field level opportunities and funding for public-private-community partnerships to advance 2030 climate and conservation targets.
- 4. Conduct strategic analysis to support the realization of secure tenure rights in livelihoods terms.** RRI will leverage its Livelihoods Vision to develop new flagship-level global analysis to assess and compare, at the national level, the diverse and complex set of enabling conditions required for IPs, LCs, and ADPs to pursue their self-determined economic and development aspirations towards the full realization of their tenure rights to their lands, territories, and resources. The resulting framework will complement the core RRI tenure tracking methodology and set the stage for new national and global advocacy on the part of the coalition. In parallel, we will conduct a stocktaking of recent interventions by the RRI coalition to advance the self-determined livelihoods aspirations of IPs, LCs, and ADPs in six countries to inform and refine RRI's niche, unique value proposition, and theory of change for advancing community-led economies and self-determination.

Anticipated results

- Leaders from progressive brands, development finance institutions, donors, national governments, and rightsholder networks co-create rights-based opportunities to implement Forest Positive policies, sustainability commitments, and/or direct funding arrangements to secure collective tenure rights and improve local livelihoods.
- Key companies utilize community monitoring frameworks in their supply chains and sourcing landscapes to engage directly with rightsholder groups and communicate the results.
- RRI coalition members in the Congo Basin and Latin America are empowered to leverage community monitoring to engage companies, investors, and government to secure rights and advance local livelihoods.
- Community monitoring is enshrined in policy processes to advance national sustainable development priorities in Opportunity Framework countries.
- Interlaken Group strategy and composition are refreshed to reflect a new operating environment to mobilize private sector support for collective tenure rights.
- Interlaken Group endorses the Path to Scale area and funding targets.
- RRI's global and national advocacy are informed by new data and analysis on livelihoods.

Risks and mitigation strategies

Risk	Likelihood of Occurrence	Mitigation Strategies
Private sector or governments co-opt community monitoring pilots to greenwash.	Moderate	In all engagements, RRI will maintain its position as facilitator, not necessarily as partner, so that the coalition remains free to work collaboratively with companies and government, but also to undertake advocacy where required.
Community supply chain monitoring puts local peoples at risk.	Moderate	RRI will utilize network connections with leaders from companies, investors, service providers, and governments linked to a particular monitoring initiative to help ensure that these stakeholders are prepared to engage collaboratively and collectively.
Facilitating public-private-community partnerships and funding arrangements impact political positioning of RRI.	Moderate	RRI will take steps to ensure that its engagement with multiple parties is guided by demand from IPs, LCs, and ADPs.

TENURE TRACKING

Rationale for Engagement

Although legal frameworks recognizing the land rights of IPs, LCs, and ADPs exist in 65 countries that cover 85 percent of the world's land, evidence from 73 countries published in RRI's second edition of [Who Owns the World's Land?](#) (2023) shows that implementation of these frameworks is not occurring on a scale commensurate with the extent of the territories these communities already steward, nor at the pace necessary to fully contribute to global environmental and social targets. Even though communities' customary or historical claims cover nearly half the world's land and over 100 Mha of community land was recognized between 2015 and 2020, the land area designated for and owned by communities still stands at just 18.6 percent.

Nevertheless, several international developments offer opportunities to advance community-based tenure. In July 2022, the UN General Assembly [adopted a historic resolution](#) recognizing the human right to a clean, healthy and sustainable environment under international law, including a reference to the implications of environmental damage impacting more acutely those in populations particularly vulnerable to environmental degradation, such as IPs.

On October 24, 2023, the World Committee on Food Security endorsed the Voluntary Guidelines on Gender Equality and Women's and Girls' Empowerment in the context of food security and nutrition. The Guidelines include a recognition of the need to address the structural causes of gender inequality and to engage local and traditional authorities; the principle of multidimensional approaches recognizing that women and girls experience intersectional discriminations; and the call for inclusiveness and participation in decision-making processes. They also refer to several practices and policies governments should implement to ensure women's and girls' food security, including full, equal, and meaningful participation, voice, and leadership; their economic and social empowerment in the context of sustainable agriculture; and women's access to and control over natural and productive resources, including land, water, fisheries, and forests.

As we reach the mid-way point for achieving the 2030 Global Agenda, the value of RRI's global monitoring of communities' and community women's land, forest, and freshwater tenure has never been clearer. Only 43 countries to date have formally reported on their progress toward [SDG Indicator 1.4.2 on land tenure security](#), and even fewer of those countries report decisive actions to strengthen inclusive land rights or the land rights of IPs, LCs, and ADPs specifically. Moreover, of the 68 countries that have self-reported on SDG Indicator 5.a.2, only 36 report that their legal frameworks provide guarantees for at least three of six [identified proxies](#) for gender equality in land ownership and/or control.

RRI is positioned to play a continuing and increasing role in reporting on the SDGs and the Montréal-Kunming Global Biodiversity Framework, which contains multiple provisions calling for respecting

the rights of IPs and LCs as well as ensuring gender equality in the implementation of the GBF. We are also positioned to provide valuable baseline data on the extent and recognition of communities' rights to carbon within their territories, the rights of pastoralists and other mobile peoples, and community-based freshwater tenure rights.

RRI is also poised to provide critical and timely insights into the myriad of global forest goals, relying on over 20 years of data on global and national trends in the distribution of forest tenure across over 92 percent of the world's forests. The European Union Deforestation Regulation (EUDR) entered into force in June 2023, and will become enforceable as of December 30, 2024. The EUDR requires that key deforestation-driver commodities be produced on land that has not been deforested or degraded, is subject to a due diligence statement, and in accordance with "relevant legislation" including both domestic and international human rights laws. Therefore, up-to-date data on communities' legitimate and legally recognized forest tenure rights can provide crucial evidence for monitoring the EUDR's implementation.

Emerging Opportunities

- **Depth of Rights and Gender:** In Spring 2024, RRI will release its updated Depth of Rights and Gender data capturing legislative advances and rollbacks that have impacted both communities' and community women's specific tenure rights in 35 countries since 2016. New data will offer insights on the implementation of CEDAW, SDG Indicator 5.a.2, [the VGGT](#), and other international commitments on gender equality and the land and resource tenure rights IP, LC, and ADP women.
- **EU Green Deal Transition:** In December 2019, the European Commission launched the European Green Deal, a set of policy initiatives to aimed at making the EU climate-neutral by 2050, including through focuses on biodiversity, sustainable food systems, and sustainable industry. As implementation progresses, the Commission will adopt legal instruments with impacts and opportunities for rights-based conservation and tenure rights advocacy. The EUDR, adopted in 2023, imposes obligations on companies to ensure targeted commodities are not produced on deforested or degraded land after 2020 and are produced in accordance with environmental protection laws, human rights protected under international law, and the principle of free, prior, and informed consent. The EU Due Diligence Directive, currently under discussion at the European Council, seeks to ensure that businesses address adverse human rights and environmental impacts of their actions, including in their supply chains inside and outside Europe.
- **Pastoralism:** The RRI coalition is increasingly engaging with pastoralist communities (for example, in East Africa and via implementation of the Forest Rights Act in India), and there is increasing global appreciation of the importance of rangelands for global climate and biodiversity goals. The ability of pastoralist communities to exercise their rights is challenged by the often-transboundary nature of their territories; the often-seasonal nature of rights to pastureland and water resources; and land fragmentation, conversion and degradation.

Moreover, due to these challenges, data on recognized and claimed pastoral lands is incomplete. Nuanced analysis of the statutory mechanisms recognizing the land and resource tenure rights of pastoralists and other mobile peoples is needed to ensure they are not left behind in tenure reforms and finance. The declaration of 2026 as International Year of Rangelands and Pastoralists will provide a global moment to shine a spotlight on the tenure rights of pastoralist communities and allows time for development of a framework for analysis and data collection in 2024–2025.

- **Water Tenure:** The FAO Committee on Agriculture’s mandate to engage in a Global Dialogue on Water Tenure to develop Principles for the Responsible Governance of Water Tenure remains an important opportunity to promote global recognition of IP, LC, ADP, and community women’s water tenure rights and ensure that their unique priorities and concerns are reflected in such Principles. RRI is positioned to contribute new evidence regarding the linkages between the recognition of communities’ terrestrial and freshwater tenure rights, and the implications for women’s rights to freshwater, by incorporating analysis of water-focused provisions within its broader Depth of Rights and Gender analyses covering 35 countries for the first time.

Strategies

- **Leverage RRI’s credibility as a reliable source of global data on the status of IPs’, LCs’, ADPs’ and community women’s recognized land, forest, and freshwater rights to inform the development of and hold parties accountable to international human rights, environment, and development commitments.** This includes efforts to monitor progress toward SDG Indicators 1.4.2 and 5.a.2 and the Kunming-Montréal GBF through new RRI data from *Who Owns the World’s Land?* (2023) and updates to our Depth of Rights and Gender data (forthcoming, 2024), as well as through coordinated engagements with the Global Land Agenda and the SDG Momentum Group. It also entails advocating for the unique freshwater priorities and concerns of communities and community women within the Global Dialogue on Water Tenure to develop Principles for the Responsible Governance of Water Tenure. This will be done by using forthcoming RRI data on the role of the legislative land-water nexus for protecting women’s rights to freshwater within their communities. RRI will also begin to explore how future updates of its Forest Tenure Data can support reporting on the EUDR and related directives.
- **Update, expand and improve upon RRI’s suite of online knowledge-sharing platforms, including the Tenure Tool (launched in 2022) and the LandWise Law Library (acquired in 2023), to position RRI as an essential resource for data on IPs’, LCs’, and ADPs’ land, forest, and freshwater rights, including those of the women among them.** Revamping the [LandWise Law Library](#) and [Tenure Tool](#) is a high priority for 2024. Currently, the Tenure Tool houses the largest and most comprehensive dataset on the forest tenure rights of IPs, LCs, and ADPs in 58 countries, and its expansion to encompass RRI’s Land Tenure and Freshwater Tenure datasets will improve its coverage even further.

We will also make updates to reflect new data in 35 countries where RRI is currently updating its Depth of Rights and Gender data. The Tenure Tracking program will work with the Communications team and consultants to develop and execute a strategy to build dedicated Tenure Tool pages on *Who Owns the World's Land?*. This may include new capabilities, such as the ability to receive data inputs, that would allow the Tenure Tracking program to improve its monitoring processes to provide more frequent snapshots of the global status of communities' recognized land rights. In addition, RRI will retain a Legal Intern to support integration of RRI's current legal resources into the LandWise Law Library.

- **Build coalition capacity to use new and forthcoming data through RRI's Tenure Tool and LandWise Law Library.** In combination with our existing Tenure Tracking data, RRG's [acquisition of the LandWise Law Library](#) in September 2023 increases the vast source of publicly available knowledge stewarded by RRI. We have heard from regional teams, Partners, and thematic teams that there is an increasing need to democratize this vast knowledge so that it can be leveraged for advocacy, community-led data collection and research, and to create dialogues around this information, even to help sustain long-term strategies to update our data. In this context, our key priority is to develop videos, workshops, and/or other resources that explain how both the LandWise Law Library and Tenure Tool can be used and support training for RRG teams, coalition members, rightsholders, researchers, activists, policymakers, and the general public.
- **Cultivate partnerships with allied researchers.** The Tenure Tracking program will continue to build the value of its data and expand its applicability at global, regional, and national levels through collaborations with allied researchers and research institutions such as Woodwell Climate Research Center, the Environmental Law Institute, the Forest Assessment Partners, the Global Land Agenda, and the International coalition of Afro-descendant Peoples' Organizations, among others. This will include collaboration with the Rights, Climate and Conservation team and WCRC to update the [Global Baseline of Carbon Storage in Collective Lands](#) (last published in 2018 and [partially updated](#) in collaboration with the GATC in 2021) and expand the range of variables considered to include indicators on the overall quality and threats to community lands and forests.

Risks and Mitigation

Risk	Likelihood of Occurrence	Mitigation Strategies
RRI plans to advance multiple streams of work across thematic areas that require dedicated legal analysis and Tenure Tracking inputs, such as on carbon rights, community-led conservation, livelihoods, and gender justice, in addition to ambitious activities within the Tenure	Medium	RRI will hire a Legal Intern to support both Tenure Tracking activities and targeted legal research across other thematic activities, with oversight from RRI's Legal Analyst.

Risk	Likelihood of Occurrence	Mitigation Strategies
Tracking program. There is a risk that demand could exceed capacity and/or budgetary constraints, particularly if timelines across programs compete.		
RRI plans to update and build out its knowledge-sharing systems, including the Tenure Tool and LandWise Law Library, which may include shifts in how some data is collected and/or displayed. There is a risk that changes made in isolation of those who benefit from the information could fail to respond to the needs of advocates, communities, and other stakeholders.	Low	Consult coalition Partners and Collaborators, internal teams, and key networks such as WiGSA regarding the needs of stakeholders and socialization of tools to be updated.
Crowded media space/information saturation: The Tenure Tracking program will be releasing several important new studies in 2024. This is in addition to major reports being produced by other teams in RRI, as well as complementary analyses being released by allied organizations (for example, the Forest Declaration Assessment). There is an inherent risk of data fatigue and of important new findings being overlooked or conflated with data points from other studies.	Medium to High	Work with Communications team to identify strategic windows of opportunity in the calendar to maximize uptake of new reports, and develop clear, concise talking points for RRG staff and coalition members to popularize key findings.
Development of a new methodology for studying pastoralism carries challenges with regards to its relationship to RRI's existing methodological frameworks. The nature of rights attached to pastoralism may differ significantly from those identified currently as indicators in existing methodologies, requiring a pastoralist-specific framework to be developed.	Medium	Hire an appropriate consultant to collaborate on the development of the methodology; carry out consultations with key pastoralism networks and stakeholders across regions; leverage existing RRI relationships and engagement with stakeholders and leaders on pastoralism and plan for a steering committee to guide this process.

PATH TO SCALE

Rationale for Engagement

Public and private donors, intermediary organizations, and rightsholder groups made important progress in 2023 to mobilize and channel more direct financial support to IPs, LCs, and ADPs to secure collective tenure rights and conserve tropical forests and rural landscapes.

A notable shift in 2023 was the emergence, formalization, and/or strengthening of IP and LC-led regranting mechanisms. These funding pathways—including CLARIFI, MTF, Nusantara Fund, Podaali Fund, and Pawanka Fund, among others—are key to channeling the philanthropic support pledged at CoP26 directly to rightsholder organizations. These new institutions made key hires over the last year, secured seed and project funding, acquired formal legal status, and in some cases, initiated project funding.

CLARIFI, for example, is supporting around 50 projects in Asia, Africa and Latin America. These initiatives, and their donors, have largely sought to put into practice the principles of “[fit for purpose](#)” funding introduced by Path to Scale participants in multiple 2022 analyses.

Collective action to mobilize and channel more direct funding for IP, LC, and ADP tenure and forest management also increased over the course of 2023. For example, representatives from over 40 institutions participated regularly in the [Path to Scale initiative's](#) meetings in 2023 to share information, develop joint analyses, and coordinate ahead of major international events like UN Climate Week in New York and CoP28.¹⁴

The Path to Scale Initiative, coordinated by RRI and co-chaired with the Tenure Facility, is an informal network of public and private donors, intermediaries, and rightsholders committed to scaling up funding, coordination, and innovation to recognize collective tenure rights and ensure IPs, LCs, and ADPs are empowered to meaningfully contribute to the achievement of 2030 climate and conservation goals. Its participants have developed two targets: i) to support the recognition of an additional 400 million hectares of tropical forests for IPs, LCs, and ADPs; and ii) to mobilize at least US\$10 billion to directly support these efforts by 2030.

At UN Climate Week, the Path to Scale and Forest Tenure Funders Group (FTFG)—the coalition of public and private donors who supported [the CoP26 Forest Tenure Pledge](#)—held their first-ever joint event to provide updates on the Pledge and discuss opportunities to coordinate at CoP28 and beyond. Participants discussed new research on “[funding pathways](#)” to efficiently channel more resources to local organizations, as well as the substantial technical and transparency challenges associated with monitoring donor funding for IP, LC, and ADP tenure and forest management.

Although new IP- and LC-led vehicles to channel support from global to local levels have emerged, the donor community is still experiencing challenges to implement direct funding commitments.

FTFG's [second annual report](#), which assessed progress to implement the Pledge, revealed that nearly half of the funds committed at Glasgow had been allocated, totaling US\$815 million since 2022. However, only 2.1 percent of this support went directly to IP, LC, and ADP organizations.

This low share of direct funding to collective rightsholders was driven by donor risk perceptions (especially related to use of public funds), the ability of local organizations to comply with administrative requirements, limited donor capacity to manage numerous small grants, and the frequent lack of legal identity of local organizations. While private foundations made the most progress on direct funding relative to bilateral donors, the [localization effort](#) led by USAID offers inspiration for how bilateral donors might adjust their systems to support more direct funding.

Despite the progress in implementing the Pledge, there have been relatively few additional funding commitments towards the US\$10 billion [target](#) elaborated by the Path to Scale, the minimum amount needed by 2030 to support the recognition of IP, LC, and ADP rights that would enable them to meaningfully contribute to climate and conservation targets. To this end, the Path to Scale commissioned a high-level funding landscape analysis in 2023 to identify related pledges and funding commitments by philanthropies, private sector actors, and governments to advance climate, conservation, and human rights related goals, and which might be “redirected” toward IP, LC, and ADP tenure and conservation.

Findings indicate that since 2019, over US\$500 billion in pledges have been made that align with the Path to Scale agenda, and based on the experience of CLARIFI, many of these commitments are being implemented in, or targeting, the same geographies as the Forest Tenure Pledge.

Additionally, Path to Scale participants met during UN Climate Week in New York to assess progress in mobilizing more direct support for IP, LC, and ADP tenure and forest management. Participants agreed to work together in 2024 to continue to raise ambition towards P2S targets, as well as develop needed analytical materials to shift the financial and administrative systems of bilateral donors towards more “fit for purpose” models that can channel more resources locally.

Emerging Opportunities

- **Increasing urgency to achieve 2030 climate and biodiversity targets.** The international community is looking for solutions as the world is threatened by a temperature increase above 1.5 degrees Celsius. Investing in rightsholders to manage forests and rural landscapes represents a built-in and available climate and biodiversity solution. IPs, LCs, and ADPs are increasingly visible and influential in key forums like the UNFCCC, COP, and global biodiversity negotiations, including being prioritized in agendas and specifically mentioned in resulting agreements and outputs.
- **Stronger, broader multi-stakeholder coordination and partnerships to advance Path to Scale targets.** In 2023, there was robust participation in recurring Path to Scale meetings, including by leaders from organizations like BMZ, FCDO, Ford Foundation, CLUA,

Conservation International, Nia Tero, GCF, World Bank, GATC, CoP28 leadership, and many others. This engagement indicates a high demand for collective action to mobilize more support for IP, LC, and ADP tenure and forest management. It also represents an opportunity to wield the collective political capital of these organizations at higher levels in international forums to engage new leaders and key stakeholder groups.

- **Advancement of localization agenda among key bilateral donors.** Bilateral donors, like USAID, are seeking to “localize” their grantmaking by shifting administrative systems to prioritize more direct partnerships with local organizations and service providers. Positive progress to adopt and implement “fit for purpose” funding practices at USAID may inspire other bilateral donors with similar localization goals and challenges to do the same.
- **Emergence and formalization of IP- and LC-led regranting mechanisms.** Providing funding directly to IPs, LCs, and ADPs is key to meeting the ambition of the CoP26 Forest Tenure Pledge and other aligned commitments. The emergence and strengthening of IP- and LC-led mechanisms, as well as other allied funding models able to channel direct resources to communities, represent a pathway to scaling direct funding arrangements with rightsholders to secure tenure rights and conserve/manage forests and rural landscapes.
- **Importance of tracking donor funding flows to IPs, LCs, and ADPs.** Donor reporting on IP, LC, and ADP tenure and forest management funding has improved, but is still opaque. More transparency is needed, as well as consistent application of reporting standards to facilitate more robust third-party monitoring, which is critical to track progress on the CoP26 Pledge and develop more rigorous strategic analysis to guide future investments.

Strategies

The Path to Scale aims to transform sectors and practice by convening key stakeholders around ambitious, [quantitative targets](#) in a safe-space format, tracking progress over time. These actions must be complemented by, and linked to, the advocacy and solutions underway within the RRI network. In 2024, the Path to Scale agreed to advance the following strategies to scale up the coordination, innovation, and financial, technical, and administrative support needed to ensure IPs, LCs, and ADPs meaningfully contribute to global 2030 climate and biodiversity targets:

1. **Advance localization goals of bilateral donors.** The Path to Scale will build a coalition of donors and intermediary organizations to influence the localization agendas of bilateral donors, and in 2024, will develop three to five concrete recommendations for USAID to increase direct, “fit for purpose” support to IPs, LCs, and ADPs to secure their rights and conserve/manage tropical forests and other key ecosystems.
2. **Launch public dashboard to improve the accessibility and transparency of funding.** RRG and RFN are collaborating to update and refine a comprehensive donor transaction dataset that will be published via a public, online dashboard enabling users to monitor the progress of key pledges and generate actionable insights to improve funding for IP, LC, and ADP tenure and forest management. Additionally, the interactive dashboard will tag funding

flows using Path to Scale and the [Opportunity Framework](#) categories to evaluate impact and appropriateness of funds given the enabling environment, status of land rights recognition, and degree of community land management in a specific context.

3. **Develop pathways to achieving 2030 targets.** We will conduct robust accounting against its [targets](#) to recognize 400 million hectares of forest and mobilize US\$10 billion for IP, LC, and ADP tenure and forest management. This will ensure accurate monitoring of progress and inform a resource mobilization strategy to bridge the funding gap by 2030, building on the funding landscape analysis conducted in 2023.
4. **Develop a collective roadmap to leverage the political capital of the Path to Scale network at CoP30.** With its growing, active participation of leading organizations, the Path to Scale platform is now positioned to convene high-level leaders at key climate and biodiversity negotiations. As a result, we will prepare a strategy and roadmap to build momentum toward high-level engagement at CoP30 in Brazil.

Anticipated results

- Substantial new financial resources are mobilized toward achievement of the Path to Scale 2030 funding and tenure targets.
- Bilateral donors adopt “fit for purpose” principles in grantmaking, procurement, budgeting, and administrative systems and procedures.
- Increased amount of direct funding support reaches IP, LC, and ADP organizations in the territories to secure tenure rights and manage/conservate forests and ecosystems.
- Donor commitments, grants, and reporting on direct support for IP, LC, and ADP tenure, management, and conservation are more transparent and accessible for external monitoring.
- Leaders from progressive brands, development finance institutions, donor organizations, national governments, and rightsholder networks co-create rights-based opportunities to implement Forest Positive policies, sustainability commitments, and/or direct funding arrangements to secure collective tenure rights and improve local livelihoods.

Risks and Mitigation

Risks	Likelihood of Occurrence	Mitigation Strategies
Limited RRI capacity to coordinate the Path to Scale, inhibiting ability to execute workplan priorities, organize strategic meetings, and achieve desired impact (that is, fulfillment of 2030 targets).	High	RRI will invite donors to support the coordination of the Path to Scale, which requires at least one full-time staff to manage network communications, coordinate participant workplans, facilitate strategic analyses, organize quarterly and annual meetings, and coordinate participant workplans and participation in key international forums.
Rapid growth of the Path to Scale network and agenda increases requirements for RRI to coordinate participant efforts, facilitate targeted and valued exchanges, and develop collective work products and strategies.	Moderate	RRI will continue forming and utilizing subcommittees to organize the most relevant, engaged, and/or experienced participants to contribute to its priorities.

STRATEGIC COMMUNICATIONS

Rationale for Engagement

Throughout 2023, the continued rise of carbon markets and offsetting schemes to counter climate change and extensive media coverage of irregularities in this sector presented a key communications challenge across RRI's work on climate and conservation. At RRI's global strategy meeting in October, coalition members highlighted the need for RRI's Communications team to bridge the current information gap on the reality and risks of carbon markets for communities.

In addition, while global discussions on climate throughout the year indicated greater recognition and participation of communities in climate and biodiversity action, these still have not been enough to shift focus substantially to community-led action. Articulating RRI's rights, climate, and conservation themed work remains an unfinished agenda for Communications in 2024.

In early 2023, RRI concluded its participation in Land Rights Now (LRN), the campaigning platform it co-founded with Oxfam and ILC in 2014 to amplify local and national level campaigns for community land rights to global platforms. This decision enables the team to focus RRI's resources more directly on advocacy campaigns led by coalition members in Asia, Africa and Latin America. Given the rise in

criminalization of environmental and Indigenous rights defenders across all three regions, the demand for campaign support for coalition members continues to rise, suggesting a need to redirect resources previously allocated to LRN towards strengthening the team's own capacity to execute global advocacy campaigns.

In addition, the rise in natural disasters and displacements throughout 2023 has led to a need to elevate the voices and positions of affected communities on loss and damage discussions, now a focus of global climate platforms. It is more urgent than ever to communicate around IPs', ADPs', and LCs' suffering from the impacts of the ongoing socioecological crisis, as well as the criminalization of their right to social protest every time they oppose the economic policies that promote exploitation of their territories to their detriment.

The launch of the second edition of RRI's flagship tenure tracking study, [Who Owns the World's Land?](#) in 2023 provided new global and regional data points to Communications for integration into its messaging. It also presented new openings for region-centric messaging, particularly in countries that have recently introduced progressive laws that are pending implementation. Continued outreach of these data points will be necessary to keep the momentum going from this launch.

RRI's convenings at [UN Climate Week](#) and the GSM in Kinshasa, DRC underscored the importance of in-person interaction in building solidarity and leadership/voices of RRI's coalition members, key to leveraging the coalition's power in numbers. The coalition's youth also emerged as a powerful voice at these meetings, collectively leading production of [a report](#) highlighting the aspirations and challenges of Asia's IPs and LCs; and an [Indigenous youth manifesto](#) from Latin America this year with the help of the Communications team.

2023 presented many new breakthroughs for RRI's gender justice work, which included the Women in Global South Alliance's (WiGSA) [first strategic meeting](#) and [the First Forum of Indigenous and Local Community Women in Central Africa and the Congo Basin](#), both supported by the Communications team in publicizing their outcomes. There is a need to nurture more women champions within the coalition from each region, including youth, to ensure that the momentum achieved from these events continues to build.

Last but not least, as CLARIFI enters its third year of work with a series of pilots in Africa, Latin America and Asia, clearly communicating its advancements, niche, and added value has emerged as a key need identified by coalition members. This has also created new needs for communications capacity and resources to devote to CLARIFI's communications in 2024 and beyond.

Emerging Opportunities

1. With the expansion of the coalition's focus on youth and gender in the past year, Communications sees new opportunities for campaigning and advocacy in 2024 around

their issues, particularly by liaising with the Coalition and Strategic Networks team to leverage the coalition's global network and influence.

2. There is a growing need to increase pressure on global conservation organizations and governments to expand communities' role and leadership of conservation and climate actions, particularly in the wake of last year's launch of the [Land Rights Standard](#) at CoP27.
3. 2024 will be a big year for launching and disseminating new RRI data and analyses, and going beyond the launch to break down technical data into accessible formats throughout the year for coalition members who need it for national advocacy.
4. Several of RRI's networks and tools remain a mystery to many national level coalition members and this emerged as a key challenge in planning meetings. We identified a need to expand the use of video, infographics, simpler language, and translations to overcome the language divide across the coalition, and to strengthen the RRI website to serve as more powerful information hub.
5. As the funding landscape becomes more competitive, the Communications team sees a key challenge in clearly defining CLARIFI's unique value proposition to potential and current donors. This requires a concerted, thoughtful strategy that avoids pitting CLARIFI against funds led by coalition members.
6. Capacity-building emerged as a strong demand from the coalition at the GSM, particularly for community leaders to tell their own stories effectively using various tools.
7. RRI will celebrate its 20th anniversary in 2025. These celebrations, held in person in Nepal and through virtual events throughout the year, will be a key opportunity to showcase RRI's long-term impact, innovations adapt to global realities, and the power of the coalition.

Strategies

In 2024, Communications will work with each of RRI's programs to achieve SP4's mutually reinforcing objectives. These include: i) strengthening local advocacy by coalition members through regional programs through advocacy and outreach support; ii) expanding RRI's role as the global hub for tracking and assessing progress on the realization of community land and resource rights; and iii) leveraging RRI's networks and their tools to support ongoing regional and national advocacy campaigns by coalition members to achieve a just, sustainable and climate resilient planet. Informed by these objectives and the needs identified by coalition members, our strategies will focus on three key themes in 2024:

1. **Decode:** Break down RRI's research, complex global mechanisms, and the work of RRI's global networks for coalition members and global audiences.
2. **Amplify:** Elevate coalition-led campaigns and movements from local to global platforms, employing digital tools, powerful stories, and global media outreach.
3. **Expand:** Increase coalition members' capacity to communicate about their work and impact, with a focus on women and youth.

Our key tools and interventions to implement these strategies are noted below.

In collaboration with regional programs:

- With consultant support, develop campaigning protocols and a promotional plan to amplify local and national advocacy campaigns led by coalition members.
- Develop targeted factsheets in regional languages to disseminate findings of all new global and region-specific research and analyses in more accessible formats.

In collaboration with Tenure Tracking program:

- Expand the capability and functionality of the online Tenure Tool and LandWise Library.
- Develop capacity-building trainings for coalition members around the Tenure Tool and LandWise Library through webinars, short videos and materials.

In collaboration with the Rights, Climate and Conservation program:

- Create multimedia collateral in coalition members' key languages to decode carbon markets and their risks for coalition members.
- Produce targeted promotional materials in the coalition's key languages to expand outreach of the LRS, with a focus on implementers of the first LRS pilot planned in Colombia. Communications will produce and promote these materials at national and global levels in close coordination with CSN, Rights, Climate and Conservation, and regional teams.

In collaboration with CLARIFI team:

- Produce an explanatory video to communicate CLARIFI's impact and unique value proposition, targeting donors and coalition members.
- Produce up to two targeted opinion pieces drafted for RRI and CLARIFI's senior leadership to establish their thought leadership on global happenings.
- Explore visiting speaker opportunities for CLARIFI representatives during relevant and high-level events at key international moments.

Overarching across programs:

- Expand use of video and animation to disseminate new RRI research in 2024, particularly reels, currently the most popular communication format on social media.
- Increase coalition members' participation, including Fellows, in creation of promotional materials such as blogs, video reels, and voiceovers to summarize new RRI research and coalition impacts in layman's terms.

- Upgrade RRI's website to increase coalition members' usability. Use insights gained from SEO analysis to increase web traffic to RRI's publications.
- Conduct media skills workshops for key RRI and coalition spokespeople.
- Expand creative storytelling methods to repurpose meaningful content already in the archives, particularly from recent field visits in each region. This can include videos, blog stories, social media content/reels, podcasts and video interviews.
- For the RRI website's Land Writes Blog, refocus from announcements to storytelling and expand focus on new countries of engagement with less visibility.
- Produce an annual or bi-annual multilingual RRI coalition e-magazine with emphasis on images and short storytelling to connect and amplify coalition achievements.
- Produce an impact report on the achievements of SRM projects funded by RRI over 20 years.
- Lead the creation of campaign materials to celebrate RRI's 20th anniversary. This will include undertaking a visual rebranding exercise and develop impact reports to document the achievements and global impact of RRI's programs, networks and initiatives.

Risks and Mitigation

Risk	Likelihood of Occurrence	Mitigation Strategies
Low capacity. The team currently has four people to support eight RRI programs as well as coalition-wide communication initiatives. This poses a risk of not being able to deliver on the above priorities.	High	There is an urgent need to hire new permanent staff. In particular, there is a need for new staff to lead social media management and to mobilize global advocacy campaigns to replace LRN.

COMMUNITY LAND RIGHTS AND CONSERVATION FINANCE INITIATIVE (CLARIFI)

Rationale for Engagement

At least US\$10 billion is required between now and 2030 to secure IP, LC, and ADP rights at scale and to achieve the goals of:

- Protecting 30 percent of the planet by 2030 by adding 400 Mha to IPs', LCs', and ADPs' legally recognized territories;

- Increasing IPs', LCs', and ADPs' legal ownership to 50 percent of tropical forests; and
- Reducing deforestation and helping to reach the goals of the Paris Agreement.

Currently, projects that support IP, LC, and ADP land tenure and management receive less than 1 percent of development funding that is disbursed to mitigate climate change. Yet, secure local land rights are fundamental to achieving climate and biodiversity goals. Three major gaps exist in the global donor architecture that supports the recognition of IP, LC, and ADP rights and livelihoods. These missing network links prevent the scaling-up of change needed to achieve the 2030 global biodiversity, conservation, and climate-related forest protection and restoration targets:

- 1. Inadequate financial support for IP, LC, and ADP organizations** to enable them to advance recognition of their land rights; strengthen organizational capacity, governance and management of their lands, territories, and resources; advance gender justice; prevent rollback; fight criminalization; and establish the legal and regulatory “enabling environment” for the recognition of their rights.
- 2. Inadequate political and financial support for low- and middle-income governments** to implement pro-community rights legislation at the national level, reducing the number of governments willing to actively promote this agenda and limiting buy-in among groups that would be receptive to increased recognition of IP, LC, and ADP rights.
- 3. Inadequate coordination among funding mechanisms** contributes to competition for funding and projects rather than strategic synergy between national, regional, and global funding mechanisms with shared goals. Better coordination is needed to build the capacity of all financial mechanisms. CLARIFI plays a critical role in addressing this gap as both a pass-through financial mechanism for rightsholders’ organization and as a re-granting mechanism. It is also trying to address this gap by collaborating with IP- and LC-led funding mechanisms like the Mesoamerican Territorial Fund (MTF) and the Nusantara Fund. CLARIFI aims to do more of this with other local, national, regional, and global IP- and LC-led funding mechanisms. Given the extent of threads and opportunities, synergy and complementarity are needed for greater impact and to make sure funding goes directly to rightsholders.

CLARIFI's objectives are aligned with the global goals of [RRI's Fourth Strategic Program](#) (SP4), namely:

- a.** Raising total area owned by or designated for IPs, ADPs, and LCs by at least 400 Mha;
- b.** Securing the rights of IPs, ADPs, and LCs, particularly women and youth, to manage, conserve, use, and trade ecosystem products and services in areas under their control, and protect from rollbacks; and
- c.** Contribute to mobilizing at least US\$10 billion of new funding to advance the above targets.

While the RRI coalition plans to maintain its focus on advocacy to change tenure policies and laws, CLARIFI will provide direct funding to IP, LC, and ADP organizations in all lands and territories to strengthen community tenure rights and community ownership over rights-based climate and biodiversity solutions; and support emerging opportunities for community-led climate and

conservation activities. RRI's plan to scale up in-country engagement to support local organizations and advocacy in 2024 will yield a robust pipeline of investment opportunities for CLARIFI.

Emerging Opportunities

An existing ecosystem of IP, LC, ADP, and women-led organizations, allied NGOs, funding mechanisms, and donor governments have demonstrated success in forging pathways for securing land rights. The number of groups and scale of operations, however, are not commensurate with the opportunity to build capacity and the urgent need to achieve global goals. [Recent research](#) shows that since 2011, global donors have only invested US\$2.4 billion in support of the community tenure and forest management agenda throughout the tropics, and only 11 percent of this amount was dedicated to supporting the recognition of the forest tenure rights of IPs, LCs, and ADPs. Donors of the [US\\$1.7 billion CoP26 pledge](#) are seeking ways to deliver on their pledge and provide a larger share of their funding directly to IP- and LC-led organizations and platforms. In 2024, CLARIFI's fiscal sponsorship and re-granting capability will be positioned to provide a credible channel for donors to fulfill their pledge while over time increasing its partners' potential to access financing directly.

CLARIFI will address challenges and opportunities by cultivating the enabling conditions needed to advance the recognition of IPs', LCs', and ADPs' land rights; strengthen organizational capacity, governance, and management of their lands, territories, and resources; advance gender justice; prevent rollback; fight criminalization; and establish the legal and regulatory enabling environment for the recognition of their rights. It will pay special attention to funding both grassroots action and facilitating coordinated action, thereby making large-scale change at a faster pace than is currently feasible with the existing infrastructure of international organizations.

Additional emerging opportunities include:

- There is a rapidly growing ecosystem of national, regional, and global funding mechanisms that have recently and continue to emerge that focus on supporting IP rights. This requires that CLARIFI clearly communicates its unique value proposition, and identifies and executes strategic partnerships like the existing ones with MTF and the Nusantara Fund in Indonesia.
- Growing from the Forest Tenure Funders' Pledge, there is growing support from donors for the Indigenous rights, conservation, biodiversity, and climate change agendas. This presents an opportunity for CLARIFI to engage with the existing and broadening field of donors that are interested in both rights and conservation.
- CLARIFI is poised to explore opportunities to access global climate finance. Many of the financial mechanisms under the climate finance agenda aim to support projects that enhance climate resilience, and CLARIFI's conservation focus can align well with these goals.

Strategies

Building on the successes and lessons from its pilot phase, CLARIFI seeks to achieve the following goals in 2024:

- New legal structure implemented with fit-for-purpose governance and operational models in alignment with new legal structure and RRG structure.
- Develop and implement a Monitoring, Evaluation, Reporting, and Learning framework.
- Increase fundraising ambition for CLARIFI operations and grantmaking.
- Communications strategy guides CLARIFI to reach a broader audience with key messages.
- Lessons learned from pilot grantmaking cycle are integrated into a fit-for-purpose model that is developed and implemented in a second pilot phase.

2024 priorities

Operations

In order to develop, manage, and staff CLARIFI's workplan:

- Develop CLARIFI planning processes;
- Build synergy between the CLARIFI team and RRG staff;
- Establish CLARIFI operations under new legal structure- NewCo¹⁵; and
- Deepen and refine CLARIFI's strategic communications and global reach by employing the following components:
 - Clearly defining and communicating CLARIFI's unique value proposition through messaging trainings for key spokespeople, a live messaging document, and style guides for all external communications including social media to ensure cohesive messaging across all platforms.
 - Using targeted tools for various audience sets such as quarterly newsletters, blog posts, and impact stories in multi-media formats to communicate regularly and effectively about project updates.
 - Strengthening key spokespeople (including Steering Committee members) by delivering context-specific trainings on CLARIFI's messaging and media/speaking engagements.
 - Developing powerful impact stories collaboratively with target communities (using audio-visual elements and information from field visits co-organized with project implementers) that effectively communicate project results and lessons learned.
 - Expanding the CLARIFI website to fully reflect CLARIFI's value proposition and breadth of initiatives led by communities.

Governance

To strengthen CLARIFI's governance:

- Expand IP, LC, and ADP representation and participation on CLARIFI's Steering Committee;
- Support continued input and oversight from the RRG Board; and
- Transition CLARIFI governance under NewCo structure.

Grantmaking

To transition from piloting to an established grantmaking program:

- Formalize and establish the CLARIFI grantmaking program;
- Design and test a monitoring, evaluation, reporting, and learning framework; and
- Support existing grantees in project implementation.

Fundraising

To increase the ambition of fundraising for CLARIFI operations and grantmaking:

- Meaningfully engage existing donor base;
- Build relationships and exchange knowledge with partners, peers, and donors; and
- Expand fundraising activities to support operations and growth.

Risks and Mitigation

Risk	Likelihood of Occurrence	Mitigation Strategies
CLARIFI fails to secure sufficient funding to uphold its proposed mission and commitments.	Moderate	<ul style="list-style-type: none">• Active fundraising by President of RRG, Director of CLARIFI, and Steering Committee members• Careful allocation of existing funding• Clear messaging to donors about the demand pipeline• Establishment as a subsidiary of RRG with a separate legal entity following the pilot phase• Proactive advertisement of CLARIFI's value-add in terms of its fiduciary function and its pro-active support to and complementarity with other IP-, LC-, and ADP-led financial mechanisms

Risk	Likelihood of Occurrence	Mitigation Strategies
CLARIFI-funded projects are unsuccessful in generating its envisaged outcomes and impacts.	Moderate	<ul style="list-style-type: none"> Careful screening of partners and projects Active engagement from RRG staff and consultants to support project design and execution Coordination with other organizations that can support project achievements
RRG administrative requirements are not fit-for-purpose and thereby reduce the value-add of CLARIFI compared to peers.	High	<ul style="list-style-type: none"> Active integration of the RRG finance and administration team in developing new fit-for-purpose administrative approaches. Inclusion of MERL framework in fit-for-purpose administration approaches
Projects cause unintended harm to IPs, LCs, ADPs, or others.	Low	<ul style="list-style-type: none"> Projects are locally owned Project designs incorporate risk identification and mitigation approaches RRG conducts regular check-ins with project leaders to identify emerging issues CLARIFI embraces FPIC in all decision-making processes
Governments in CLARIFI project countries restrict projects or create roadblocks to successful implementation or scaling up.	Low-moderate	<ul style="list-style-type: none"> RRG and project partners will engage project country governments (national and local) to explain the project, its alignment with national development objectives, and sources of funding to secure non-objections from government representatives Legal advice is sought, as needed
CLARIFI causes unintended negative consequences for RRG's regular country programs.	Low-moderate	<ul style="list-style-type: none"> CLARIFI work planning and staffing choices will aim to limit the additional burden placed on RRG staff Recruitment of CLARIFI team to lead the implementation of CLARIFI in close coordination with RRG regional programs Regular monitoring and reporting to RRG staff of CLARIFI's status and projects
Successful fundraising for CLARIFI inadvertently causes RRG to lose public charity status.	Low	<ul style="list-style-type: none"> Careful oversight from RRG Finance and Administration Legal consultation if large grants from single sources are expected for CLARIFI

Risk	Likelihood of Occurrence	Mitigation Strategies
Administration of fiscal sponsorship distracts RRG from its core business.	Low-moderate	<ul style="list-style-type: none"> • Determine stronger criteria for fiscal sponsorship partners • Build administrative staff capacity
RRG Partners are excluded from decision making on CLARIFI	Low	<ul style="list-style-type: none"> • Communicate information about CLARIFI to Partners regularly • Continue to involve Partners in CLARIFI piloting process
CLARIFI does not adequately address gender justice in its projects	Low	<ul style="list-style-type: none"> • Programming will center gender justice in project identification and design

COALITION AND STRATEGIC NETWORKS

Rationale for Engagement

In 2023, the RRI coalition came together twice in person (January's Governance Meeting and October's Global Strategy Meeting) to align its strategic priorities, in addition to other gatherings like workshops, international engagements, and regional conferences. In October, the Global Strategy Meeting (GSM) in Kinshasa, DRC welcomed Partners, Collaborators, Fellows, donors, and board members to identify the coalition's key priorities for 2024. Despite the unique characteristics of each territory, country, and region, we found that IPs', LCs', and ADPs' agendas are aligned in various thematic areas.

Topics like carbon markets, direct funding, livelihoods, and youth and gender leadership were some of the areas that territorial leaders are eager to prioritize in 2024. When asked how to strengthen the coalition, many agreed that we need more opportunities for learning, collaboration, and the creation of intergenerational spaces. Coalition members ended 2023 with a strong sense of unity and power that can be potentially channeled towards coordinated advocacy and campaigning efforts.

CSN will continue to ensure the healthy functioning of the coalition by keeping members informed and engaged with RRI processes. We will continue to manage RRI's global strategic planning process, including the Governance and Global Strategy meetings which will both be conducted virtually in 2024, and ensure Partner, Fellow, and RRG Board meetings are well organized and effective. One major project initiated in 2023 has been a coalition-wide mapping project where more than 40

coalition members were interviewed about their work, priorities, and achievements. More information about the project's launch and follow-up activities in 2024 is detailed below.

One ongoing priority for CSN in 2024 will be to support the participation of Partners and Collaborators in global fora, ensuring they have a strong and coordinated presence that will generate political prominence of IP, LC, and ADP leadership in international spaces. Our coalition's support permeates various RRI projects and activities, which will be coordinated with RRI's regional programs; the Rights, Climate and Conservation program; the Rights and Livelihoods program; and the Communications team.

Emerging Opportunities & Strategies

Revitalize and update MegaFloresta

After a successful MegaFloresta meeting in Lake Tahoe, California in 2023—its first in-person meeting since the Covid-19 pandemic—CSN's next steps are to maintain engagement with the network and ensure strategic objectives are relevant to the current state of the world and priorities of member forest agencies. It has been 17 years since MegaFloresta was created, and the state of forest management has changed significantly since then. The context and purpose of the network must pivot while taking into consideration these changing times and landscapes. In the first quarter of 2024, CSN will organize a webinar with current and former MegaFloresta leaders to collect insights and reflections on what are the most pressing issues in the forest sector today. The webinar will provide the groundwork for an updated paper on the current state of forest management and how MegaFloresta has contributed to strengthening forest agencies and their contribution to global climate and biodiversity goals.

RRI will commission an assessment of MegaFloresta for a broader rethinking of its 17th year. MegaFloresta held its first meeting in 2006, when climate change was just starting to gain international political attention; deforestation and the pressure for land conversion was rampant; and there was a decline in government support for forest agencies. The forest sector broadly and RRI as a coalition have evolved significantly since 2006 with a new global context shaped by the Paris Agreement and global climate and conservation goals set for 2030. Based on recommendation from the RRI coalition and RRG Board, it is important to do an overall assessment of MegaFloresta about its impacts and achievements; its relevance to coalition members' agendas; its connection with the land sector; and the new world order of forests, climate, and conservation.

In 2024, CSN hopes to bring MegaFloresta back to Brazil, one of the founding members of the network. With the election of President Luiz Inácio Lula da Silva to government, Brazil has once again become an important political leader for forest, climate, and conservation agendas globally. Brazil will be preparing to host CoP30 in 2025, bringing strategic international attention towards forest protection and Indigenous Peoples' rights. The country nominated its first Minister of Indigenous Affairs, Minister Sonia Guajajara, putting Indigenous issues at the highest level of government and

signaling the prioritization of the recognition of Brazil's Indigenous Peoples' rights and territories. As the host of MegaFlorestais, the Brazilian Forest Service, under the leadership of Garo Batmanian, will be create a space for innovative debates that can guide the thinking of forest service agency leaders for years to come and lead the path for CoP30's political ambitions.

CSN will also bring back the Next Generation Leaders workshop with support from the US Forest Service, MegaFlorestais members, and interested institutions. Before the pandemic, the program was successful in preparing promising forest agency staff to assume senior positions and to continue to engage with peers. In 2024, CSN hopes to expand the program to include more CSOs, rightsholders, and RRI coalition members. The Next Generation Leaders workshop is a valuable opportunity to strengthen the connections between experts and thought leaders from civil society and forest agencies. By focusing on a group of people that is mid-career, we are investing in people who have the energy and ambition to bring forth new ideas and projects that meet future challenges in forest management. In 2024, CSN will ensure there is a close alignment with coalition objectives and topics of interest, particularly the collaboration between public agencies and CSOs.

The workshop is also a major opportunity for RRI to identify, engage, and involve promising young IP, ADP, and LC leaders. The plan is to have at least two youth RRI coalition members offer input and facilitate at the meeting, with four or five seats total reserved for youth representatives from the coalition.

Expand the Fellow program

In 2023, CSN began a new phase of the RRI Fellow program. The Fellows group elected [William Sunderlin](#) as coordinator to: (i) revise Fellows' roles and contributions to the coalition; (ii) organize and lead meetings; and (iii) share updates with the group. The group managed the expansion of the Fellows program by conducting a nomination process and engaging in valuable discussions of what should be the profile and composition of the group with the addition of new members. CSN and the Fellows opted to find candidates in new fields like law and communications, which differs significantly from the predominantly research background of current Fellows. CSN also hopes to onboard new Fellows with expertise that is complementary to what already exists in the coalition such as pastoralism and Afro-descendent communities from regions where we are not yet present. CSN and the Fellows will nominate people who could contribute to national and regional strategies and research, and mid-career professionals who had many more years to contribute to the land and resource rights sector and would ensure proper knowledge transfer from Fellows closer to retirement. In 2024, CSN will help build a cohesive, active, and robust fellowship, ensuring Fellows are actively contributing to the coalition's work through writing, conducting research, participating in workshops, and actively engaging in other opportunities that advance RRI's mission.

Support youth engagement

In 2023, two important documents emerged from regional programs: the Latin America program's [Youth Manifesto](#) and the Asia program's [Youth Report](#). As the regional programs continue to develop their youth strategies, CSN can support by making room for youth voices at the global level. To foster intergenerational spaces within coalition meetings, CSN will open quarterly Partner meetings, coalition mapping platform feedback sessions, capacity-building webinars, Governance meetings, and the GSM to self-selected youth representatives from each organization.

Particularly with virtual governance and strategy meetings in 2024, CSN can expand participation to youth representatives without the usual budgetary concerns of in-person meetings. Throughout the year, CSN aims to have coalition youth actively engaged as facilitators and panelists in meetings and workshops. Specifically, CSN will improve meeting organization to be more inclusive of youth by implementing breakout groups, brainstorm sessions, icebreakers, and other meeting formats that encourage broad participation and welcome new faces. Prior to meetings, CSN will distribute preparatory materials in accessible formats like short videos and WhatsApp messages. Communication with Partners will emphasize the importance of intergenerational engagement to continue making progress toward the coalition's goals, particularly developing livelihood and economic alternatives for youth in their communities.

Explore opportunities for collective action in response to human rights violations

Rural violence towards IPs, LCs, and ADPs continues to rise. Many RRI Partners and Collaborators are constantly under threat from criminal activity, corporate land grabbing, and government repression. CSN often receives requests to sign letters of support and stand in solidarity with communities and demand justice for murdered leaders. At the GSM in Kinshasa, DRC in October 2023, coalition members expressed interest in tapping into the power of the coalition for coordinated actions. While RRI's work is centered more around a long-term vision for its advocacy efforts, CSN will work with RRI's Communications team to explore opportunities to support rapid-response and time-sensitive calls to action. This can take on various forms, such as supporting calls for solidarity, distributing information to allies, helping build pressure for justice and accountability, and supporting social media communications. To ensure agility and support from Partners, CSN and the Communications team will create a protocol for response that can be accessed at various degrees, from low to high engagement, with the local Partner or Collaborator leading the response effort. The two programs will experiment and learn from these moments of support and reassess before the end of 2024 what is RRI's role in engaging with moments of urgency and crisis in communities.

Enhance collaboration and learning within the coalition

In 2024, CSN will experiment with new ways of promoting collaboration, transparency, and information-sharing among coalition members. **CSN will launch the coalition mapping platform**, a tool that will allow Partners, Collaborators, allies, and stakeholders in our sector to easily learn

about the reach, expertise, and achievements of the RRI coalition. In the private side of the platform, users will have access to tools that can facilitate collaboration and information sharing. A calendar and project updates section will allow coalition members to identify opportunities for collaboration on their own and encourage them to share their own updates. During phase two, CSN will expand the coalition mapping platform to include more Collaborators, programs, and achievements, including CLARIFI pipeline projects. As the coalition mapping project enters phase two, CSN will especially welcome youth representatives as testers to give feedback on the platform's utility. This will capture youth perspectives and inform future functionality upgrades. Given the existing extent of youth mobilization on social media, they can provide valuable insight into how the platform can better serve the next generation of leaders.

To enhance learning within the coalition, CSN will collaborate with RRG's Rights, Climate and Conservation and Rights and Livelihoods programs to create a learning program on complex topics like carbon markets, climate financing, and livelihoods. The program will be designed in an e-learning format with a customized curriculum that includes toolkits and resources that organizations can share internally and refer to at any moment. Live sessions will be conducted by expert trainers and specialized rights-based institutions who will apply learning methodologies that will give participants the opportunity to share and apply knowledge learned to the work they do in communities. CSN aims to implement a minimum of four live classes in 2024, possibly more depending on demand and interest from coalition members.

Support and collaborate with other RRI programs

CSN will continue to support other programs that require consultation, communication, and coordination with coalition members at the global level. The team will manage outgoing communication to coalition members such as requests for sign-on letters, information sharing, and updates. CSN will work closely with the Strategic Communications team on advocacy efforts; the Rights, Climate and Conservation and Rights and Livelihoods programs on the learning program; and engage with regional programs during international events such as the Afro-descendent Conference in Latin America and the Youth Summit in Asia.

The Land Rights Standard (LRS) will also involve multiple teams. CSN will be responsible for coordinating consultations and managing communication that will ensure coalition members are actively promoting and engaging with the LRS at the global and local levels. CSN will make sure coalition members are regularly updated on the adoption and opportunities for promoting the LRS, and that there are clear ways to get involved in this work.

Continue to support the RRG Board of Directors

The RRG Board is currently going through a rotation period, with the departure of longstanding members and arrival of new members. Considering the Partner-elected Board members are still just one year into their role, CSN must ensure all Board members fully understand their responsibilities and

are well equipped to make decisions within the best interest of RRG and RRI. In the first quarter of 2024, CSN will be onboarding new Board members, providing individual support, and organizing trainings for the Board. Also in 2024, CSN will scale down the number of in-person meetings to two, reducing the cost and resources needed for in-person meetings. Ad hoc meetings will be conducted virtually.

Summary of Strategies

Strategy	Interventions	RRI Asset (e.g., analysis, events, partnerships, advocacy campaigns, fundraising, trainings)	Anticipated results
Revitalize, update, and rethink MegaFlorestais	MegaFlorestais 2024 in Brazil Next Generation Leaders Workshop Forest sector research paper Assessment report	Events and analysis	Create opportunities for intergenerational exchanges between 'veteran', current, and future MegaFlorestais leaders.
Expand the Fellow program	Onboard new Fellows Coordinate Fellow-led projects	Analysis, publications, writing, training, and mentorship	Renewed Fellows' contribution to the coalition through various initiatives
Promote Land Rights Standard (LRS)	Regular communication with coalition members Support the development of materials for Partners Create promotional campaign to disseminate LRS literature	Communication and coordination with coalition members; Coordination with Communications and Rights, Climate and Conservation programs for promotion of the LRS	Increase the visibility of the LRS in international spaces. Create tangible opportunities for coalition members to promote and adopt the LRS.
Support collaboration and transparency within the coalition	Launch and improve the coalition mapping platform Regular updates on RRI programs and members' activities Share updates in new and easier formats (e.g., video, WhatsApp)	Research, communications, and coordination	Through the coalition mapping platform, coalition members are better informed about each other's work, creating more opportunities for collaboration

Strategy	Interventions	RRI Asset (e.g., analysis, events, partnerships, advocacy campaigns, fundraising, trainings)	Anticipated results
Learning and knowledge exchange	Online trainings Support knowledge exchange opportunities Produce learning materials and resources	Events and training	Create a curriculum of resources on relevant topics for the coalition
Improve coalition involvement in strategic networks	Brown bag discussions on strategic networks Ensure coalition representation in MegaFlorestais and Next Generation Leaders workshop	Create more spaces for consultation and participation	Coalition members feel more involved with the work of the strategic networks

Risks and Mitigation

Risk	Likelihood of Occurrence	Mitigation Strategies
Low engagement from coalition members, particularly as meetings move online	Medium	Involve more members in planning and running meetings and activities so they are more engaged in the process; reassess Partner communication styles, channels, and frequency as needed; connect with members one-on-one to listen to their concerns and ensure RRI contributes to their organizational objectives.
Division in opinions amongst coalition members creates friction	Moderate to high	Address disagreements in an honest and transparent way with clear expectations and outcomes on how RRI will address positions as a coalition
Lack of capacity for engagement from coalition members	High	Diversify coalition contacts; broaden networks to include new people beyond well-established leaders; encourage new representation, particularly from IP, LC, and ADP women and youth; reduce and optimize consultation moments and coordinate requests to/from Partners

FINANCE AND ADMINISTRATION

Rationale for Engagement

The Finance and Administration team oversees all central functions of RRG, including compliance, finance, accounting, treasury management, accounts payable, accounts receivable, benefits, compensation, recruitment, learning, insurance, tax agency interactions, information technology, grant administration, contracting, legal, and more. This complex role includes annual management of hundreds of thousands of general ledger entries, thousands of wire transfers, credit card transactions, and other financial data. Collectively, this data is entered, reviewed, approved, and then used for timely and accurate reporting to internal teams, RRG Board, donors, auditors, and to the US Internal Revenue Service.

In this critical role, the Finance and Administration (F&A) team strives for excellence and has been best known for the absence of issues, not outputs. For the past few years, F&A has worked to streamline, automate, and adapt processes to meet the demands of an evolving coalition and organization. 2023 provided F&A the opportunity to test the scalability of these enhancements. While many of them worked as designed, we also observed some areas that would benefit from refinement.

In addition, RRG is playing a new role as fiscal sponsor for organizations that are not yet prepared to obtain access to funding solely on their own. F&A also had the opportunity to serve as a sort of clearinghouse to receive and disburse several relatively small contributions from multiple donors in support of two meetings in Africa that were not part of our 2023 workplan and would otherwise not have been able to secure. Both these meetings were a resounding success.

Our new funding commitments in 2023 include: CLUA, BMZ (Germany), and several foundations, all of which support CLARIFI, as well as renewed commitments for SP4 from supporters such as SIDA, Quadrature, Skoll, Skyline (formerly Yellow Chair), and the Packard Foundation.

RRI sees its donors as thought-partners and appreciate engaging them not only to talk about funds and reporting requirements, but to discuss strategy and seek alignment with donor priorities and national and global contexts, as well as to transparently discuss programmatic and institutional challenges. RRI held two Donor Support Group meetings in 2023, one in January and one in June. The meetings helped to bring all donors together to discuss updates relevant to the organization and the donors themselves. Based on those discussions, F&A continues to focus on scaling up our fundraising and seeking new donors, particularly as political changes and events impact funding from some bilateral donors.

Emerging Opportunities

F&A recently recruited a Senior Director of Programs to fill a long-vacant role. Our long-time Chief Operating Officer (COO) left the organization in late 2023, leaving RRG well-positioned with systems and technology. In December 2023, F&A hired a new COO who will lead us through the next stage of the organization's development.

For the first time, F&A is also hiring a MERL Specialist who will play a cross-cutting role within the RRI coalition by ensuring that the organization effectively deploys its energy and resources to achieve institutional goals and priorities, and that CLARIFI's strategic funds are used effectively to realize their desired impact. The MERL Specialist will track and report progress toward stated results for both the RRI framework and its CLARIFI mechanism, and capture lessons learned from associated interventions to guide the direction of future endeavors and showcase success and challenges.

Consequently, F&A's immediate priority for 2024 will be onboarding the new COO and Senior Director of Programs. Other priorities for 2024 include:

- A continued focus on strengthening organizational capacity to meet the demands of increased funding and activities related to CLARIFI. This includes enhancing or revising existing systems, building new systems, and increasing capacity through a combination of consultancies and new hires.
- Learning from experiences from 2023 of serving as a conduit for multiple donations with short notice for the direct benefit of our Collaborators, F&A will work on establishing a process to receive, disburse, and report on the funds seamlessly, while minimizing the burden on Collaborators and regional programs. F&A will also develop systems for serving as a fiscal sponsor for collaborators who are not yet able to receive funds on their own, including helping with capacity-building, as needed.
- Grant and contract management systems to help program teams with development opportunities and contract administration. These systems will arm program teams with real-time information and tools to enable them to better manage contract development and agreement processing and supervision.
- Engaging the entire staff in risk management through further training in contracts and administrative procedures. F&A will begin with an all-staff training session in January 2024 and continue throughout the year with additional trainings, as needed.
- Develop a fundraising strategy for RRI's SP4 to diversify funding and ensure funding goals are met to fully implement the framework. Given that RRI have some unfunded activities every year, F&A wants to ensure enough funding is secured to meet organizational growth and growing demands from Partner organizations.

Strategies

F&A will continue to pursue a multi-year strategic focus on improvements to RRG aligned with the [five-year strategic plan](#):

- 1. Strategic clarity and coherence:** With SP4 in place, F&A will focus on filling gaps in positions and competencies needed to ensure RRI can achieve the goals of the strategic plan.
- 2. Financial resilience and sustainability:** F&A will continue to work toward ensuring that RRG becomes/remains a partner-of-choice for both subgrantees receiving funds and for a diverse pool of funders.
- 3. Coalition strengthening/capacity-building:** Continue to improve the efficiency and compliance of our sub-granting processes through the SRM and CLARIFI, and work toward strengthening the systems of RRI's Partners so that they may continue to receive funding.
- 4. Efficiency and effectiveness:** Ensure internal systems can scale effectively while minimizing burden on staff, coalition members and Partners.

To achieve the objectives of SP4, RRG will focus on the following key areas in 2024: staff development, staff recruitment and retention, morale/engagement, and collaboration among staff and across teams. F&A will invest in the professional competencies needed for development in these areas, and provide staff opportunities for professional development, including training in report writing and expanding our fundraising capacity.

F&A will further explore options for an employer of record (EOR) to hire long-term facilitators based in our target regions, to mitigate the risks associated with legal, tax and compliance issues in the countries we engage in.

F&A created initial drafts of the technical manuals for due diligence and subgrant management in 2023 and expects to finalize them, train staff in their use, and implement the procedures in 2024. F&A will use the data from field testing to refine procedures.

Risks and Mitigation

Risks	Likelihood of Occurrence	Mitigation Strategies
Staff capacity to deliver on both fundraising and program initiatives.	Moderate	Invest in building the capacity of Partner organizations on reporting and compliance; provide regional facilitators the space and means to engage closely and more strategically with local Partners, and increase capacity by hiring additional staff for CLARIFI.

Risks	Likelihood of Occurrence	Mitigation Strategies
Fit for purpose funding to be piloted under CLARIFI project. Full realization of this concept potentially conflicts with legal, financial, operational, and adequate due diligence procedures, as well as compliance with some, mostly bilateral, donor requirements.	Moderate	This requires a collaborative approach, involving F&A, program teams, and expert advice when appropriate; implementation of technical manuals referred to above will be of great assistance.
Increased donor/contractual requirements and staff capacity.	Moderate	Donor requirements/obligations require coordination and collaboration with teams across the organization. This will be addressed by: training and improving communication and collaboration among teams; ensuring that programs are aligned and in compliance; ensuring responsibility rests on Finance & Administration and the teams who implement the programs equally, since the costs of non-compliance can adversely impact the organization's future access to donor funding.
Significant administrative effort required for RRI to play its role as a clearinghouse and/or fiscal sponsor.	Moderate	Develop procedures for evaluating the pros and cons of accepting a role as fiscal sponsor and for managing projects once accepted.
Work-life balance for staff.	Moderate	Good HR policies on work-life balance are communicated to make sure that staff are not overworked and take time off; hire more staff to deal with organizational growth.
Rapid expansion of activities pursuant to increased activities created by significant funding commitments, both those from prior multi-year contributions and additional funds received in 2023.		Build and/or scale up internal systems, combined with judicious hiring of staff to effectively manage organizational growth.

ANNEX 1: 2024 PROPOSED BUDGET

Rights and Resources Group

2024 Projected Budget by Program / Presupuesto por Programa

2024 Board
Budget

12/14/2023

Rights and Resources Initiative

	Secured Budget	Unfunded	Total	As % of Total RRI
Regional Programs	3,615,988	1,738,000	5,353,988	35%
Africa Program Costs	835,000	240,000	1,075,000	7%
Latin America Program Costs	605,000	247,000	852,000	6%
Asia Program Costs	940,617	1,151,000	2,091,617	14%
Regional Programs Staff Costs	1,235,371	100,000	1,335,371	9%
Strategic Analysis and Global Engagement	1,951,220	1,585,000	3,536,220	23%
Tenure Tracking	65,000	125,000	190,000	1%
Path to Scale	150,000	110,000	260,000	2%
Rights, Climate & Conservation	140,000	150,000	290,000	2%
Gender Justice	125,000	595,000	720,000	5%
Rights & Livelihoods	360,000	445,000	805,000	5%
RRG SAGE Coordination & TA	1,111,220	160,000	1,271,220	8%
Communications & Donor Relations	863,897	115,000	978,897	6%
Strategic Communications Activities	375,535	115,000	490,535	3%
Communications Coordination & TA	488,362	-	488,362	3%
Coalition and Strategic Networks (CSN)	1,115,401	380,000	1,495,401	10%
Coalition & Strategic Networks	710,000	380,000	1,090,000	7%
CSN Coordination & TA	405,401	-	405,401	3%
Strategic Response Mechanism (SRM)	888,099	500,000	1,388,099	9%
RRI SRM Agreements	836,697	500,000	1,336,697	9%
SRM Coordination & TA	51,402	-	51,402	0%
Operations, Finance and Administration	2,048,183	-	2,048,183	13%
Non Salary Core Operating Costs	927,041	-	927,041	6%
RRG Finance and Administration	1,121,142	-	1,121,142	7%
Program Office	683,725	-	683,725	4%
Program Costs	107,977	-	107,977	1%
Senior Program Staff Costs	575,748	-	575,748	4%
Total RRI	11,166,513	4,318,000	15,484,513	100%

CLARIFI

				As % of CLARIFI/BEF
CLARIFI	10,670,048	225,000	10,895,048	100%
CLARIFI Grants	8,775,000	100,000	8,875,000	81%
CLARIFI Program Costs	872,234	125,000	997,234	9%
GATC Institutional Strengthening	472,500	-	472,500	4%
CLARIFI Staff Costs	550,314	-	550,314	5%
	10,670,048	225,000	10,895,048	100%

				As % of Total Combined
Total RRI	11,166,513	4,318,000	15,484,513	55%
Total CLARIFI	10,670,048	225,000	10,895,048	39%
Contingency	189,251	1,530,000	1,719,251	6.1%
Total RRI and CLARIFI	-	-	-	0.0%
	22,025,812	6,073,000	28,098,812	100%

Program Programa	Activity Code Número de actividad	Planned Activities Actividades planificadas	Region/Country Región/País	Secured funding Fondos asegurados	Unfunded Sin financiación	Total Combined Combinado
Africa	24RFKY01	Kenya: Strengthen community assemblies—the core governance structure within the community land infrastructure and the Community Land Management Committees through robust awareness raising activities.	Kenya	\$30,000	\$20,000	\$50,000
Africa	24RFKY02	Kenya: Supporting communities to follow up on HLIs and court rulings and engagement with the judiciary in enhancing understanding of the CLA 2016.	Kenya	\$35,000	\$0	\$35,000
Africa	24RFLR01	Liberia: Investing in supporting women in their efforts to secure sustainable livelihoods within the framework of the Land Rights Act 2018 and sharing the experience of work done around this subject at the national level.	Liberia	\$40,000	\$15,000	\$55,000
Africa	24RFLR02	Liberia: Targeted engagement with the Liberia Land Authority to effectively address the challenges in issuance of deeds & building the governance capacity of customary land community institutions, including adequate representation of women any youth.	Liberia	\$40,000	\$15,000	\$55,000
Africa	24RFMG01	Madagascar: Consolidating community land rights for livelihoods and conservation.	Madagascar	\$60,000	\$20,000	\$80,000
Africa	24RFCD01	DRC: Organization of multi-stakeholder dialogues to share the progress made in the implementation at local, provincial and national level on the reforms (Land policy, Draft Land Use Bill, Draft Land Law) and create a space to ensuring utilization of existing cartographic data on community territories are emphasized in the Spatial Development Plan.	DRC	\$0	\$50,000	\$50,000
Africa	24RFCD02	DRC: Raising awareness about the protection of human rights defenders, and facilitating the development of the economic value chain, particularly through initiatives led by women.	DRC	\$50,000	\$10,000	\$60,000
Africa	24RFCD03	DRC: Support for reforms and their implementation by: Support to the development of the application measures the law on Pygmy Indigenous Peoples (PAP) and their implementation.	DRC	\$50,000	\$20,000	\$70,000
Africa	24RFCD04	DRC: Support and monitoring development and the implementation of the land plan currently being developed targeting implementation of land policy.	DRC	\$0	\$45,000	\$45,000
Africa	24RFCD05	DRC: Packard Designated (Scaling-up restoration of degraded areas, mapping, documentation, and of initiatives that promote community conservation through the support of community forests and land policies and secured community forest.	DRC	\$70,000	\$20,000	\$90,000
Africa	24RFCD06	DRC: Packard Designated (Support to livelihoods and land securing).	DRC	\$30,000	\$15,000	\$45,000
Africa	24RFCD07	DRC: Strengthening youth movement engagement within RRI partners and collaborators in DRC (REPALEAC/DGPA)	DRC	\$35,000	\$10,000	\$45,000
Africa	24RFR01	Africa Regional: Community Conservation Study - continued data collection and building out the academic review process	Africa Regional	\$50,000	\$0	\$50,000
Africa	24RFR02	Africa Regional: Carbon Market training: Bringing together experts to train community leaders who will then become trainers for their communities	Africa Regional	\$125,000	\$0	\$125,000
Africa	24RFT	Africa Regional: Travel, Research, Supplies and Other	Africa Regional	\$70,000	\$0	\$70,000
Africa	24RFP	Africa Regional: Planning	Africa Regional	\$50,000	\$0	\$50,000
Africa	24RFF	Africa Regional: Facilitation	Africa Regional	\$100,000	\$0	\$100,000
Africa	24RFS	Coordination and Technical Assistance		\$446,570	\$0	\$446,570
Africa Subtotal				\$1,281,570	\$240,000	\$1,521,570

Program Programa	Activity Code Número de actividad	Planned Activities Actividades planificadas	Region/Country Región/País	Secured funding Fondos asegurados	Unfunded Sin financiación	Total Combined Combinado
Latin America	24RLR01	Latin America Regional: Training workshops to generate understanding on topics impacting collective tenure rights (Violation of community defender rights/Escazu Agreement, risks and potential of carbon market financing) and to socialize and appropriate RRI's Land Rights Standards at the community level	Latin America Regional	\$40,000	\$20,000	\$60,000
Latin America	24RLR02	Latin America Regional: workshops to train IP, ADP, and LC youth coalition members on territorial rights.	Latin America Regional	\$35,000	\$5,000	\$40,000
Latin America	24RLR03	Latin America Regional: workshops on project management, fundraising strategies and administrative capacities for grassroots organizations to develop institutional capacities	Latin America Regional	\$35,000	\$5,000	\$40,000
Latin America	24RLR04	Latin America Regional: workshops/analysis to create regional strategic communications plan	Latin America Regional	\$25,000	\$5,000	\$30,000
Latin America	24RLR05	Latin America Regional: Conduct workshops to exchange agendas, balance knowledge and position women's views in national and international scenarios to make visible women's voices	Latin America Regional	\$50,000	\$10,000	\$60,000
Latin America	24RLR06	Latin America Regional: Build evidence-based analysis and socialize results documenting cases of territorial rights violations and the lack of implementation of public policies aimed at land tenure for IP, ADP, and LC women	Latin America Regional	\$25,000	\$5,000	\$30,000
Latin America	24RLR07	Latin America Regional: International event to position ADP tenure rights in preparation of COP29.	Latin America Regional	\$133,000	\$67,000	\$200,000
Latin America	24RLR08	Latin America Regional: train and establish a technical team to co-manage GIS platform for regional Afro-descendant map.	Latin America Regional	\$35,000	\$5,000	\$40,000
Latin America	24RLR09	Mesoamerica Regional: Strengthen women's strategies on food security and local economies in Mesoamerica	Mesoamerica Regional	\$30,000	\$10,000	\$40,000
Latin America	24RLR10	Latin America Regional: Support participation of IP, ADP, and LC and women leaders from Latin America in key strategic international events to influence decision making	Latin America Regional	\$0	\$30,000	\$30,000
Latin America	24RLR11	Latin America Regional: Socialization of results of analysis of Indigenous women's contribution to local economies to define an advocacy strategy to influence governments and donors for supporting women's livelihoods	Latin America Regional	\$0	\$40,000	\$40,000
Latin America	24RLR12	Latin America Regional: Strengthen the regional analysis of multidimensional and collective impacts of rights violations by private sector and state actors on IP, ADP, and LC communities.	Latin America Regional	\$0	\$30,000	\$30,000
Latin America	24RLT	Latin America Regional: Travel, Research, Supplies and Other	Latin America	\$45,000	\$5,000	\$50,000
Latin America	24RLF	Latin America Regional: Facilitation	Latin America	\$82,000	\$10,000	\$92,000
Latin America	24RLP	Latin America Regional: Planning	Latin America	\$70,000	\$0	\$70,000
Latin America	24RLS	Coordination and Technical Assistance	Region	\$455,435	\$0	\$455,435
Latin America Subtotal				\$1,060,435	\$247,000	\$1,307,435

Program Programa	Activity Code Número de actividad	Planned Activities Actividades planificadas	Region/Country Región/País	Secured funding Fondos asegurados	Unfunded Sin financiación	Total Combined Combinado
Asia	24RSR01	Asia Regional: Network strengthening and advocacy support	Asia Regional	\$20,000	\$80,000	\$100,000
Asia	24RSIN01	India : Network strengthening and advocacy support	India	\$50,000	\$85,000	\$135,000
Asia	24RSR02	Asia Regional: Technical support for partners for regional and country level work	Asia Regional	\$0	\$50,000	\$50,000
Asia	24RSID01	Indonesia : Network strengthening and advocacy support	Indonesia	\$50,000	\$50,000	\$100,000
Asia	24RSNP01	Nepal : Network strengthening and advocacy support	Nepal	\$50,000	\$50,000	\$100,000
Asia	24RSID02	Indonesia : Emergency Response System and Fund	Indonesia	\$20,000	\$30,000	\$50,000
Asia	24RSNP02	Nepal : Emergency Response System and Fund	Nepal	\$0	\$25,000	\$25,000
Asia	24RSR03	Asia Regional: Youth Strategy Development	Asia Regional	\$15,000	\$20,000	\$35,000
Asia	24RSR04	Asia Regional: Dissemination of youth report and peer to peer learning (including selective fact to face) at the regional level	Asia Regional	\$0	\$50,000	\$50,000
Asia	24RSR05	Asia Regional: Regional Youth Meeting	Asia Regional	\$15,000	\$150,000	\$165,000
Asia	24RSIN02	India : Country level youth project	India	\$5,000	\$25,000	\$30,000
Asia	24RSID03	Indonesia: Country level youth project	Indonesia	\$5,000	\$25,000	\$30,000
Asia	24RSNP03	Nepal : Country level youth project	Nepal	\$5,000	\$25,000	\$30,000
Asia	24RSIN03	India : Data collection, analysis, dissemination and advocacy on natural resource based conflict resolution	India	\$200,000	\$0	\$200,000
Asia	24RSID04	Indonesia : Data collection, anlysis, dissemination and advocacy on natural resource based conflicts	Indonesia	\$10,000	\$15,000	\$25,000
Asia	24RSR06	Asia Regional : Research and advocacy on rights based conservation	Asia Regional	\$0	\$15,000	\$15,000
Asia	24RSNP04	Nepal : Research on rights based conservation	Nepal	\$30,000	\$15,000	\$45,000
Asia	24RSIN04	India : Research and advocacy on rights based conservation	India	\$0	\$45,000	\$45,000
Asia	24RSID05	Indonesia : Research and advocacy on rights based conservation	Indonesia	\$0	\$45,000	\$45,000
Asia	24RSID06	Indonesia : Applied legal research	Indonesia	\$25,000	\$0	\$25,000
Asia	24RSIN05	India : Applied legal research	India	\$0	\$15,000	\$15,000
Asia	24RSNP05	Nepal : Applied legal research dissemination and capacity buidling	Nepal	\$0	\$15,000	\$15,000
Asia	24RSID07	Indonesia : Engendered participatory mapping	Indonesia	\$45,000	\$0	\$45,000
Asia	24RSIN06	India : Context-specific campaigns appropriate for countries	India	\$11,000	\$50,000	\$61,000
Asia	24RSID08	Indonesia : Context-specific campaigns appropriate for countries (IP Law, Agrarian Reform law, biodiversity and conservation)	Indonesia	\$11,000	\$50,000	\$61,000

Program Programa	Activity Code Número de actividad	Planned Activities Actividades planificadas	Region/Country Región/País	Secured funding Fondos asegurados	Unfunded Sin financiación	Total Combined Combinado
Asia	24RSID09	Indonesia : Context-specific campaigns appropriate for countries (Recognition of collective tenure rights, policy changes to incorporate rights recognition in National Parks and Conservation laws, Sustainable Forest Management)	Indonesia	\$11,000	\$50,000	\$61,000
Asia	24RSID10	Indonesia : Agroecology initiatives (local economic development) in Bengkulu are supported; food security initiatives expanded	Indonesia	\$35,000	\$0	\$35,000
Asia	24RSR07	Asia Regional: Grassroots initiatives on rights based climate, conservation and biodiversity	Asia Regional	\$17,500	\$95,000	\$112,500
Asia	24RSR08	Asia Regional: Technical Consultants to support IPLCs	Asia Regional	\$86,550	\$0	\$86,550
Asia	24RSR09	Asia Regional: Translation & Interpretation	Asia Regional	\$5,561	\$10,000	\$15,561
Asia	24RSP	Asia Regional: Planning	Asia Regional	\$60,000	\$15,000	\$75,000
Asia	24RSF	Asia Regional: Facilitation	Asia Regional	\$101,000	\$50,000	\$151,000
Asia	24RST	Asia Regional: Travel, Research, Supplies and Other Expenses	Asia Regional	\$57,006	\$1,000	\$58,006
Asia	24RSS	Coordination and Technical Assistance		\$333,366	\$100,000	\$433,366
Asia Subtotal				\$1,273,983	\$1,251,000	\$2,524,983

Program Programa	Activity Code Número de actividad	Planned Activities Actividades planificadas	Region/Country Región/País	Secured funding Fondos asegurados	Unfunded Sin financiación	Total Combined Combinado
Tenure Tracking	24TX01	Global: Drafting and launch of Depth of Rights and Gender flagship report and related materials (staff time)	Global	\$0	\$0	\$0
Tenure Tracking	24TX02	Global: Drafting and launch of brief on the Land-Water Nexus and its implications for Women's Freshwater Tenure Rights	Global	\$0	\$5,000	\$5,000
Tenure Tracking	24TX03	Global: Update and expansion of public knowledge-sharing tools, including the Tenure Tool and LandWise Law Library, to incorporate RRI Land and Water Tenure Data, updated Depth of Rights and Gender data, and additional legal resources (staff time)	Global	\$0	\$20,000	\$20,000
Tenure Tracking	24TX04	Global: Develop videos, workshops, and/or other resources that enhance the capacity of LandWise Law Library and Tenure Tool users, in collaboration with the Communications Program	Global	\$0	\$0	\$0
Tenure Tracking	24TX05	Global: Update and launch of Global Baseline of Carbon Storage in Collective Lands, incorporating new data from RRI, WCRC, and 2021 data collected with GATC	Global	\$10,000	\$20,000	\$30,000
Tenure Tracking	24TX06	Global: Data collection and peer review of new and updated Forest Area Data for 58+ countries.	Global	\$30,000	\$15,000	\$45,000
Tenure Tracking	24TX07	Global: Initial scoping work, methodological development, and preliminary data collection to assess specific rights of pastoralists and other mobile peoples.	Global	\$10,000	\$55,000	\$65,000
Tenure Tracking	24TX08	Global: Continue strengthening internal knowledge management and data accessibility to better harmonize RRI's ecosystem of data, including through the review and organization of legal documents (staff time)	Global	\$0	\$10,000	\$10,000
Tenure Tracking	24TX09	Global: Provide support and guidance to RRG programs, RRI Coalition members, and other external organizations and initiatives in furtherance of community-based tenure rights, including through the revision of concept notes, draft reports, and other materials, and through trainings and webinars (Staff time)	Global	\$0	\$0	\$0
Tenure Tracking	24TX	Travel, Research, Supplies		\$15,000	\$0	\$15,000
Tenure Tracking	24TXS	Coordination and Technical Assistance		\$282,107		\$282,107
Tenure Tracking Subtotal				\$347,107	\$125,000	\$472,107
SAGE	24TR01	Global: Prepare a report consisting of 3 to 5 practical and/or actionable recommendations to support and/or enable USAID and policymakers to further the localization agenda specific to IPs, LCs, and ADPs to secure tenure rights and manage and conserve tropical forests and key ecosystems	Global	\$40,000	\$35,000	\$75,000
SAGE	24TR02	Global: Launch and maintenance of Indigenous Peoples and Local Communities Finance Observatory; production of targeted briefs to support engagement at international events.	Global	\$25,000	\$25,000	\$50,000
SAGE	24TR03	Global: Path to Scale organized side-events at strategic forums in 2024 to support coordination and learning among donors, intermediaries, and rightsholders (e.g. New York Climate Week, post-CoP28) and develop a roadmap to CoP 30.	Global	\$80,000	\$40,000	\$120,000
SAGE	24TR04	Global: Interpretation support	Global	\$5,000	\$10,000	\$15,000
SAGE	24TRS	Coordination and Technical Assistance	Global	\$73,930	\$60,000	\$133,930
Path To Scale & Other Global Engagement Subtotal				\$223,930	\$170,000	\$393,930

Program Programa	Activity Code Número de actividad	Planned Activities Actividades planificadas	Region/Country Región/País	Secured funding Fondos asegurados	Unfunded Sin financiación	Total Combined Combinado
RC&C	24TC01	Global: Update RRI analysis on carbon rights in national legal frameworks	Global	\$30,000	\$10,000	\$40,000
RC&C	24TC02	Global: Survey of community experiences with carbon markets	Global	\$30,000	\$50,000	\$80,000
RC&C	24TC03	Global: Readiness assessment of national legislation for the advancement of community-led conservation	Global	\$30,000	\$20,000	\$50,000
RC&C	24TC04	Global: Update of Global Carbon Baseline	Global	\$0	\$0	\$0
RC&C	24TC05	Global: Expand the Climate Futures Dialogue series to strengthen coordinated actions and priorities	Global	\$30,000	\$30,000	\$60,000
RC&C	24TC06	Global: Pilot the use of the Land Rights Standard via PCN in Colombia (workshop) and scale-up its adoption and integration by climate and conservation organizations and initiatives across the region	Global	\$10,000	\$30,000	\$40,000
RC&C	24TC07	Global: Rightsholder travel to international climate and biodiversity events	Global	\$0	\$10,000	\$10,000
RC&C	24TCT	Travel, Research, Supplies and Other Expenses	Global	\$10,000	\$0	\$10,000
RC&C	24TCS	Coordination and Technical Assistance		\$322,844	\$0	\$322,844
Rights, Climate and Conservation Subtotal				\$462,844	\$150,000	\$612,844
Gender Justice	24TG01	Global: Support at least one in-person global meeting, as well as one in person meeting per region, with virtual coordination meetings as needed among WiGSA organizations	Global	\$65,000	\$50,000	\$115,000
Gender Justice	24TG02	Global: Scoping research on the data on funding for women's groups and development of a preliminary methodology for collecting expanded funding data from women's groups.	Global	\$15,000	\$5,000	\$20,000
Gender Justice	24TG03	Global: Stage II based-line funding reaching women: application of methodology for collecting and analyzin funding data	Global	\$0	\$500,000	\$500,000
Gender Justice	24TG04	Global: Socialize the results of RRI research developed at the regional and global levels to the broader RRI Coalition and WiGSA	Global	\$0	\$10,000	\$10,000
Gender Justice	24TG05	Coordinate (along with IIED) of exchanging cases studies of strategies led by women in the three regions and the efforts to promote fair representation and gender equity.	Global	\$0	\$15,000	\$15,000
Gender Justice	24TG06	Training on the strategic use of the CBD Women's Caucus for WIGSA women. Activity in coordination with CBD Women's Caucus.	Global	\$5,000	\$5,000	\$10,000
Gender Justice	24TG07	Support participation of WiGSA in key international venues for dicussing women's decision-making roles in climate change and biodiversity conservation	Global	\$15,000	\$5,000	\$20,000
Gender Justice	24TGT	Travel, Research, Supplies and Other Expenses	Global	\$25,000	\$5,000	\$30,000
Gender Justice	24TGS	Coordination and Technical Assistance		\$191,852		\$191,852
Gender Justice Subtotal				\$316,852	\$595,000	\$911,852

Program <i>Programa</i>	Activity Code <i>Número de actividad</i>	Planned Activities <i>Actividades planificadas</i>	Region/Country <i>Región/País</i>	Secured funding <i>Fondos asegurados</i>	Unfunded <i>Sin financiación</i>	Total Combined <i>Combinado</i>
R&L	24TA01	Liberia: Support integration of community monitoring into national policies governing palm oil sector.	Liberia	\$50,000	\$100,000	\$150,000
R&L	24TA02	Indonesia: Leverage community monitoring and data to advance rural enterprises and support integration of community monitoring into Consumer Goods Forum sourcing landscape.	Indonesia	\$50,000	\$100,000	\$150,000
R&L	24TA03	Kenya: Support CLAN Responsible Investment in Community Lands to host investor forum and develop national interpretation of Land Rights Standard.	Kenya	\$15,000	\$0	\$15,000
R&L	24TA04	Latin America Regional: Support community monitoring exchange, hosted by Afrodescendant communities in Ecuador and Colombia, with community monitoring experts in Liberia and Indonesia.	Latin America Regional	\$60,000	\$15,000	\$75,000
R&L	24TA05	DRC: Strengthening and promoting community monitoring of agricultural, forestry, and mining companies in DRC.	DRC	\$25,000	\$110,000	\$135,000
R&L	24TA06	Global: Organize Interlaken Group retreat with private sector, civil society, donor and rightsholder participants to refresh and rethink private sector engagement strategy after 10 years of operations.	Global	\$50,000	\$25,000	\$75,000
R&L	24TA07	Global: Develop a retrospective analysis of RRI's historical livelihoods-focused initiatives in Colombia, Peru, DRC, Kenya, Nepal, and Indonesia.	Global	\$30,000	\$0	\$30,000
R&L	24TA08	Global: Develop and pilot a methodology and framework to establish national-level baselines of the enabling legislative and policy conditions to advance community-based livelihoods.	Global	\$40,000	\$0	\$40,000
R&L	24TA09	Global: Develop flagship-level analysis of enabling legislative and policy conditions for the realization of community-based livelihoods based on application of methodology in expanded set of countries.	Global	\$0	\$75,000	\$75,000
R&L	24TA10	Interpreter support	Global	\$10,000	\$5,000	\$15,000
R&L	24TAT	Travel, Research, Supplies and Other Expenses	Global	\$30,000	\$15,000	\$45,000
R&L	24TAS	Coordination and Technical Assistance	Global	\$240,487	\$100,000	\$340,487
Rights & Livelihoods Subtotal				\$600,487	\$545,000	\$1,145,487

Program Programa	Activity Code Número de actividad	Planned Activities Actividades planificadas	Region/Country Región/País	Secured funding Fondos asegurados	Unfunded Sin financiación	Total Combined Combinado
Comms	24X01	Global: Provide campaign support (consultant) to amplify local and national advocacy campaigns led by coalition members in regions and countries.	Global	\$30,000	\$10,000	\$40,000
Comms	24X02	Global: Technical support and overhaul of RRI website to increase its usability and web traffic. This includes expansion of the tenure tool; SEO improvements; design and functionality changes; and consultant support to lead the overhaul.	Global	\$30,000	\$0	\$30,000
Comms	24X03	Global: Maintenance and subscription fees for software and systems to support RRI's digital presence; social media management; in-house translations; project management; and monitoring and tracking of communications metrics.	Global	\$30,000	\$0	\$30,000
Comms	24X04	Global: Produce RRI Annual Report, a bi-annual e-zine; 20-year impact report; SRM impact report; and other multimedia products as needed to communicate RRI's impact and activities to coalition members, funders, and prospective donors, including in preparation for the 20th anniversary celebration in 2025.	Global	\$75,000	\$25,000	\$100,000
Comms	24X05	Global: Targeted communications support for production, translation, media and digital outreach support for new analyses, trainings, workshops, SRM impacts, and other coalition activities at regional and national levels in all three regions.	Global	\$35,000	\$0	\$35,000
Comms	24X06	Global: Produce, publish, launch, and disseminate findings of Power and Potential in the coalition languages to women leaders using traditional and digital media and tools.	Global	\$30,000	\$0	\$30,000
Comms	24X07	Global: Provide publication production, translation, and multi media outreach support for gender justice focused analyses and advocacy events at global, regional, and national levels.	Global	\$15,000	\$0	\$15,000
Comms	24X08	Global: Provide event, promotional, and publication production support for P2S and IG products targeting donors, private sector, and intermediaries.	Global	\$15,000	\$0	\$15,000
Comms	24X09	Global: Communications support for CLARIFI via production of impact stories and explainer video; op-ed placements; digital outreach; spokesperson trainings; implementer training; and consultant fees + travel.	Global	\$20,000	\$75,000	\$95,000
Comms	24X10	Global: Production and outreach support for climate and conservation focused analyses and events, including Land Rights Standard and carbon rights analyses and trainings materials on carbon markets.	Global	\$40,000	\$0	\$40,000
Comms	24X11	Global: Trainings for coalition members on digital communications, the use of the Tenure Tool, the Landwise Law Library, and use of RRI's research for their advocacy and campaigns.	Global	\$35,000	\$0	\$35,000
Comms	24X12	Global: Provide communications and documentation support for events/ activites developed by the Coalition and Strategic Networks Team.	Global	\$5,000	\$0	\$5,000
Comms	24X13	Latin America Regional: Coordinate and execute phase 2 of Colombia media site visit to highlight conservation efforts by Afro-descendant communities.	Latin America Regional	\$0	\$0	\$0
Comms	24XT	Global: Travel, Research, Supplies and Other Expenses	Global	\$15,535	\$5,000	\$20,535
Comms	24XS	Coordination and Technical Assistance	Global	\$488,362	\$0	\$488,362
Strategic Communications Subtotal				\$863,897	\$115,000	\$978,897

Program Programa	Activity Code Número de actividad	Planned Activities Actividades planificadas	Region/Country Región/País	Secured funding Fondos asegurados	Unfunded Sin financiación	Total Combined Combinado
CSN	24QGV	Global: The Governance Meetings enable RRI to review workplans and mobilize to achieve 2024 objectives	Global	\$15,000	\$0	\$15,000
CSN	25QGV	Global: Prep for RRI 25th Anniversary. Anticipated budget for Governance Meeting 2025 (online)	Global	\$50,000	\$0	\$50,000
CSN	24QP01	Global: RRI's Global Strategy Meeting energizes the Coalition and provides strong input to the planning process	Global	\$15,000	\$0	\$15,000
CSN	24QP02	Global: The Coalition, including Partners, Collaborators, and Fellows, is engaged and leveraged throughout the year	Global	\$30,000	\$50,000	\$80,000
CSN	24QP03	Global: The RRG Board of Directors is actively engaged and efficient in supporting the governance of RRI	Global	\$95,000	\$0	\$95,000
CSN	24QP04	Global: MegaFlorestais	Global	\$370,000	\$200,000	\$570,000
CSN	24QP05	Global: International engagement	Global	\$30,000	\$0	\$30,000
CSN	24QP06	Coalition mapping	Global	\$40,000	\$100,000	\$140,000
CSN	24QP07	Learning workshops (online and in-person)	Global	\$40,000	\$20,000	\$60,000
CSN	24QT	Travel, Research, Supplies and Other Expenses	Global	\$25,000	\$10,000	\$35,000
CSN	24NS	Coordination and Technical Assistance	Global	\$405,401	\$0	\$405,401
Coalition and Strategic Networks Subtotal				\$1,115,401	\$380,000	\$1,495,401
SRM	24Z	Strategic Response Mechanism		\$461,697	\$500,000	\$961,697
SRM	24Z-BEFTA	BEF-Tropical Andes SRM		\$375,000	\$0	\$375,000
SRM	24ZS	Coordination and Technical Assistance		\$51,402	\$0	\$51,402
Strategic Response Mechanism Subtotal				\$888,099	\$500,000	\$1,388,099
F&A	24OA	Accounting		\$107,500	\$0	\$107,500
F&A	24OD	Fixed Asset Depreciation		\$85,000	\$0	\$85,000
F&A	24OF	Fundraising		\$65,000	\$0	\$65,000
F&A	24OG	Gen ops/supplies		\$27,500	\$0	\$27,500
F&A	24OH	HR		\$89,260	\$0	\$89,260
F&A	24OM	Montreal Expenses		\$12,500	\$0	\$12,500
F&A	24OO	Facilities		\$187,076	\$0	\$187,076
F&A	24OS	Staff Development		\$165,500	\$0	\$165,500
F&A	24OT	Technology		\$127,705	\$0	\$127,705
F&A	24OTS	New Systems Dev		\$45,000	\$0	\$45,000
F&A	24OTR	Travel		\$15,000	\$0	\$15,000
F&A	24ADMS	Administrative Personnel Costs		\$1,121,142	\$0	\$1,121,142
Operations, Finance and Administration Subtotal				\$2,048,183	\$0	\$2,048,183
SPO	24SPOS	Program Leadership/Management		\$575,748		\$575,748
SPO	24SPOT	Program Leadership Travel		\$107,977	\$0	\$107,977
Program Office Subtotal				\$683,725	\$0	\$683,725
Total RRI Costs				\$11,166,513	\$4,318,000	\$15,484,513

Program Programa	Activity Code Número de actividad	Planned Activities Actividades planificadas	Region/Country Región/País	Secured funding Fondos asegurados	Unfunded Sin financiación	Total Combined Combinado
CLARIFI						
CLARIFI	24CLF01	Latin America: BEF Tropical Andes Grants	Latin America	\$2,750,000	\$0	\$2,750,000
CLARIFI	24CLF02	Africa: BEF Congo Basin Grants	Africa	\$1,935,000	\$0	\$1,935,000
CLARIFI	24CLF03	Latin America: GATC Strengthening Grant	Latin America	\$283,500	\$0	\$283,500
CLARIFI	24CLF04	Africa: GATC Strengthening Grant	Africa	\$189,000	\$0	\$189,000
CLARIFI	24CLF05	Latin America: Tropical Andes Convening Planning	Latin America	\$226,500	\$0	\$226,500
CLARIFI	24CLF06	Africa: Congo Basin Convening Planning	Africa	\$133,000	\$0	\$133,000
CLARIFI	24CLF07	Africa: Support additional CLARIFI engagements with pastoralists in East Africa	Africa	\$390,000	\$0	\$390,000
CLARIFI	24CLF08	Africa: Support additional CLARIFI projects in Africa	Africa	\$600,000	\$0	\$600,000
CLARIFI	24CLF09	Asia: Support additional CLARIFI projects in Asia	Asia	\$1,400,000	\$0	\$1,400,000
CLARIFI	24CLF10	Latin America: Support additional CLARIFI projects in Latin America	Latin America	\$1,000,000	\$0	\$1,000,000
CLARIFI	24CLF11	Global: Support women's led CLARIFI projects	Global	\$300,000	\$0	\$300,000
CLARIFI	24CLF12	Africa: Support CLARIFI pilot project in Sierra Leone	Africa	\$400,000	\$100,000	\$500,000
CLARIFI	24CLF13	Global: Establish CLARIFI as a legal entity, support governance, and engage legal, accounting, technical, and advisory services to accelerate impact	Global	\$150,000	\$100,000	\$250,000
CLARIFI	24CLF14	Global: Develop, approve and implement fundraising strategy, including identifying and participating in relevant peer/donor networks	Global	\$150,000	\$10,000	\$160,000
CLARIFI	24CLF15	Global: Support learning and sharing across CLARIFI	Global	\$8,000	\$15,000	\$23,000
CLARIFI	24CLRT	Global: Travel, Research, Supplies and Other Expenses	Global	\$127,334	\$0	\$127,334
CLARIFI	24CLRF	Facilitation		\$77,400		\$77,400
CLARIFI	24CLRS	Coordination and Technical Assistance		\$550,314		\$550,314
CLARIFI Subtotal				\$10,670,048	\$225,000	\$10,895,048
Contingency				\$189,251	\$1,530,000	\$1,719,251
Reserve						\$0
TOTAL COMBINED COSTS				\$22,025,812	\$6,073,000	\$28,098,812

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 intervention influence the positions and behavior of key decision makers?”
- “Will the potential outcomes be significant for community tenure rights? Poverty alleviation? Global development, conservation, and climate goals from a right-based approach? Or other coalition commitments?”

RRI criteria to determine that an intervention is “strategic” include:

- a. Contributes to improved Indigenous Peoples’, local communities’, Afro-descendant Peoples, and/or rural women’s land and resource rights.
- b. Takes advantage of (or creates) a new political opportunity.
- c. Brings multiple actors together to achieve the goals of the coalition.
- d. Considers the external environment and builds on what is being done by various other actors without duplicating those efforts.
- e. Neutralizes opponents’ narratives or provides a new narrative for rallying supporters and new key constituencies.
- f. Influences key decision makers at country and regional levels and opens opportunities for direct dialogue between civil society, local communities, and/or Indigenous Peoples and their governing bodies.
- g. Creates or takes advantage of new events/institutions to influence “non-traditional” players or processes.
- h. 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. Value add assessments of selected contributions are defined and measured by the following criteria:

1. Advanced policy reform processes at national level, leading to: Creation / strengthening of commitments, the recognition / realization of rights, or the prevention of rollback.
2. Created a domino effect, leading to the replication of progressive developments across social, political, or economic boundaries.
3. Forged new strategic alliances or partnerships to advance new solutions / go beyond business as usual.
4. Strengthened critical thinking, raised solutions, or clarified requisite actions and pathways.

3. *"Synergistic"*

In the RRI coalition, synergy and results are expected to flow from collaboration. Effective synergy leads to "value added" results.

For RRI's purposes, "synergistic interventions" are characterized by one or more of the following:

- 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 its goals (Partners, Collaborators, Fellows, RRG, and others);
- Build on the perspectives, efforts, and priorities of civil society organizations, local communities, and Indigenous Peoples at the national, regional, and global levels.

ANNEX 3

Overview of RRI's Strategic Program for 2023–2027

Human rights-based approaches offer the most sensible means of protecting and restoring the planet's ecosystems to achieve global climate and conservation goals. Within this context, the need to scale up the legal recognition of IP, LC, and ADP rights—especially those of women and youth in these groups—represents one of the most powerful actions to safeguard the planet while advancing justice, peace, and prosperity.

Achieving such ends within a rapidly diminishing window of opportunity requires unprecedented coordination, innovation, and action, and therein lies the ambition of the RRI Coalition for the 2023–2027 period. We gained the contextual knowledge and guidance to produce this framework through an extensive listening exercise with our coalition members over the past year (Box 1), as well as external public events, analyses, and discussions among Indigenous, Afro-descendant, and local community leaders across the world.

Box 1: From Darkness to Blue Skies: A Coalition Listening Exercise

Over the course of 2022, one hundred leaders of grassroots networks in 22 countries—men, women, and youth among Indigenous Peoples, local communities, and Afro-descendant Peoples—were interviewed about their hopes, dreams, and fears for the future.

The interviews, commissioned by RRI, used the "Blue Skies" thinking approach, which is a freeform space for brainstorming and new ideas. We encouraged participants to be open-minded and to think beyond day-to-day concerns. We sought clarity on what they want the world to be like in 2030 and beyond, how such a world could be brought into being, and their worries about their paths to get there. The leaders we interviewed expressed diverse views but shared at least one universal vision. In a "blue skies" world, their communities would have secure rights to their communal lands, forests, and territories; including the rights to govern these areas and exercise control over who lives there and uses their resources. Four key themes emerged in these conversations:

- The need for new generation of foundational leaders
- The freedom to live with dignity and rights
- Embracing technology to create new narratives
- Creation of new Indigenous economic models.

For the full Blue Skies report and interviews, visit <https://rightsandresources.org/blueskies/>.

Five interlinked facts define the emerging context for this framework.

1. Communities customarily own at least half of the global land area but hold legal rights to less than 20 percent, and rights to other resource assets are often poorly defined.
2. At least 2 billion people are affected by these challenges and numbers are expected to grow over the coming decade. Additionally, despite their outsized role in the maintenance of community wellbeing and the management of collective lands and resources, women continue to face unequal rights. Similarly, youth have thus far been inadequately engaged as leaders within their communities and beyond.
3. A robust body of evidence now shows that community-held lands and territories tend to outperform public and private land holders relative to sustainability, equity, and resilience criteria.
4. Growing government support for community land rights is providing new opportunities for progress. As per RRI's Opportunity Framework, at least 24 tropical forest countries have adequate legal frameworks and operational capacities to support the legal recognition and/or protection of community-based tenure rights.
5. There is now widespread acknowledgement that IP and LC rights are central to achieving global environmental goals. This is illustrated by an increase in robust **standards** and **safeguards** to ensure rights-based approaches; a growing ecosystem of community organizations and their allies; and improved **coordination** and **advocacy** to foster **unprecedented donor pledges** and dedicated support for **gender-inclusive climate actions**.

In this context, we see four major challenges to address to address in the next five years:

1. **Mobilizing governments:** Despite improving political conditions in some jurisdictions, many countries are experiencing an increase in autocratic rule, shrinking political spaces, and the rollback of various rights, including formally recognized community land rights. The Covid-19 pandemic also exacerbated inequalities, leading to even greater restrictions on civil liberties and adoption of recovery plans that legitimize land grabs.
2. **Mobilizing funding and innovative modalities:** In the wake of the Covid-19 pandemic, government debt rose to unprecedented levels globally. Supply chain disruptions and labor shortages due to increasing geopolitical tensions are contributing to rising energy costs and food insecurity across the globe. At the same time, as public revenues diminish, private philanthropy has grown, presenting new potential for the advancement of community rights at the local level. That said, bilateral funding remains a critical component of donor support

for the IP, LC and ADP rights agenda, particularly to engage with government for transformative reforms. Moving forward, we see an urgent need for donor support to adopt fit-for-purpose funding approaches (as highlighted by two recent analyses: [Funding with Purpose](#) and [Building Bridges](#)). This is crucial to ensure greater direct community access to climate and conservation finance, and to achieve the RRI Path to Scale and Transformation to scale up global action on collective rights for climate and conservation.

3. **Scaling-up implementation:** Despite significant progress in the number of countries with policies and legal frameworks recognizing community land and resource rights, implementation remains a challenge.
4. **Going beyond “do no harm”:** Multilateral institutions and initiatives like the Global Environment Facility (GEF), the World Bank’s Forest Carbon Partnership Facility (FCPF), and the Coalition for Lowering Emissions by Accelerating Forest Finance (LEAF) have developed safeguards requiring the respect of local land rights, but none were designed to advance community forest tenure and governance.

The Path Forward

To realize its full potential, RRI needs to consider four operational lessons for the way forward. Combined with our value proposition and theory of change (see Annex II), they are the building blocks of our new five-year strategic program for 2023 to 2027.

1. Strong local organizations and progressive social and market systems are required to seize opportunities, diminish the risks of rollbacks, and ensure progress towards rights-based climate and conservation actions.
2. Local advocacy is essential to the advancement of tenure reforms and the pursuit of right based climate, biodiversity, and sustainable development action.
3. Multilateral institutions and intergovernmental organizations can advance or stall developing country support for the land rights agenda.
4. Fit-for-purpose funding modalities are essential for the realization of global ambitions on rights-based climate and conservation priorities.

Strategic Directions 2023–2027

RRI’s Fourth Strategic Program (SP4) reflects the long-term [institutional goals](#) of the RRI Coalition, as defined in its 2020 [Memorandum of Understanding](#), and more recent Partner demands for an inclusive consideration of the different lands and ecosystems held by communities. For the 2023–2027 period, RRI’s work program aims to contribute to the following goals:

1. Advance the legal recognition of community land and forest tenure rights, raising the total area owned by or designated for IPs, LCs, and ADPs by at least 400 million hectares by 2030.
2. Secure the rights of IPs, LCs, ADPs, and particularly the women and youth within these groups, to manage, conserve, use, and trade all ecosystem products and services in areas under their control, and ensure they are protected from rollbacks, land grabbing, and criminalization.
3. Contribute to mobilizing at least US\$10 billion of new funding—prioritizing local initiatives and organizations—to advance the above targets over the 2023–2030 period in tropical forest countries.

Linked to the above goals are three following strategic objectives that will guide RRI's overall work program for 2023-2027. RRI will utilize the [Path to Scale and Transformation framework](#) and the [Opportunity Framework](#) to foster coordinated actions towards these objectives:

1. Scale up in-country engagement to support local organizations and advocacy in Latin America, Asia, and Africa through regional programs, the Strategic Response Mechanism (SRM), and the Community Land Rights and Conservation Finance Initiative (CLARIFI). RRI will substantially increase country and regional program support to IP, LC, ADP and women's and youth's movements, organizations, and CSOs to secure and effectively govern their lands and territories and mitigate the risks of rollbacks and criminalization. Renewed strategic engagement of the coalition in countries will increase the number of states with adequate enabling environments of gender-sensitive, legal, regulatory, and procedural frameworks, and enhance institutional capacities for the recognition of community tenure and livelihood rights. This renewed engagement will yield a robust pipeline of mid- to large-scale investment opportunities for CLARIFI and other financial mechanisms to invest in scaling-up community land rights and mitigate climate change.
2. Catalyze global ambitions, coordination, and innovation to scale up the agency of rightsholders to the level and pace required to achieve 2030 global climate and conservation goals. The rapidly changing global political-economic context, associated food and energy crises, and declining aid budgets in developed countries, coupled with growing support from private philanthropies, imply that we need new modalities and network connections to raise capital to the levels required to secure community rights at scale. RRI will leverage and expand its [Path to Scale](#) working group of bilateral donors, private philanthropies, multilaterals, and financial mechanisms to coordinate strategies and investments that support the most strategic geographic and political opportunities for advancing community land and livelihood rights. RRI will mobilize this group to scope, define, and catalyze the next generation of fit-for-purpose funding vehicles to manage and channel large-scale funds directly to community-led

organizations to rapidly advance recognition of rights and support self-determined conservation and development initiatives.

3. Mobilize key constituencies and leverage networks, data, and tools to drive support for community land tenure, governance, and self-determination. RRI will mobilize and expand its existing programs, networks, data, and tools, to advance the following priorities:
 - a. Advance IP, LC and ADP women's tenure and roles in governance and leadership.*
 - b. Mobilize the climate and conservation sectors to adopt rights-based approaches and support the land rights agenda.*
 - c. Leverage the private sector to advance community-led development, conservation, and management of rural lands and forests.*
 - d. Monitor and report on global progress towards the recognition of community land, resource, and livelihood rights and global goals.*

Budget Request

RRI is requesting US\$75 million over five years—at least 15 million per year—an increase of approximately 54 percent over the annual average budget (\$9.8 million) of the preceding five years 2018–2022. The increased funding would strengthen RRI's country and regional programs, gender justice approach, and strategic initiatives. This would enable RRI to dramatically scale-up investments towards establishing paths to scale and transformation at local and national levels and supporting the legal recognition and implementation of the land and resource rights of IPs, LCs, ADPs, and particularly the women among them, including their ability to realize their self-determined priorities.

Read RRI's complete Strategic Program 4 at
bit.ly/RRIProgram

ENDNOTES

¹ The term “leadership regeneration” comes from Indonesian civil society, and we have decided to use it here because it can include inclusion of youth, women, and other marginalized groups into movement leadership.

² Maharashtra is one state where Community Forest Resources (CFR) provisions have been successfully implemented. Other states with some extent of effective CFR recognition include Odisha, Gujarat, Chhattisgarh, Jharkhand, and Kerala.

³ May 2023: Karnataka; November 2023: Chhattisgarh, Madhya Pradesh; December 2023: Rajasthan, Telangana.

⁴ The Omnibus Law on Job Creation grants further privileges to plantation companies and extractive industries, reduces sanctions for environmental offenses, and removes requirement for an environmental impact assessment and FPIC. This law was passed during the Covid-19 pandemic without consultation and public participation. A 2020 Presidential Regulation on Land Procurement for Public Interest Development Projects also threatens to dramatically accelerate land grabbing.

⁵ The establishment of the Land Bank Agency was carried out under Presidential Regulation (Perpres) No. 113 of 2021. The Land Bank Agency is a special agency that manages land and functions to carry out planning, acquisition, procurement, management, utilization, and distribution of land.

⁶ Agrarian reform areas that overlap with state-owned enterprises/companies can now be resolved, unlocking a deadlock of zero percent progress on agrarian reform originating from state plantations. On the other hand, the policy stated 30 percent of the land will go to the Land Bank. The Land Bank Agency does not understand and has no authority in organizing agrarian reform. In many cases, the Agency claims overlap with IPs’ and LCs’ customary territories. We must accelerate our work to claim and propose the areas before the Agency’s claims.

⁷ Companies making Forest or Nature Positive commitments, primarily in the agribusiness and forest products sectors, aim to leverage their supply chains to eliminate deforestation by, among others, securing collective tenure rights and contributing to rural livelihoods in areas where they source and/or invest. These Forest Positive commitments are, in turn, the drivers of reducing emissions from land use and land use change to achieve longer term corporate Net Zero emissions targets. See:

<https://www.theconsumergoodsforum.com/environmental-sustainability/forest-positive/about/mission/>.

⁸ Consider the European Union’s Deforestation Regulation and Directive on Corporate Sustainability Due Diligence; other legislation elaborating requirements for importing companies to avoid deforestation and respect human rights exist or are emerging in Germany, the UK, the US, and others.

⁹ Nestlé. 2023. Nestlé’s Salient Issue Action Plan: Indigenous and Local Communities’ Land Rights. Available at: <https://www.nestle.com/sites/default/files/2023-02/nestle-salient-issues-action-plan-land-rights-feb-2023.pdf>

¹⁰ <https://www.nestle.com/sustainability/nature-environment/forest-positive>.

¹¹ Consumer Goods Forum. 2023. *CGF Forest Positive Coalition of Action: Strategy for Collective Action in Production Landscapes*. Available at: <https://www.theconsumergoodsforum.com/wp-content/uploads/2021/11/FPC-Landscape-Strategy-2021.pdf>.

¹² For example, the International Finance Corporation (IFC) [disclosed the details](#) of a potential investment in Oil Palm Gabon, which is majority-owned by the global agribusiness company Olam. The investment in the palm oil project would primarily support upgrading and repairing capital equipment but would additionally support

studies and engagement to develop options such that the investment provides greater economic opportunities for local communities in the concession area. There are also several [CLARIFI projects underway in Gabon](#) that will, in addition to supporting communities to map and register collective lands, support communities to establish a multi-stakeholder dialogue with companies in Gabon, including Oil Palm Gabon, to renegotiate social contracts agreed between companies and communities circa 2010. Communities are seeking to renegotiate these contracts, which have historically supported the development of infrastructure in rural areas, to improve the economic participation and livelihoods of local peoples.

¹³ CIFOR. 2019. Models for formalizing customary and community forest lands: The need to integrate livelihoods into rights and forest conservation goals. Available at: <https://www.cifor.org/knowledge/publication/7273/>.

¹⁴ This collective agenda was laid out after the Biodiversity CoP in Montreal in 2022. Available at: <https://rightsandresources.org/p2s-event-cop15/>.

¹⁵ A decision was made by the RRG Board in October 2023 to establish CLARIFI as a new nonprofit corporation, with RRG being the sole member. This new 501c (3) status will not be independent, but rather stays within RRG/RRI as RRI's global regranteeing mechanism. This legal structure will allow RRG to attract more public and private funding while allowing RRG to maintain its public charity status.