

RIGHTS AND RESOURCES INITIATIVE

Strategic Priorities and Work Plans 2023



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Cover Photo: A local farmer in a community garden in Bengkulu, Sumatra, Indonesia. 40 farmers in this community were recently arrested and released after 12 days with the help of RRI collaborator AsM Law office for "stealing" palm oil on land surrounding their community. A large private company claimed the farmers were stealing the harvest even though the land in question has been used by the local community for generations. Photo by Jacob Meantz for RRI.

LETTER FROM RRI COORDINATOR

Dear RRI Friends and colleagues,

I hope this letter finds you in safety and good spirits. I am delighted to share with you RRI's 2023 workplans as well as our next five-year Strategic Program for 2023-27.

As we have seen in the last two years, the role of Indigenous Peoples (IPs), local communities (LCs) and Afro-descendant Peoples (ADPs) and the need for rights-based approaches for climate and conservation action are now broadly recognized. We have seen donors and philanthropies formalize new funding commitments for IPs and LCs, and proponents of voluntary carbon markets are actively engaged in the development of “high integrity” frameworks with clearer safeguard measures to protect human rights. The next Global Biodiversity Framework will likely include language on IP and LC rights and their role in the realization of the 30x30 conservation target.

Yet, translation of these growing commitments into clearly defined actions remains an ongoing challenge, and despite growing calls for IP and LC involvement in decisions that affect them, their voices remain peripheral to the actual design and implementation of initiatives by governments and non-state actors.

For example, market-based approaches to climate action are mired in complexities with unclear costs and benefits for communities or the environment. Few countries have adequate legal frameworks to support the recognition of community rights to carbon and associated benefits or community conserved areas, and large multilateral initiatives (e.g., Green Climate Fund, the World Bank's Carbon Fund, or the LEAF Coalition) have yet to support community-led solutions in meaningful or measurable ways. In addition, climate financing meant for IPs and LCs has yet to reach community-led projects. For example, [only 7 percent of the historic \\$1.7B CoP Pledge](#) for IPs and LCs has reached projects actually led by these groups.

In the midst of all this, we face a global food crisis fueled by climate shocks, the war in Ukraine, and the COVID-19 pandemic, driving food, fuel and fertilizer prices. Millions of people, particularly IPs, LCs and ADPs, are at risk of being driven into starvation. In the Horn of Africa and other ecologically sensitive pockets, a climate change-induced drought has exposed wide cracks in global food systems.

At CoP27, which focused on climate loss and damage this year, IPs and LCs were present in relatively larger numbers and visible in “photo ops,” but little changed to remedy their usual exclusion from summit negotiations. Even with nearly 250 delegates, IP representatives were [less than 1%](#) of the 40,000 delegates in attendance. This exclusion from the decision-making dialogues (dominated by the presence of the fossil fuel industry), limited their impact in informing land-based climate adaptation and mitigation strategies.

Today, despite repeated public and private sector commitments to involve local peoples in reducing pressure on the world's remaining intact landscapes, fortress conservation continues to thrive. This was clearly illustrated in this [declaration by IPs and LCs](#) at the Africa Protected Areas Congress in Rwanda this July. At the UN Biodiversity Conference (CoP15) in Montreal in December, which opened without agreement on draft language for negotiations, IP, LC and ADP delegates called for the integration of their rights, knowledge and financing to resolve the 30×30 target. But while the language around IPs and LCs in the [CoP15 text](#) is positive and mentions rights-based conservation, the exact role of these groups when it comes to 30x30 is still contested.

The 30x30 target requires significant financial and technical support for the IPs and LCs on the frontlines of protecting nature. But while the USD 560 million pledge by the Government of Canada to support Indigenous protected areas was a welcome step, most of current climate or conservation finance fails to reach organizations led by IPs and LCs (see our [Funding with Purpose](#) and [Bridging the Gap](#) analyses to learn more).

All of this means that the need for RRI to radically accelerate progress towards a more just, equitable, and sustainable future through ambitious collective actions is greater than ever before. But as we embark upon the ambitious agenda proposed in our new 5-year Strategic Program (SP4), our coalition members' many pivotal successes in 2022 give us fresh hope and vigor. See the next section for a brief overview of these successes.

Looking ahead

As we embark upon our new Strategic Program for the next five years, our goals are to:

- Advance 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.
- 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 their protection from rollbacks, land grabbing, and criminalization.
- Help mobilize at least US\$10 billion of new funding—prioritizing local initiatives and organizations—to advance the above targets.

RRI will utilize [the Path to Scale and Transformation framework](#) to foster actions towards these goals. These include scaling up our in-country engagement through the Strategic Response Mechanism (SRM), and the Community Land Rights and Conservation Finance Initiative (CLARIFI); catalyzing global ambition and coordination to scale up support for rightsholders to achieve 2030 global climate and conservation goals; and mobilizing networks, data, and tools to support collective land tenure and governance.

By the end of 2023, we will establish CLARIFI as a legal entity while remaining an RRG subsidiary, and further develop its rightsholder-led governance model. Through this funding mechanism, we will actively engage in pilots led by RRI coalition members across Africa, Asia, and Latin America. We are also excited to launch a pilot promoting nature-based solutions led by Pastoralists in Kenya, Uganda, and Tanzania, a previously neglected and little understood sector within our broader space.

The adoption of the Land Rights Standard is a key RRI priority for 2023. We will support ownership and adoption of the Standard by climate, conservation, and private sector organizations; monitor adoption and endorsement pledges; and help capture emerging lessons. In tandem, we will scale-up our bottom-up research and ground truthing of structural constraints to rights-based approaches, including by analyzing donor readiness to advance direct funding for communities in alignment with the Path to Scale ‘fit for purpose’ principles. We will also expand North-South partnerships on Indigenous and community climate and conservation priorities.

Our three major upcoming analyses in 2023 include a five-year update to “Who Owns the World” analysis; update to Power and Potential (tracking IP, LC, and ADP women’s tenure rights); and the new global carbon storage and rights baseline. Two new regional analyses on rights-based conservation in Africa and expanded mapping of ADP communities in Latin America will also provide new tools to strengthen advocacy and dialogue on community led conservation.

We will also develop and pilot a methodology for measuring the baseline level of funding reaching grassroots women’s and community organizations and the programs that support them at the ground level and assess the extent to which these funds are “fit for purpose.” In addition, we will explore an ambitious agenda to advance youth leadership and capacity. SP4 presents many opportunities for us to cultivate the next generation of IP and LC researchers and advocates by guiding them early in their career. In this regard, our Tenure Tracking team will work to expand the analytical capacity of IP, LC and ADP researchers and scholars through dedicated funding and guidance.

Within the vastly different cultural and political contexts in our coalition, we continue to find common ground in our struggles against land grabbing, continued dismantlement of environmental human rights safeguards, shrinking democratic spaces, women’s underrepresentation, and more. It is clear to us that our work is far from done, but our most powerful tools across countries remain coordinated civil society action, backed by legal and policy research cultivated by RRI over the years.

I remain deeply grateful for the faith you continue to place in us – and wish you a safe and joyful holiday!

In Solidarity,

Solange

on behalf of the RRG Senior Management Team

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

RRI'S YEAR IN REVIEW: 2022 HIGHLIGHTS

- **In Africa**, the historic [signing of a new law](#) to protect the rights of the Indigenous Pygmy Peoples in the Democratic Republic of the Congo (DRC) marked a hard-won victory for our Africa coalition that's been a decade in making. We also welcomed the advancement of the Community Land Act in Kenya; a commitment from the Liberian government to review oil palm concessions that have wreaked havoc on communities; and a [landmark court victory](#) for the Ogiek of Mt. Elgon, Kenya. [See our video](#) highlighting the Ogiek community's struggle and conservation efforts.
- **In Latin America**, RRI supported a groundbreaking initiative with grassroots ADP organizations to generate a first of its kind [map of Afro-descendant territories](#) in the region. Across the region, we helped women's organizations develop innovative strategies for territorial defense and economic recovery. For example, see the Coordination of Women Territorial Leaders of Mesoamerica's [protocol for community response to health crises based on traditional knowledge](#). RRI-supported networks improved gender equity in their ranks. AMPB (Mexico) elected its first woman Vice-president, while AIDSEP in Peru and ONIC in Colombia both achieved gender parity in their governance.
- **In Asia**, our coalition supported social movements and strengthened communities' capacity in legal advocacy, demystifying complex government processes, and monitoring rights violations. In February, 20 IP and LC organizations across South and Southeast Asia came together to produce [the first ever comprehensive analysis](#) on reconciling global conservation goals with community land Rights in Asia. RRI's Tenure Coalition provided a critical space in Indonesia for coordinating various political agendas linked to tenure, helping members prepare for advocacy around the upcoming 2024 national elections. In Nepal, coalition members successfully advocated for a new political structure that empowers provincial and local governments to enact laws that can free community forestry from the forest bureaucracy's control.
- **For our Gender Justice program**, this was a year of action. We launched a [Call to Action for gender-inclusive finance](#), a collective effort from 41 IP, LC and ADP women's organizations from Asia, Africa and Latin America. The Call urged the international donor community to increase climate and conservation funding for Indigenous, Afro-descendant, and local community women. Following this Call, RRI and the signatories launched the [Women in Global South Alliance for Tenure and Climate](#), a new network of women's organizations in the global South that will advocate for the Call's recommendations.
- **Our Indigenous women leaders** also gained well-deserved international recognition: Sara Omi of the Coordinator of Territorial Women Leaders of Mesoamerica was [selected as one of Forbes Magazine's 100 Powerful Women of Central America](#) and Cecile Ndjebet of REFACOF in Cameroon, received one of UN's highest environmental honor as a 2022 [UNEP Champion of the Earth](#). Rukka Sombolinggi was re-elected Secretary General of the Indigenous Peoples Alliance of the Archipelago (AMAN).

- **We launched the [Land Rights Standard](#)** at CoP27 in collaboration with the Global Landscape Forum. This kicked off our outreach to climate and conservation organizations to secure their buy-in, particularly engaging with the WWF, the Wildlife Conservation Society, IUCN, and the Forest Stewardship Council.
- **Among new RRI analyses**, we completed foundational data collection and peer review for our Land Area Study tracking the status of recognized IP, LC, and ADP tenure rights across all rural lands; the Gender and Depth of Rights Database tracking legislative advances and rollbacks for community women's specific tenure rights since 2016; and our global baseline on [carbon storage](#) in collectively-held lands. To give activists, researchers, policymakers, and the public easy access to RRI's data on forest tenure rights, we launched a new, interactive [online Tenure Tool](#).
- **RRI's events** this year created new opportunities to build and strengthen our alliances. Our [September dialogue](#) on Delivering the CoP26 Forest Tenure Pledge for Indigenous Peoples and Local Communities, was attended by over 800 participants and delivered in seven languages, becoming one of RRI's largest ever convenings of IP, LC and ADP rightsholders. And given the shared challenges of Indigenous movements globally, we expanded our connections to Indigenous groups in North America. The first of these collaborations was a [North-South Dialogue](#) on Indigenous Leadership in Conservation, which brought together hundreds of IP and LC leaders to build an international solidarity movement and discuss lessons from common struggles against dispossession and fortress conservation.
- **Our Path to Scale and Transformation** group continued to promote higher ambition towards its targets of raising US\$10 billion and recognizing 400 mm hectares of forestlands for communities by 2030. It also pivoted to facilitate these commitments' implementation, particularly by promoting innovative "fit for funding" approaches for donors, releasing new [analyses](#) to inform donor support for IP, LC and ADP organizations and organizing a [virtual discussion](#) between rightsholders and donors of the CoP26 Pledge.

For details on our impact in 2022, look out for our Annual Report coming in April next year. Meanwhile, check out [the Land Writes Blog](#) to stay updated with RRI news and updates.

ACRONYMS

IP	Indigenous Peoples
LC	Local communities
ADP	Afro-Descendant Peoples
SP4	RRI's Fourth Strategic Program for 2023-27
CoP27	2022 United Nations Climate Change Conference
CoP15	2022 United Nations Biodiversity Conference
DRC	Democratic Republic of the Congo
CFCL	Community Forest Concession Laws (in DRC)
CBOs	Community-based organizations
CLUA	Climate and Land Use Alliance
BEF	Bezos Earth Fund
HPF	Home Planet Fund
CLARIFI	RRI's Community Land Rights and Conservation Finance Initiative
SRM	RRI's Strategic Response Mechanism
P2S	RRI's Path to Scale initiative
GJ	RRI's Gender Justice program
LLMIC	Low and Lower middle-income countries
CSO	Civil society organizations
CSN	RRI's Coalition and Strategic Networks program
APAC	Africa Protected Areas Congress 2022
GSM	RRI's global strategy meeting

The US Dollar (USD) is used for all currency in this document unless otherwise noted.

DEFINING THE PATH FORWARD

An 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
- The creation of a new Indigenous model of economy

For the full Blue Skies report and accompanying interviews, see [our website](#).

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 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 labour 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 rights-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 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 (SP4) in Annex III.

2023 WORK PLANS BY REGION

ASIA

Regional State of Play

Forthcoming data from the update of *Who Owns the World's Land* show that progress in the recognition of IP and LC land tenure rights has been slow to meet the potential for recognition across the region. The potential could amount to more than 145 million hectares. Implementation of existing legal frameworks in India and Indonesia remain especially slow to scale. New land and forest laws recently enacted in Lao PDR (2019), Myanmar (2018), and Nepal (2019), and the long-awaited Community Forestry Law enacted in 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.

As per RRI's 2020 Opportunity Framework, [India and Nepal](#) have the most scope for tenure recognition. Both have suitable legal frameworks and political interests at 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 potential recognition of at least 100 million hectares 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 ongoing struggles and reforms, potentially securing 22.64 million hectares.

Vibrant social movements of IPs and LCs, along with their allies in civil society, have been the primary drivers of tenure reforms and recognition of rights in democracies across Asia. Their struggles have brought increasing attention to Indigenous and local community rights as a development, climate, and conservation priority at the global level. Yet, despite positive developments, governments continue to work with the private sector to promote land-intensive, extractive investment. Across Asia, environmental safeguards and human rights protections are being dismantled or circumvented, at the cost of community wellbeing. Rising authoritarianism in democracies such as Cambodia, India, Indonesia, the Philippines, and Thailand signals a rough road ahead, as access to democratic spaces for mobilization shrink.

The coalition and our allies 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 one 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 be between 100 to more than 1,000 times the cost of recognizing their tenure rights. Tenure recognition in Asia is estimated to cost \$312.6 million in India, \$200 million in Indonesia, and \$23.1 million in Nepal.

Civil society organizations in India and Indonesia (JKPP, KPA, LCW) have documented more than 4,200 land-related conflicts over approximately 10.6 million hectares. In India alone, Land Conflict Watch reports that conflicts affect \$289.7 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 towards resolution. These trends and accompanying detrimental legal actions were [exacerbated](#) throughout COVID-19, even as communities showed immense resilience and solidarity.

Regional Opportunities and Priorities

Regional opportunities and priorities for RRI in Asia include both those that strengthen *internal learning and action* within the coalition and those that promote *external* expansion of our work with selected regional actors.

Internal consolidation collects around three main topics: cross-learning, political economy analysis, and youth. These three areas invite internal exchange, analysis, and reflection. There is huge appetite among RRI's Partners and Collaborators in Asia for sharing, learning, and reflection. There is also a gap in generating frameworks for how community-level initiatives around tenure reform and livelihoods can be scaled to demonstrate a viable path to transformation both in their own contexts and across the region. While youth are leading change at local and national levels, we have yet to locate RRI's role in advancing intergenerational leadership in our sector. Though regional in nature, these three priorities also respond to Partners and Collaborators' needs to build capacity, design short- and long-term strategies, and mount successful advocacy campaigns at national and local levels. They also overlap and, if approached together, can deliver holistic internal strengthening for Partners and Collaborators.

From the perspective of *external* expansion, we are considering expanding our regional and global advocacy footprint. Connecting local issues with global and regional platforms will help generate pressure at the national level. Advocacy at the Association of Southeast Asian Nations (ASEAN) or South Asia Association for Regional Cooperation (SAARC) could also provide leverage in relation to national governments. There are also opportunities to follow up our existing regional collaborations, such as our 2022 regional report on rights-based conservation and our 2020 brief on rights rollbacks under COVID. Partners and Collaborators would like to see RRI active in these arenas.

Regional Strategies

- 1. Facilitate greater learning among coalition initiatives.** In 2023, RRI will support Partners and Collaborators to convene thematic discussions ranging from the general to the specific. To make this more effective, we will support organizations to develop case studies that situate their work within current global debates. This will also help guide how our collective reflections can best benefit grassroots initiatives. Topics may include techniques for evidence-based advocacy, rightsholder responses to increasing violence and criminalization, and women's local economic initiatives. Not only will we support partners to bring their

experiences, stories, and questions to these learning events, we will encourage them to identify what they will take back to their work. We will improve documentation of the work we support in India, Indonesia, and Nepal. We will also integrate these learning events into our political economy analysis and youth processes as much as possible.

2. **Develop a viable strategy for “taking tenure rights to scale” for our work in Asia.** RRI would like to form a small brain trust for the region to generate systematic and critical discussions on fundamental questions about how to make change happen in the sectors in which we work. The brain trust will convene thought leaders from among Partners and Collaborators to develop a strategy for “taking tenure rights to scale” for our work in the region. While the discussions would be from a regional perspective, participants can cascade ideas to Partners and Collaborators in-country. The analysis produced by the brain trust will support Partner and Collaborator efforts to build capacity, design short- and long-term strategies, and mount successful advocacy campaigns at the national and local levels.
3. **Organize youth at the regional level on collective resource rights.** Indigenous and local youth are actively organizing at local and national levels within organizations and independently, and on and off their ancestral lands. They are learning traditional knowledge and how to use new technology. RRI would like to respond to their calls for greater space in civil society. Energized by the inclusion of youth in SP4, RRI will take steps to consolidate a youth strategy in Asia through initial practical collaborations at the regional level. Thematic areas of common interest that emerged from our 2020 youth mapping include urban-rural solidarity, intergenerational leadership, and applying digital technology to the struggle for collective rights.
4. **Explore and expand advocacy efforts to the regional and global levels.** For a few carefully selected issues, we will explore ways to take advocacy efforts to the region and global levels. Our Partners and Collaborators may choose to elevate key issues, such as criminalization resulting from land-intensive economic priorities promoted by governments, to specific regional or global audiences for their attention and action. One option for regional level advocacy would be to begin engaging with the structures of ASEAN. This may require that we expand to one or more new Southeast Asian countries beyond Indonesia.

India

State of Play

In 2020, RRI estimated that at least 63.63 million hectares 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. Specific to forests, the legal framework provided by India’s Forest Rights Act (FRA) has created the potential for recognizing collective rights over 40 million hectares, which almost 200 million rightsholders call home.

For more than a decade, a diverse group of civil society organizations 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 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 not adequate, 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.¹ In 2023, there will be elections of state legislative assemblies in five states that are key for forest rights,² and in 2024 there will be national elections. These will determine political willingness and climate for FRA implementation in coming years.

The FRA faces strong opposition from the forest bureaucracy. Recent proposals to amend the forest conservation law indicate an erosion of environmental and human rights safeguards in favor of private sector investment. 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. This led to protests from forest rights groups, who estimate that the eviction order could affect 1.6 million families. In response, the central government had to intervene in court. The Supreme Court stayed the order and directed states to review rejected claims and submit reports or affidavits. The state authorities did not carry out the review as per the FRA, leading to many wrongful rejections and adding to the threat of eviction. In 2023, strong and strategic intervention is required to defend the FRA from adverse judgements and orders from the Supreme Court. Alliance building with pro-FRA conservationists is also important.

Opportunities and Priorities

To generate political will for the FRA's implementation, protect it from legal challenges, and create open spaces for advocacy, RRI will leverage the following opportunities:

- **Favorable responses from governments at the national and state levels.** In 2023, RRI will continue to prioritize civil society engagement with progressive governments. We will monitor and engage with the dynamic political situation at the state level, particularly in areas with greatest potential for forest rights recognition. We will also leverage the global discourses on rights-based conservation, climate change mitigation, and sustainable development that link forest rights with other issues. Our efforts will build on recent political momentum generated in India around local economic resilience during the pandemic.
- **Empowered local and customary governance institutions in FRA implementation.** In 2023, RRI will prioritize civil society efforts to promote inclusive, self-determined grassroots governance. Our work will include new groups of rightsholders such as pastoralist). In

¹ Maharashtra is one state where CFR provisions have been successfully implemented. Other states with some extent of effective CFR recognition include Odisha, Gujarat, Chhattisgarh, Jharkhand, and Kerala.

² May 2023: Karnataka; November 2023: Chhattisgarh, Madhya Pradesh; December 2023: Rajasthan, Telangana.

keeping with India's legacy of decentralized governance, the empowerment of *gram sabhas* (village assemblies) in the FRA places decision making about forest tenure directly in the hands of communities. Focusing our work on grassroots governance will ensure communities can leverage the full breadth of the FRA, which also includes provisions for gender parity as well as the strong protections for FPIC.

- **An active and experienced—but overstretched—civil society.** In the past 15 years of FRA implementation and the decades preceding, a thriving community of advocates for forest rights has taken hold in India. In 2023, RRI will prioritize the needs articulated by civil society to strengthen their capacities and resource base, and ability to learn from one another. We will prioritize civil society initiatives to regenerate leadership from within rightsholder communities and organizations. Finally, we will prioritize building bridges with India's conservation, climate change, and other environmental groups.

Strategies

1. **Secure the FRA by supporting evidence-based advocacy.** The case currently pending decision by the Supreme Court is the biggest threat to the tenure rights claims of forest dwellers in India. Delays in the case mean that there is more time for civil society to build support from policymakers. We will support collaboration between researchers and grassroots organizations to generate accurate data for advocacy. This will build grassroots capacities for research and analysis, while strengthening the FRA's legal defense. 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 perspectives of livelihoods/local economies, climate change mitigation, gender justice, and conservation. We will support these efforts generally where required, but especially in states with grassroots initiatives that we support.
2. **Support concerted, collaborative, and consolidated civil society initiatives.** We will support rightsholder-led initiatives that demonstrate potential for impact, prioritizing those that are led by women and youth. These will promote inclusive grassroots governance that strengthens *gram sabhas*. These initiatives may also be novel applications of the FRA that expand its ambition or build local economies through FRA recognition. We will support cross-learning and dissemination of lessons learned to the broader forest rights community. We will also encourage more intentional collaborations across forest dweller and civil society groups, especially among those that can take joint state-level action. Each initiative should include capacity building components to strengthen frontline organizations.
3. **Promote dialogue on rights-based conservation and climate justice within civil society.** RRI will support civil society to respond to global and national discourses on biodiversity protection and climate change mitigation from an FRA lens. We will also support work to generate evidence of the importance of rights-based conservation and climate action, including through scientific studies, participatory research, and grassroots case studies. Our

support will help forest rights advocates develop new allies for the FRA from within conservation and climate advocacy groups. We will also emphasize networking among forest rights groups that focus on the implementation of FRA in conservation areas.

Risk and mitigation

Risks	Mitigation Strategies
New legislative and legal developments may negatively affect FRA implementation.	Our most powerful tool is coordinated civil society action. Key to this is legal and policy expertise, which we have cultivated over the years. Additionally, we will continue promoting the FRA with progressive subnational governments and use the SRM to take advantage of unforeseen opportunities at the subnational level.
Biodiversity conservation goals and climate change mitigation dominate natural resource governance discourse, overshadowing forest rights.	Our strategy already includes plans to sensitize conservation and climate groups on forest rights. By organizing supporters from within these groups, we will be able to build our visibility. At the same time, we will generate evidence that measures and showcases the conservation and climate outcomes of forest rights. This will be impactful with allies from conservation and climate groups as well as the media and broader public.

Indonesia

State of Play

The struggle of Indigenous, community, and peasant organizations for rights over land and territories has defined Indonesian politics. Indonesia's legal frameworks and previous judicial decisions have slowly shifted to provide legislative avenues for tenure justice. This climaxed in a 2019 promise by President Jokowi to recognize tenure rights more than 12.7 million hectares. He claimed that this would be done within his second term (2019-2024) through a variety of different tenure regimes.

Unfortunately, recognition is slow and land conflicts are ongoing. In 2021 alone, Consortium for Agrarian Reform (KPA) documented 125 cases of criminalization against defenders of land rights in Indonesia. The government's land-intensive economic policies and priorities, codified through the 2020 Omnibus Law on Job Creation,³ have taken precedence over efforts to speed recognition of the tenure rights of Indigenous Peoples and local communities. Getting recognition is a long,

³ The Omnibus Law on Job Creation grants further privileges to plantation companies and extractive industries, reduces sanctions for environmental offenses, 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.

challenging, and opaque process. Authority over Indonesia's forest area is split between the Ministry of Environment and Forestry (MoEF) and the Agrarian and Spatial Planning Ministry/National Land Agency (ATR/BPN), while marine area is under the authority of the Marine Affairs and Fisheries Ministry. A law to protect Indigenous Peoples' rights is essential to overcome this sectoral approach of governing Indigenous territories, but the Bill on the Recognition and Protection of Indigenous Peoples' Rights has lingered in the legislature for almost a decade. Since 2013, the Coalition for Tenure Justice in Indonesia has provided a critical space for strategic discussions and coordination among organizations working on different political agendas linked to tenure. Tenure Coalition members bring different strengths and focuses to the common tenure agenda. The Tenure Coalition is currently preparing for advocacy around the upcoming 2024 national elections.

Opportunities and Priorities

The recognition of tenure rights remains the highest priority in Indonesia. The Tenure Coalition emphasizes that this relates not just to tenure for land and forests, but also to marine and coastal resources. There has been a dramatic growth in efforts to promote the engagement and participation of rightsholders in the specific steps in the recognition processes. It is important that this participation extends to processes such as spatial planning, so that the communities are better able to express their own aspirations in what happens after their tenure claims are recognized. It is also important that rightsholders can practice rights-based conservation and build local economies that are based on customary laws and knowledge systems.

Advocacy for the recognition of tenure rights hinges on holding governments accountable to their expressed commitments. For example, in June 2019, the MoEF announced a national objective of recognizing more than 6.53 million hectares of *Adat* (Indigenous) forests. So far, only 148,488 hectares have been returned to *Adat* communities, a total of 105 *Adat* forests. To date, only 47,158 families have benefitted from this marginal advancement. Nevertheless, it is still promising that almost 1 million hectares of *Adat* forests are registered in the MoEF indicative map and therefore in the process of recognition.

While the Agrarian Affairs Ministry reports meeting its goal of redistributing 4.5 million hectares, KPA reports that the lands which communities prioritize for redistribution have not been redistributed because these were not prioritized. Out of 430 locations prioritized by local people covering 664,864 hectares, only about 3,000 hectares have been redistributed. This means that the government's agrarian reform program is not able to effectively resolve long-standing conflicts over lands and territories claimed by Indigenous Peoples and local communities.

A total of 1,119 participatory maps have been registered with the Indigenous Territory Registration Agency (BRWA), covering 20.7 million hectares. Almost 200 of these Indigenous territories covering more than 3.1 million hectares have been recognized by local authorities. Up to 6.9 million hectares require a local decree to complete the recognition process at the sub-national level.

These three 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, but are available to communities. Regardless of the tenure arrangement, strengthening community capacities, including those of women and youth, is essential. These include capacities for the sustainable governance of land and other resources such as drafting resolutions and demystifying government processes. They also include capacities for the design, implementation, and scaling up of local economic models based on local commodities.

A second priority is strengthening civil society and social movements. Rightsholders continue to face criminalization and violence. Tenure Coalition members have developed several tools to respond. For example, the Tanah Kita portal holds historical information on conflicts. The National Konsorsium on Agrarian Reform manages an emergency response system, which includes an emergency fund to address immediate crises, a legal network, and longer-term forms of support. In terms of organizational sustainability, the Tenure Coalition itself is at a point of coalition building and expansion. Priorities include expanding rightsholder self-representation in the Tenure Coalition and building partnerships with other social movements that will amplify their advocacy for lasting tenure reform.

Strategies

- 1. Accelerate and expand tenure reforms for rightsholders.** As the Tenure Coalition reviews and strengthens its strategies for delivering tenure reform, we will continue to extend support and assistance for its work. We will invest in initiatives that leverage opportunities at the local, regency, provincial, and national levels. We will specifically support efforts that promote the tenure rights, leadership, and decision-making power of women and youth. We will support the Tenure Coalition's efforts to maximize political opportunities in the context of general elections in early 2024.
- 2. Continue to protect and support land rights defenders and promote effective conflict resolution.** To respond to emergencies, we will continue to support the response initiatives as described above. Meanwhile, we will expand our work on the equally pressing agenda of developing effective mechanisms for resolving land conflicts. The greatest number of land conflicts by far are associated with lands and forests that were converted to palm oil plantations. Advocating with government to resolve conflicts over contested lands is often ineffective. This may be due to the collusion of interests of governments with industry. If rightsholders regularly collect data, it can be used to engage with palm oil companies directly, as well as through the Roundtable on Sustainable Palm Oil (RSPO), the industry's self-regulating body. Pilot Community-Based Monitoring (CBM) projects have put a spotlight on land conflict issues before a wider set of stakeholders. While resolutions are still forthcoming, there have been promising developments. CBM has also been a successful method to empower youth. In 2023, we will explore how to deepen our support for community-based monitoring, and continue our existing support to movement-organized emergency response and conflict documentation.

3. **Scale up and scale out successful models for livelihood initiatives.** Regardless of the tenure arrangement (or lack thereof) that a rightsholder community enjoys, strong local economies are necessary for communities to fully benefit from their resources. In 2023, RRI will continue to support pilots that encourage entrepreneurial experimentation within a variety of tenurial contexts. We will also continue to approach livelihoods from a gender-sensitive and intergenerational perspective, which recognizes how economic empowerment of women and youth benefits the whole community. We will explore opportunities to scale up and scale out existing models. We will also seek new opportunities and promote cross-learning among economic initiatives.
4. **Support the Tenure Coalition as it moves into the next phase of its work.** Major convenings and advocacy initiatives throughout next year are planned to prepare Tenure Coalition members and allies to install tenure reform as a critical election agenda. In parallel with this widescale, participatory undertaking, we will continue to support the Tenure Coalition to more effectively monitor, evaluate, and learn from its programs and operations in the coming year. We will give particular attention to supporting the Tenure Coalition's efforts to bring Indigenous and community voices to the forefront and to strengthen upcoming women and youth leaders.

Risk and Mitigation

Risks	Mitigation Strategies
Retraction of democratic spaces for civil society continues in general, and especially for the rightsholders who are most disadvantaged by the economic policies of the current government.	We will support Partners and Collaborators to engage and partner with other civil society organizations and networks that are equally concerned about the shrinking democratic space for civic action. This way, there is a much stronger civil society voice to speak against the closing spaces that they find themselves in. Linking with other social movements and other civil society coalitions and networks will be also advantageous for the Tenure Coalition's primary agenda around tenure rights.
Criminalization and violence against rightsholders and their community leaders continues as they defend their rights to their lands and territories.	We will continue to provide support for the emergency response mechanism that provides legal and logistical support to affected individuals and communities. We will continue to support efforts to collect and systematize data on land conflicts and criminalization. Finally, we will better network these initiatives with other experienced organizations from across the region to share methodological and political insights.

Nepal

State of Play

The total area claimed by IPs and local communities in Nepal is estimated to be 6.7 million hectares. About 2.2 million hectares have been recognized as community forests (RRI, 2020). Pasturelands and grazing lands claimed by Indigenous Peoples and local communities total 3.3 million hectares, or 22.6 percent of Nepal. Most are in the High Himalayas.

Community forestry in Nepal has received global attention for its positive conservation, economic, and social outcomes. Despite its success, the ability of communities to freely use resources to benefit communities is limited and over-regulated. Furthermore, legal frameworks for recognition of Indigenous Peoples' territorial claims for forestlands and pasturelands remain absent, and political movements insufficiently mobilized.

Political developments at the national level in Nepal are complex. The new Forest Act 2019 and Forest Regulation 2022 provide additional, but insufficient, legal recognition for community forest rights. Community activists achieved a major win in 2021 when Nepal's Scientific Forest Management approach was repealed in favor of Sustainable Forest Management. However, during the 2022 elections, political parties emphasized forest protection in their manifestos in lieu of community forestry and collective tenure rights. This suggests that the new government may impose centralized protected areas in the name of forest protection. Nepal's promotion of the global 30x30 agenda has also brought concern for local organizations that promote rights-based conservation. About 23 percent of Nepal is already under government management as protected areas. The 30x30 target is exceeded in Nepal when community forests are considered, as they cover 17 percent of the country. Nevertheless, the government is focusing on meeting the target by expanding protected areas. In 2021, the central government tabled a proposal to establish a new national park and nine protected.

This development, among others, has been strongly resisted by grassroots organizations. Community forestry groups and the women within them are well organized in Nepal under the umbrella of RRI Partner, the Federation of Community Forestry User Networks (FECOFUN). The Nepal Federation of Indigenous Nationalities (NEFIN) is also a key national actor, and the Center for Indigenous Peoples Research and Development (CIPRED) has been an important Collaborator of RRI. Collaboration among these organizations for advocacy and political mobilization is increasing, but more is needed.

There has been renewed commitment from grassroots organizations to promoting inclusive tenure in Nepal. This extends to all marginalized groups, including women, youth, IPs, Dalits, LGBTQ, and rural people with disabilities. The national community forestry policy includes some provisions for land redistribution to poor women. Indigenous Peoples also point out that their vision for self-determination doesn't fit neatly within Nepal's community forestry framework. From an Indigenous

perspective, for forestry policies to be relevant and meaningful, Indigenous rights must be recognized. This includes protections for their customary laws, knowledge systems, and the right to FPIC.

Opportunities and Priorities

There are huge opportunities for rightsholder networks to continue to shape national forestry policy to respond better to the needs of Indigenous Peoples and local communities, and to marginalized groups from these communities. The government has committed to review the National Park Act in response to protests calling for rights-based conservation in the context of 30x30. Rightsholders can engage in the processes of reviewing, formulating recommendations, and translating these into the policy revisions. The push for sustainable forest management also presents an opportunity to shape Nepal's philosophy of forest governance, with implications for how rightsholders can benefit from community forestry enterprises. Ongoing efforts to consolidate redundant tax policies, with renewed commitment from decision-makers, is a final opportunity to seize.

There are also gaps to be tackled. Urgent action is needed to begin addressing the complex conditions and limitations for forest enterprise development. This is both an opportunity and a priority, especially in the light of the continuing poverty of most marginalized groups. It needs to be addressed from the bottom up. For rightsholders, the processes for securing approvals and permissions for annual plans from governments for harvesting of forest products is difficult and requires forest department sign off. At the industry level, there is no procurement system for forest products that can be accessed by rightsholders.

A major part of RRI Partners' and Collaborators' political strategy is to leverage Nepal's new three-tier government. The 2015 constitution assigns major roles for forest and land governance to provincial and local governments. This new structure empowers provincial and local governments to enact laws that can free community forestry from the forest bureaucracy's control, provide communities greater autonomy, and recognize Indigenous territories. As of 2022, out of the 753 local governments, more than 430 local governments have enacted Local Forest Laws. Out of those 430 local governments, more than 100 local governments have given emphasis to promoting community forests.

However, due to conflicting legal provisions between the federal Forest Act 2019 and the Local Government Operation Act 2017, conflicts between local government and community forest groups are emerging. It is still unclear what level of government (federal, provincial, or local) is responsible for the implementation of specific aspects of Nepal's forest policy. It is also not clear how the different levels of government are supposed to complement and support each other. For example, triple taxation across levels of government has put a huge burden on community forests.

Partners and Collaborators agree that a big challenge moving forward is that civil society is fragmented. In 2023, a priority is for civil society to come together to define what they agree on and

where there is scope to expand these areas of agreement. Identifying potential new areas for collective action, solidarity, and learning can catalyze transformation and will be supported by RRI.

Strategies

1. Advocate for the adoption and implementation of beneficial forest tenure laws, policies, and budgets at all levels of government. In 2023, we will continue to support Partners and Collaborators to promote positive legislative developments at all three levels of government. These may include protections for community forestry; recognition of IP territories; community-led sustainable forest management; community-led conservation; resolution of triple taxation issues; promotion of inclusion in grassroots governance; and recognition of human rights within conservation areas. We will also support Partners and Collaborators to have regular dialogues with governments to strengthen relations with key government stakeholders in the forestry sector.
2. Undertake research that will help Indigenous Peoples and local communities, their networks and civil society organizations to broaden their scope of acceptable policy positions for joint advocacy. Following RRI's collaborative research on rights-based conservation in Asia, there is a huge appetite to explore this topic in the context of Nepal. The Nepal government's public commitment to 30x30 presents an unmissable advocacy opportunity. Beyond this topic, other areas of collaborative research can be identified to simultaneously begin to close the gaps in policy differences among rightsholder organizations and provide a robust basis for engaging with government on priority advocacy issues.
3. **Strengthen civil society's capacity for inclusive and coordinated action.** In 2023, RRI will support Partners and Collaborators to engage jointly with governments on various aspects of the implementation of forestry policy. Our support will include a joint platform that they can use to engage with government. We will encourage frequent dialogues within and among groups so that trusting relations can be forged. This could lead to more sophisticated advocacy strategies in relation to government. We recognize that inclusive coordinated action starts from the bottom up. Women, youth, LGBTQ, most marginalized, and people with disabilities are important leaders in all aspects of our work. We will strive to integrate leadership development across our work. We will also support targeted leadership development processes for grassroots champions from marginalized groups. Leadership development will include the capacities to monitor and evaluate the progress of their work and draw lessons and insights from their work.
4. **Support community-led economic development initiatives.** Development of community forestry enterprises and provision of livelihood support services that enable Indigenous Peoples and local communities to draw economic benefits from the forest resources are just as important as supportive community forestry policies. We will support experimentation in different economic initiatives. We will focus on initiatives that create and add value, and we will support connecting these initiatives to resources for product development, technical, marketing, and enterprise strengthening and development.

Risk and Mitigation

Risks	Mitigation Strategies
<p>General elections will be held on 20 November 2022. Incumbent officials sympathetic to our issues may get voted out. At the same time, other supporters of our causes can be elected. Many community and civil society leaders from the Indigenous Peoples organizations and the forestry sector are running for elected office at the provincial and local levels. The risks associated with this are two-fold. First, organizational capacities will be reduced if leaders cross over to the government sector. There may be temporary disruptions to the operations of these groups until others comfortably take over their new roles. Second, civil society will need to establish relations with all the elected officials and formulate appropriate strategies for engaging them.</p>	<p>In relation to the first risk, we worked to know the broader set of individuals who lead organizations, aside from key leaders. In relation to the second risk, this is a core strength of our Partners and Collaborators. Using the SRM, we can respond to new opportunities or threats generated by the election that we are not able to predict now.</p>
<p>The newly elected government may consolidate forestry policies in a detrimental direction.</p>	<p>Should this happen, we will support IPs, LCs, and civil society groups to organize their “agenda” with government in some order of priority, and then formulate strategies and approaches for advancing their agenda with the new government.</p>

LATIN AMERICA

Regional State of Play

Latin America is the region with the highest level of progress on legal frameworks recognizing collective tenure rights and the largest area of forestlands recognized for IPs, LCs, and ADPs. RRI's 2020 study on the [Estimated surface of land and territories recognized to IP, LC, and ADP](#) shows that in 12 countries, 433.6 million hectares have been legally recognized, while 137.5 million hectares are pending recognition.⁴ Forthcoming data from RRI's *Who Owns the World's Land* update⁵ show that progress in the recognition of collective land tenure rights was mixed during the 2015–2020 period. While some notable advancements have occurred, overall progress has remained minimal across the region and decreased

⁴ RRI's updated 2020 global area study includes twelve Latin American countries: Argentina, Bolivia, Brazil, Chile, Colombia, Costa Rica, Guatemala, Guyana, Mexico, Peru, Suriname and Venezuela.

⁵ RRI is currently preparing an update to the 2015 report, 'Who Owns the World's Land? A global baseline of formally recognized indigenous and community land rights.' https://rightsandresources.org/wp-content/uploads/GlobalBaseline_web.pdf

in some countries such as Guatemala and Mexico. National and regional courts continue to be an important source of progress. For example, the Naso Tjër Di Comarca was established through a Panama Supreme Court ruling adopted in 2020. Also, the Interamerican Court of Human Rights ruled in favor of Indigenous claims in Argentina and Suriname, but these decisions are pending implementation.

Despite more than a decade of investment in REDD+ readiness, only a few countries have established legal frameworks to regulate carbon transactions, as shown in [RRI's analysis of status of legal recognition of the rights of IPs, ADPs, and LC to carbon stored in tropical lands and forests](#). In the legally recognized land in Mesoamerica and South America, Indigenous and local communities are contributing to the carbon storage of 119,424.6 million metric tons of carbon.⁶ Moreover, [RRI's 2022 regional cartographic study on Afro-descendant communities' land](#) and territories shows 205 million hectares of land is inhabited and managed by ADPs in sixteen countries.⁷ However, only four of these countries have developed legal frameworks specifically recognizing the collective tenure rights of ADPs: Brazil, Colombia, Ecuador, and Honduras. Two other countries, Bolivia, and Nicaragua, have frameworks that include ADPs implicitly but do not directly protect their rights to collective land tenure.

RRI's 2017 study, [Power and Potential](#), found that Latin America provides stronger protection for women's overarching inheritance rights and recognition of women's community-level membership, but lags behind Africa and Asia with respect to the recognition of women's property rights and community-level leadership and dispute resolution rights.⁸ Moreover, none of the Latin American countries included in the study meet the minimum standards to comply with the UN Convention on the Elimination of All Forms of Discrimination against Women (CEDAW). Although women's leadership representation and visibility have gained space and attention at different levels, women within their national or regional organizations continue to struggle to gain leadership positions.

Despite these crucial advances in the recognition of collective tenure rights, challenges persist in consolidating communities' collective tenure rights and ensuring the protection of their lands across the region. For instance, forest and land tenure policies are not fully implemented, taking in some cases decades before community land titles are consolidated.⁹ Moreover, community collective lands without

⁶ Calculation taken from data for the Latin America region in RRI's 2021 publication, "Significance of Community-Held Territories in 24 Countries to Global Climate" <https://rightsandresources.org/publication/significance-of-community-held-territories-in-24-countries-to-global-climate/>

⁷ The cartographic study included sixteen countries in Latin America: Belize, Brazil, Bolivia, Chile, Ecuador, Colombia, Costa Rica, Guatemala, Honduras, Mexico, Nicaragua, Panama, Paraguay, Peru, Suriname, Venezuela.

⁸ Power and Potential included 9 Latin American countries: Bolivia, Brazil, Colombia, Guatemala, Guyana, Mexico, Panama, Peru, and Venezuela.

⁹ See "Challenges in formalizing the rights of native communities in Peru," CIFOR <https://www.cifor.org/knowledge/publication/6294> and "Balance sobre la formalización y acceso a la propiedad colectiva de los Pueblos Indígenas en el año 2020" by the Observatory of Indigenous Peoples' Territorial Rights of the CNTI, <https://bit.ly/3E8bcS4>

legal recognition are under increasing pressure from extractive, agribusiness, and development projects. Equally, levels of deforestation in crucial ecosystems such as the Amazon region are rampant due to expansion of cattle ranching. An [Environmental Investigation Agency report](#) linked cattle laundering and the forest clearing of 21,596 hectares in the Chiribiquete and La Macarena National Parks in the Colombian Amazon between 2016-2020. Illegal mining in Peru, where the Pariamanu has lost 204 hectares to deforestation since 2017, [according to the Monitoring of the Andean Amazon Project](#). Likewise, in Brazil policies promoted by former president Jair Bolsonaro exacerbated pressure on Indigenous territories leading to open conflict and environmental crises.

Violation of the rights, safety and lives of environmental and human rights defenders continues in Latin America. According to Global Witness's [2022 report](#), Latin America continues to experience the highest number of environmental defenders' murders. Of the 200 land and environmental defenders killed in 2021, 157 took place in twelve Latin American countries. [RRI's study](#) on the multidimensional and multiplying effect of violation of collective rights during the COVID-19 pandemic (2020-2021) in six countries¹⁰ found 156 active cases of rights violations, affecting 1,964 Indigenous, Afro-descendant and/or local communities. In addition to addressing the public health emergency, these communities had to face pressures on their territory from external actors. Fortunately, Indigenous and Afro-descendant advocacy in recent years has led to the certification of the [Escazú Agreement](#), a tool that could serve to address the violation of rights. Signed by 25 countries, the Agreement is the first international treaty in Latin America and the Caribbean concerning the environment. It is also the first in the world to include provisions on the rights of environmental defenders.¹¹ The Agreement connects human rights with environmental protection, serving as a mechanism for greater protection of environmental defenders and community territorial defense.

Social and economic recovery from the pandemic in Latin America has depended for the most part on community efforts and innovation, rather than on government support. The pandemic exacerbated social inequalities and increased economic crisis, fueling protests against some policy reforms that would have worsened inequality and reduced opportunities to recover from the pandemic. In some cases, the protests translated into significant favorable political shifts and policy changes. In Colombia, for example, the election of President Gustavo Petro and Vice President Francia Márquez, opened significant opportunities to advance the recognition and exercise of the territorial rights of women and IPs, LCs, and ADPs. [The Petro administration](#) prioritizes the recognition of women's rights, including economic rights, landownership, and rights to a violence-free life. The government committed to fully implement the Rural Agrarian Reform that seeks to

¹⁰ The Rights violations study documented cases in Brazil, Colombia, Guatemala, Honduras, Mexico, and Peru.

¹¹ The Escazú Agreement was signed by Antigua and Barbuda, Argentina, Belize, Bolivia, Brazil, Chile, Colombia, Costa Rica, Dominica, Dominican Republic, Ecuador, Grenada, Guatemala, Guyana, Haiti, Jamaica, Mexico, Nicaragua, Panama, Paraguay, Peru, Saint Kitts and Nevis, Saint Lucia, Saint Vincent and the Grenadines, and Uruguay.

close the historical injustice on access to land, and to finalize the regulation of Law 70 of 1993 that recognized the territorial rights of Afro-descendant Peoples. The electoral victory of Lula da Silva in Brazil [reinstates hope to dismantle destructive policies](#) affecting the Amazon region and Indigenous Peoples' territories. The alliance between Petro and Lula reinforces the new political opportunities to apply policies to protect the Amazon region and Indigenous Peoples' and Afro-descendant Peoples' tenure rights. In Ecuador, the Indigenous movement's protests led to the [signing of the Peace Act](#). Executive Decree No. 151 of the Act prevents development of mining activities in protected areas, ancestral territories, areas declared as intangible, archaeological zones, and water protection areas. The Decree also guarantees FPIC.

This context of collective tenure rights within Latin America's current socio-political dynamics presents evolving challenges and opportunities that have enabled progress within the RRI coalition's ongoing strategies and windows for new action.

Opportunities and Priorities

In 2023, Latin America presents greater opportunities to advance and protect collective tenure rights, as well as advance RRI's work on women's tenure rights. [RRI's Opportunity Framework updated study](#) found that the region has the largest potential for tenure reform implementation on Earth. Colombia, Costa Rica, Guyana, and Peru are ready for large, national, or subnational projects to implement tenure reforms. Bolivia, Brazil, and Ecuador are ready for medium-sized projects to implement tenure reforms. Guatemala, Suriname, and Venezuela are ready for small projects to build or strengthen the enabling environment. Under the significant political changes occurring in countries such as Brazil and Colombia new opportunities are emerging for creating or upscaling enabling conditions for advancing policy reforms to secure the tenure rights of IPs, LCs, and ADPs, and women within these groups. RRI will take advantage of this new context to strengthen our work in Brazil with the Afro-descendant movement. We will also expand engagement with Indigenous organization, such as COIB and APIB, to better contribute to the protection of IP and ADP tenure rights and enabling territorial governance.

IP, LC and ADP, and women's movements across Latin America have demonstrated remarkable leadership towards securing and advocating the recognition of their collective tenure rights over the past four decades. Robust and well-organized grassroots and women's movements have driven the creation and implementation of existing national legal frameworks. They have also used strategic litigation in both national and international courts to force government compliance with constitutional and legal rights of IPs, LCs, and ADPs. For example, the National Commission of Indigenous Territories (CNTI) used the court to protect IP [FPIC rights in Colombia](#) which were threatened by new regulations that intended to develop online FPIC processes. Moreover, with RRI's SRM support, the Coordinator of the Continental Network of Indigenous Women of the Americas (ECMIA) and the National Organization of Andean and Amazonian Indigenous Women of Peru (ONAMIAP), in coordination with the International Forum of Indigenous Women (FIMI), advanced the review of the recently approved [CEDAW General Recommendation 39](#). The GR-39 will be the first

binding instrument that provides a wide range of state obligations to advance constitutional, legislative, and institutional reforms, gender-disaggregated data collection efforts. It also establishes measures for women's rights to land and natural resources and livelihoods, FPIC, participation in decision-making, protection against discrimination and gender-based violence. To move the implementation of the GR-39 forward, RRI's network of women's groups and organizations needs to define plans for socializing the binding instrument among government and community organizations. In addition, it needs to establish strategies for monitoring adoption and compliance.

Throughout Latin America, women's organizations are working on territorial defense and innovative economic recovery strategies that rescue and value women's traditional knowledge and roles on food security/sovereignty and local economies. For example, in response to the COVID-19 pandemic, the Coordination of Women Territorial Leaders of Mesoamerica (CMLTM), of the Mesoamerican Alliance of Peoples and Forest (AMPB), worked with women leaders to develop a [protocol for community response to health crises based on traditional knowledge](#) and economic activities.

Grassroots women are also leading systemic changes in the organizational composition of national and regional organizations of IPs, LCs, and ADPs to advance towards equity in participation and representation. For example, RRI Partner AMPB elected a woman as a vice-president of their board for the first time. Women's groups in the Coordinator of Indigenous Organizations of the Amazon Basin (COICA) developed a [communications strategy](#). They also developed a [leadership capacity building](#) course to enable and equip women leaders with the political knowledge to participate as delegate and candidates in board elections. Collaborators AIDSEP in Peru and ONIC in Colombia achieved gender parity in women's representation on their boards of directors. Indigenous women are also gaining international recognition. For example, Forbes magazine selected CMLTM president Sara Om [as one of the 100 Powerful Women of Central America](#).

Inter-regional and cross-regional alliances among IP, LC, and ADP organizations have evolved in recent years, strengthening their capacity to influence national, regional, and international policy makers, the private sector, and donors. Major Latin American organizations, such as AMPB, COICA, and the Articulation of Indigenous Peoples of Brazil (APIB), are members of [the Global Alliance Territorial Communities \(GATC\)](#). The GATC is now one of the most influential alliances of IPs and LCs in the world. It [launched the Shandia Vision](#), a re-imagining of global climate finance architecture to create new mechanisms to channel scaled, direct funding to IPs and LCs to secure their rights and effectively govern their territories. IP- and LC-led funding mechanisms in Latin America have also emerged. AMPB created the [Mesoamerican Territorial Fund](#), one of the first financial mechanisms of and for IPs and LCs to channel climate financing to advance the strategies defined by Mesoamerican communities. [The Podáali Fund](#), started by the Coordinator of Indigenous Organizations in the Brazilian Amazon (COIAB), is likewise an Amazon-wide funding mechanism to redistribute funds to finance IP organizations in contributing to the National Policy for Environmental and Territorial Management and Sustainable Development Goals.

At the regional level, an [alliance of local communities](#) (COLOLAT) continued opening a path for positioning their tenure and representation rights and their proposal on the criteria for self-identification and representation of local communities at the UNFCCC. After several years of RRI's continued work, a groundbreaking initiative of an alliance of grassroots Afro-descendant organizations across the region revealed the territorial presence of Afro-descendants in sixteen countries.¹² [The first online cartographic viewer](#), created under RRI, shows that 205 million hectares of Afro-descendant territories and presence overlaps with biodiversity hotspots and areas of importance for global goals on climate change mitigation and conservation. This includes 88.7 million hectares of tropical forest and at least 403 protected areas which overlap and/or are adjacent to ADP territories. The results of this study demonstrate the need to recognize and protect ADP tenure rights and prioritize ADP voices in decision-making spaces in regional and global discussions of climate change at the UNFCCC, as well as discussions on conservation in relation to the Convention on Biological Diversity (CBD). At the global level, the United Nations Permanent Forum on People of African Descent is moving towards [an international declaration on the rights of peoples of African descent](#). In the formulation of the declaration, it is essential to advocate for the inclusion of the collective land tenure and resource management rights of ADPs as well as the inclusion of a gender perspective, ensuring the inclusion of all parties in the exercise of their multidimensional rights.

Indigenous organizations have been positioning themselves as strategic actors for biodiversity conservation and for mitigation and adaptation to the effects of climate change. At the 2021 IUCN Congress, IPs launched the [Global Agenda of Indigenous Priorities for Conservation Action](#) to recognize their rights and governance of their lands and resources. The Congress ultimately [adopted Motion 129](#), "avoid the point of no return in the Amazon by protecting 80 percent by 2025," as presented by COICA and regional IP groups and allies. The 80x25 campaign is part of a larger agenda to strengthen Amazonian IP [organizational bases and strategic work processes around their defined priorities](#). COICA's strategy helps to keep attention on the global importance of the Amazon and the need to protect the rights of the IPs and ADPs who have managed it over centuries.

RRI's study on the [state and future of rights-based conservation in the Amazon of Colombia and Peru](#) provides recommendations on opportunities, challenges, and enabling conditions necessary to move traditional conservation frameworks towards a right-based approach that recognizes collective tenure rights, including rights to manage and use natural resources and roles as conservation authorities. Given the new government in Colombia, there is an opportunity for dialogue with IP and ADP communities and government agencies on how to advance the findings of the study's legal analysis in implementation on the ground. In the current development of the new National Development Plan in Colombia, the study's recommendations are serving as a crucial tool for national and regional debates on the new conservation plans for the Colombian Amazon and the

¹² The cartographic study includes Belize, Brazil, Bolivia, Chile, Ecuador, Colombia, Costa Rica, Guatemala, Honduras, Mexico, Nicaragua, Panama, Paraguay, Peru, Suriname, Venezuela.

role of IPs and ADPs as legitimate actors in conservation. In Peru, the study's findings revealed the need to further analyze the practices of agreements between IPs and regional governments where IPs have a specific role in conservation and the ability to exercise rights of use in their territories. This RRI study was showcased in the [Forest Tenure Funders Group's report](#) as one of the case studies demonstrating how donors are doing things differently to reach IPs and LCs. For 2023, RRI will implement strategies to address the specific conditions and opportunities to advance a rights-based approach to conservation in each country.

RRI's SRM continues to support efforts to defend rightsholders' tenure rights in strategies that embed conservation efforts to favor their tenure rights or prevent the rollback of their rights. For example, in Panama the Naso people are working on the regulation of the 160,616 hectares of their [recently declared comarca](#) which overlaps with the La Amistad International Park and the Palo Seco Protected Forest. The comarca regulation requires the creation of an Organic Charter that includes provisions to set up a co-management system between government and IP governance structures for natural resource exploitation and conservation. The Association of Afro-Descendent women of the Northern Cauca (ASOM) and the Process of Black Communities (PCN)¹³ in Colombia established fifteen community-conservation areas, totaling 10,000 hectares, within ADP territories. The strategy seeks to improve territorial governance, greater recognition of territorial, environmental, production systems, cultural and ethnic rights of the ADP communities, and strengthen coordination with environmental authorities to advance right-based agendas on conservation. These activities open great opportunities for RRI to expand its work to advance implementation of a rights-based conservation approach that strengthens territorial self-governance and sustainable management of natural resources.

RRI anticipates that under the current political reality, with favorable contexts in some countries and increasing threats to the realization of tenure rights in others, new SRM initiatives will emerge in Brazil, Bolivia, Colombia, Ecuador, Mexico, and Panama, among others. These developments are central to RRI's strategic plans for 2023; based on the political environment and enabling conditions, the coalition's work can make greater progress in advancing collective tenure rights in Latin America.

Strategies

RRI's work in Latin America in 2023 will continue its regional approach to leverage the knowledge and organizational capacities of key constituencies: IPs, LCs, ADPs, women, civil society, academia and key allies in governments and the donor community. At the same time, we will extend our reach to more countries in the region to facilitate the alignment of common agendas for effective advocacy to overcome challenges at national, regional, and international levels. Our strategy is

¹³ Conformation of the system of protected areas of Afro descendant Communities in Colombia: Cases of Buenaventura and northern Cauca, phase I. RRI. Association of Afro descendant Women of Northern Cauca-ASOM.

based on a common mid-term vision defined by the RRI coalition, “by 2027, the RRI Coalition will be a platform that articulates, makes visible, and empowers women and men of IP, LC and ADP to influence the recognition and protection of their territories at the national and international levels; contributing 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.” The workplan addresses the following collective and regional strategies in line with SP4 outcomes and priorities:

- 1. Advance the recognition and restitution of the territorial rights of IPs, LCs, ADPs and women.** RRI will strengthen networks of IP, LC, ADP organizations by facilitating spaces for dialogue among organizations; generating information and analysis on the state of territorial rights; and promoting collective rightsholders’ participation in global climate and biodiversity agendas to achieve recognition of their territorial rights and gain their own spaces for representation, voice and decision-making. Given the state of violation of the rights of territorial defenders, RRI will work to strengthen the capacities of human rights organizations and protection mechanisms.
 - e.** Strengthen the regional articulation of the ADP movement by expanding and updating the cartographic analysis of ADP territorial presence and rights and contributions to climate change mitigation and conservation; socialize the GIS cartographic tool for ADP movement actors’ use in advocacy and technical capacity to update cartographic data; expand the Opportunity Framework analysis of ADP tenure rights to other countries; facilitate workshops and discussion among the network to define next steps for positioning and gaining representation and voice in the UNFCCC and CBD.
 - f.** Create a strategy for the dissemination and socialization of LC self-identification criteria at national, regional, and global levels; ensure support for LC participation, including women and youth in the IP-LC platform of the UNFCCC; and facilitate workshops to implement the LC action plan defined in 2022.
 - g.** Systematize at least three successful cases of collective land rights claims of IP, LC, ADP, and women’s cases brought at the national level to identify enabling conditions, and lessons learned on what allowed these cases to secure collective rights.
 - h.** Strengthen coalition members’ capacities and knowledge on mechanisms and tools for protecting human and tenure rights by facilitating dialogues between the UN human rights system and coalition members and developing training workshops with entities specialized on human rights to protect communities and territorial defenders.

These actions will contribute to Outcome 1. IP, LC, ADP organizations and networks are strengthened, better resourced, and more effective at coordinating actions to advance and realize their collective tenure rights (land, natural resources, water, and carbon).

2. Strengthen the capacity of IP, LC, and ADP women's groups for dialogue and participation in decision-making spaces of the global climate agenda, to promote their access to financial resources, and contribute to the integration of youth in the gender policy agendas.

RRI will work to strengthen the coalition's women's organizations and groups in the region to improve their organizational, leadership, participation, operational, administrative, and financial capacities, and promote intergenerational approaches, guaranteeing the inclusion of youth in their agendas.

- a.** Conduct a study of enabling conditions of institutional structure and practices within IP, LC, and ADP organizations that allow women's and youth participation and leadership within these organizations.
- b.** Conduct workshops to strengthen women's and youth participation and leadership within IP, LC, and ADP organizations and facilitate their participation in global dialogue events to position their agendas and recognition of their role in climate, conservation, sustainable development discussions, and need for securing gender equitable funding.

This strategy will contribute to Outcome 1. IP, LC, ADP organizations and networks are strengthened, better resourced, and more effective at coordinating actions to advance and realize their collective tenure rights (land, natural resources, water, and carbon).

3. Strengthen IP, LC, and ADP economies in harmony with their territories and guaranteeing the sustainability, restoration, and conservation of natural resources.

RRI will promote the economies of IPs, ADPs, LCs, women, and youth, linking ancestral knowledge by identifying successful models of sustainable production with added value, according to the potential of the territories and their ecosystems.

- a.** Systematize successful sustainable community-level livelihood strategies based on traditional knowledge and ecosystem potential. This work will consider resource management, conservation and restoration of ecosystems, and environmental services maintaining food security. We will follow a model of analysis done by RRI on women's entrepreneurial activities. The results of the analysis will be used in regional and inter-regional exchanges on identified practices.
- b.** Organize exchanges to strengthen capacities for sustainable livelihoods, marketing, market access, strategic alliances, and monitoring and evaluation to promote support of sustainable local economies.
- c.** Continue support to two women's strategies for food security and local economies in Mesoamerica.

This strategy will contribute to Objective 2. Secure the rights of IPs, LCs, ADPs, and particularly the women within these groups, to manage, conserve, use, and trade all ecosystem products and services.

- 4. Fund local organizations for the defense of territorial rights.** RRI will promote the construction of a funding standard appropriate to the conditions of local organizations and strengthen the capacities of local organizations and cooperation funds to achieve fit-for-purpose funding.
- a.** Analyze experiences of Latin American organizations in accessing funding from different donors to understand challenges and barriers to finance and to provide recommendations on best practices.
 - b.** Create a standard to guide donors on how to generate fit-for-purpose funding mechanisms that respond to the unique characteristics of IP, LC, and ADP women's organizations. Implement at least one pilot activity using the standard's recommendations.
 - c.** Develop workshops for coalition members on international standards for reporting and accountability and host dialogues with donors to explain the characteristics of grassroots IP, LC, and ADP organizations and best practices for working with and funding these organizations.

This strategy will contribute to Outcome 3, by seeking to ensure that public and private financing institutions harmonize funding streams in support of rights-based interventions and the pursuit of IP, LC, and ADP tenure and livelihood rights.

- 5. Promote a rights-based approach to conservation in Colombia and Peru.** Follow up on implementation of the results of indicative pathways identified in RRI's 2022 study on the Status and Future of Rights-based Conservation in the Amazon in Colombia and Peru. In Colombia, RRI will facilitate regional dialogues with IP and ADP organizations and governments from the Amazon region to identify opportunities to address rights-based practices. In Peru, RRI will promote regional dialogues to deepen analysis of and learning about current practices and arrangements between regional governments and Indigenous communities on territorial administration.

Risk and Mitigation

Risks	Likelihood of Occurrence	Mitigation Strategies
Internal and inter-organizational divisions jeopardize the articulation and synergy among local organizations.	Moderate-high	RRI will prioritize clear and transparent communication among the participating organizations to define strategies and implementation plans jointly and maintain open channels throughout activity implementation.
Personal and organizational dynamics can jeopardize unified mobilization on global platforms to achieve large-scale impacts.	Moderate-high	RRI will lead the definition of shared objectives beyond individual interests, by consistently referencing coalition-wide efforts as opposed to individual priorities or interests.
Rigid donor structures make it difficult to adopt mechanisms in accordance with the conditions of local organizations.	Moderate-high	RRI will consult with donors and decision-making actors in early stages of forming financial standards and mechanisms, to ensure input and shared understanding.
Low political will of governments and decision-makers to guarantee the territorial rights of local organizations.	Moderate-high	RRI will establish dialogue channels with decision makers and integrate them into the construction of proposals to obtain their buy-in and enable progress on the territorial rights priorities of rightsholder organizations.
Violation of land rights continues due to legal and illegal extractive industries.	Moderate-high	RRI will continue to prioritize human rights conditions as part of discussions at global platforms and with strategic actors.

AFRICA

Regional State of Play

Africa is severely impacted by climate change. Countries face multitudes of devastating effects including droughts, floods, erosion, and desertification, in addition to the biodiversity crisis. From November 16–18, 2022, participants at COP27 in Egypt discussed the pledge to limit global warming to below 2 degrees Celsius and the enhancement of the global agenda for action on adaptation. Described as an “African COP” bearing the tagline of “together for implementation,” the conference represented, for Africans, an opportunity to highlight the practicalities of moving from pledges to implementation and bridging the gap. Global leaders agreed on the setting up of a “fund for climate justice” to provide funding to developing countries that suffer “loss and damage” from climate-driven impacts and to invest in energy-transition. But they have fallen short on showing increased support to address communities’ demands for rights and direct funding. Furthermore, the rush

towards the energy transition, as agreed at COP 27, will likely add new pressures on the rights and lands of IPs and LCs.

In many African countries, the quest for independence was anchored on the restitution of land as a key avenue for self-determination. The struggle for land restitution continues to this date. Data from the forthcoming updated report *Who Owns the World's Land* to be published in early 2023 show that there have been significant legislative advancements since 2015 in favor of IP and LC communities' customary land rights in Ghana, Liberia, Kenya, Mali, and other countries. The update shows advances in community forest rights in the DRC, Republic of Congo, and Zambia, and implementation of legal reforms has begun in some of these countries. In countries such as Kenya, where customary tenure is statutorily recognized without a requirement for formalization procedures, registration remains a high priority due to the added layer of tenure security it can provide. However, neither recognition nor formalization processes are yet occurring on the scale necessary to match claimed rights.

The youngest continent in the world with more than 60 percent of its population under 35 years of age, Africa remains a priority region for donors and the principal destination for major land-based investments, but the greater population remains disenfranchised and afflicted by climate change as well as by depressed livelihoods. Many governments in the region aim to become emerging economies in the next decade by exploiting their natural resources, which, if not carried out through a rights-based approach, will also negatively impact livelihoods. Additionally, governments are working to deliver on their international climate and biodiversity protection commitments, which usually limit communities access to their land and natural resources. Fortress conservation continues to be the predominant model even though territories collectively owned and managed by communities are some of the most biodiversity-rich in the world. This is of great concern for community rights, as recent calls to African nations have multiplied for them to place at least 30 percent and up to 50 percent of their land and water under formal protection as part of the 30x30 conservation and biodiversity goals.

The first African Protected Areas Congress (APAC) held July 18–23, 2022 in Kigali, Rwanda insisted on the necessity of investing more in conservation. Representatives of IP and LC communities, their organizations, and networks in Africa from more than 40 African nations convened in Kigali and released a declaration, the APAC Kigali Declaration. It calls on governments and all other actors to advance their efforts to recognize and respect IP and LC customary collective tenure rights, and to prioritize community tenure-led conservation, through which they can restore their rights to own, govern and manage existing and new conserved and protected lands, waters and territories including in trans-frontier conservation areas.

The increased pressure and competition for land is often associated with human rights violations, criminalization of land rights defenders, and the threatening of community livelihoods and alteration of their lifestyles. There is a disproportionate impact on women and youth as women are very often excluded from decision-making processes regarding land and natural resource

management. Currently, the continent is battling various cross-cutting challenges. There are the impacts of climate change on livelihoods, migration, security crises, and specific land use practices in rangeland ecosystems such as pastoralism. Other challenges include expansion of fortress conservation, desertification, lack of gender inclusivity, and non-inclusive landscape restoration initiatives. According to the United Nations, 30 million Africans have slipped into poverty due to the COVID-19 crisis, the climate crisis, and the war in Ukraine. Africa has not been able to import the required 30 million metric tons of grain from Ukraine and Russia because of the blockage around the Black Sea. This has resulted in inflation of food prices in many countries.

Regional Opportunities and Priorities

Amid these challenges, there are unprecedented opportunities to secure full recognition of the collective rights of IPs and LCs. RRI's 2020 Opportunity Framework shows that out of twelve countries analyzed on the continent, three countries (Burkina Faso, DRC, and Liberia) have adequate legal frameworks for large-scale projects to implement tenure reforms. Seven countries (Cameroon, CAR, Kenya, Madagascar, RoC, Tanzania, and Uganda) have adequate legal frameworks for medium-scale projects. Recently, the governments of Guinea (2021), Niger, and Sierra Leone (2022) launched new land governance reforms. In 2023, RRI will capitalize on the global momentum and political gains in the region, along with assets from CLARIFI-supported initiatives. We will take advantage of the Path to Scale Framework and proceed in line with RRI's global work on gender justice, climate and conservation, and rights and livelihoods, including recent analyses to influence reforms, donors, development programs and private sector investments.

Strategies

The Congo Basin

- 1. Leverage the cultural diversity of Africa to craft new 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.** A region of tremendous importance both as a global carbon sink and for biodiversity, the Congo Basin is at the receiving end of increased pressure for greater contribution to the 30x30 goals—the global plan to bring at least 30 percent of the planet's terrestrial and marine areas under formal protection by 2030. Without rights-based approaches, the 30x30 goals could increase threats to community lands in the region. Furthermore, the rush to clean energy transition, as agreed at the COP27, multiplies the risks. In 2023, we will work with governments, multilateral agencies, private sector, and other key actors to push for reforms and implementation. In the Congo Basin strategic opportunities are afforded by the implementation of various reforms in the region such as the community forestry laws in CAR, DRC, Gabon; Indigenous rights laws in DRC and RoC; and the government process of mapping village lands in Gabon. Our engagement will include supporting community-led restoration efforts, strengthening rural women and youth initiatives, and investing in locally led economic opportunities.

CLARIFI Projects

- 2. Leverage secured support from the BEF and the Home Planet Fund (HPF) under the coalition's CLARIFI funding mechanism to secure community lands and to promote community-led actions to address the dual crisis of climate change and biodiversity in DRC, Gabon, Kenya, RoC, Tanzania, and Uganda.**
 - a.** In Gabon, we will leverage the power of the coalition and data influence reform processes such as national climate policy, national land-use plan, and the community forestry process. We will support Indigenous and local communities to build their capacity to directly engage with a variety of stakeholders, and to implement community conservation and the community forest processes. Our interventions will give priority to participatory mapping, creation and management of community forests, and advocacy for a paradigm shift in conservation through the legal recognition of Indigenous conservation and Community Heritage Areas.
 - b.** In the Republic of Congo, we will support the implementation of progressive legislation, including the 2011 IP rights law and the 2020 forestry code, and securing community land recognition to strengthen community livelihoods and promote community conservation. Activities will include supporting multi-stakeholder dialogues to work towards legislative implementation, mapping and securing community lands, supporting community conservation and Indigenous women-led agricultural activities for climate resilience, and building the institutional and organizational capacities of IP and LC organizations to receive donor funding directly.
 - c.** In DRC, the coalition will take advantage of progressive reforms, including the community forest process and the recently passed IP rights law, to secure community land tenure and promote community conservation while strengthening community livelihoods. Activities will include supporting locally led landscape restoration, advocacy for the legal recognition of community conservation and Indigenous and Community Heritage Areas, strengthening traditional systems of governance and management of areas and territories conserved by Indigenous and local communities, supporting locally led livelihood initiatives, especially those of women, and strengthening the organizational capacities of IP and LC organizations.
 - d.** In East Africa, we will invest to advance pastoralist rights, management, and governance, inclusive of women, in Kenya, Tanzania, and Uganda. Pastoralist communities have customary claims to at least 50 percent of the land area in these countries but legally own less than 11 percent. For the environmental and social benefits of pastoralism to be fully realized, the tenure rights of these communities to their customary territories must be recognized. Our support will secure pastoralist community land tenure, consolidate pastoralist community governance, support community-led rangeland restoration and conservation initiatives, and support community-led economies and livelihoods, as well as strengthen pastoralist women's leadership roles in conservation, livestock and grazing management, and land use

planning. We will also organize a regional pastoralist summit to engage government actors and pastoralist communities in dialogue for policy reforms.

- e. In West Africa, with the support of ICRAF-CIFOR, we will analyze the existing policy, legal and institutional frameworks—both formal and traditional. We will identify key challenges hampering effective restoration of degraded lands and enforcement of land and agroforest tenure and rights. This work will help us set priorities for landscape restoration and community conservation initiatives in Mali and other West African countries with progressive reforms opportunities.

Gender

3. **Leverage the power of the coalition and data in conjunction with the Women in Global South Alliance for Tenure and Climate to advocate for policy reforms that secure women's rights at national and regional levels.** Building on RRI's ongoing gender work, we will invest in strengthening the strategic leadership and participation of women in decision-making processes. We will also make direct investments in women's self-determined initiatives and livelihood enterprises, and women-led landscape restoration projects. The strategic positioning and capacities of REFACOF will facilitate regional advocacy and support for women's restoration initiatives through CLARIFI. We will direct support to multi-stakeholder dialogues on women's rights and traditional practices, strengthening women-led and operated organizations and their roles. In addition, we support the convening of a sub-regional platform of Indigenous women in the Congo Basin.
4. **Conduct direct country engagement to support implementation of the APAC Kigali Declaration.** We will seek direct engagement with governments in their efforts to deliver on their international and climate goals by implementing progressive reforms, centering the recognition of rights as the key conservation strategy, and advocating for the implementation of the APAC Kigali Declaration. The coalition will also engage parliamentarians to advocate for reforms, while raising awareness and building capacities among communities. We will complement these efforts with support for the legal defense of land rights and environmental defenders. RRI's analyses, the power of the coalition and the Africa regional strategy recently discussed coalition members in Lomé, Togo in October 2022 will be leveraged to enhance country-level and regional advocacy to influence development programs, donors, and private sector investments.

Strengthen knowledge-sharing forums and advocacy

- 5a. We will revive and redesign the Conference of Land Institutions for Community Rights (ALIN) and its associated networks to be held in Tanzania. The country is recognized as having one of the most progressive legal frameworks (as embodied by the 1998 Land Act and Village Land Act) for community and women's land rights. During the 2021 ALIN meeting held in Lomé, Togo, the Tanzania delegation asked to host the next regional exchange. Considering the conclusion of the recent coalition study on the criminalization of land rights and

environmental defenders in East-Africa, which showed an increase of cases in Tanzania, including the on-going evictions of communities from their traditional lands for conservation purposes, Tanzania provides an opportunity for learning and sharing within the ALIN platform.

- 5b.** DRC, Liberia, Madagascar, Togo and many African countries have adopted policies and other reforms to enhance women's rights to land and natural resources. To stimulate and support change, RRI will focus on strengthening women's knowledge and capacity concerning their rights. We will support women's inclusion in reform processes, and the securing of land and forests for women through income-generating activities. We will support reforestation to advance the rights and livelihoods of rural women, in particular Indigenous women. In addition, we will ensure the visibility of women's roles in addressing climate change through our research, documentation and disseminating of gender-sensitive customary land governance.
- 5c.** For rights-based and community-led conservation efforts, knowledge will be shared through a critical analysis of community-led conservation in Africa that will be shared through arts and convenings showcasing African landscapes and community-led restoration and conservation initiatives. We will also leverage the work with the Network of Indigenous and Local Populations for the Sustainable Management of Central African Forest Ecosystems (REPALEAC) and coalition members in the Congo Basin to achieve the outcomes of the BEF grant. This effort will complement the support to be provided to pastoralist communities in East Africa through the HPF grant. Regionally, our actions will also include the strengthening of communities' capacities to directly access and effectively manage climate, forest, and conservation funding.

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. At the height of the COVID-19 pandemic in 2020, the growth rate shrunk to -0.25 percent. The economy has gradually rebounded and stands at 7.7 percent. While this growth rate is impressive, it needs to be understood against a background of inequality. According to Oxfami, 0.1 percent of the population (8,300 people) own more wealth than the remaining 99.9 percent (44 million) in Kenya. Further, Kenya loses an estimated \$1.1 billion annually to tax exemptions and incentives. Kenya's development agenda is anchored on its blueprint Vision 2030 which "aims to transform Kenya into a newly industrializing, middle-income country providing a high quality of life to all its citizens by 2030 in a clean and secure environment ii." Thus, Kenya's development ambitions in infrastructure, green energy, conservation, and agribusiness continue to place severe pressure on community lands.

Land is central to the social, economic, and political spheres of Kenyan society. Kenya has passed progressive laws to recognize community land rights such as the 2010 Constitution of 2010 and the

Community Land Act (CLA) 2016. However, the inability and/or unwillingness of the national government to implement these laws and secure customary tenure has perpetuated injustices against communities. IPs and LCs claim ownership to 5.25 percent of Kenya's total land area of 56.91 million hectares, but their rights are recognized over only 3.33 percent of the area. As of 2021, less than ten communities had registered their land. With the support of the RRI Africa program, several communities submitted their Historical Land Injustice claims to the National Land Commission (NLC) for redress in 2021. The NLC is expected to review, accept, investigate the claims, and make recommendations for redress within a three-year period.

Kenya is among the 50 countries that have already signed a commitment to have 30 percent of terrestrial and marine environments under conservation by 2030. Already, 12.36 percent of terrestrial conservation areas is under government control. These are all contested landscapes claimed by one or more communities. To protect these spaces, heavy militarization is employed with its attendant human rights violations. Wildlife-human conflict is rife, and communities believe that wildlife matters more than them. Kenya has 3,486,674 people living in protected areas and 18,056,046 living in areas earmarked for expansion of conservation areas.¹⁴ The civil society platform, Community Land Action Now! (CLAN) and other civil society actors are engaging with government, private sector, and donors for fast and fair implementation of the CLA to ensure community land tenure security.

Opportunities and Priorities

Kenya has emerged from a hotly contested election in 2022. While the approach of the new regime in relation to land rights remains to be seen, reports from civil society organizations indicate that there are progressive and pro-community land rights individuals who have been voted into power at the national level. This presents an opportunity for strategic and robust engagement with the national governments on registration and governance of community land. Three landmark court rulings for community land rights in Kenya have been made in 2022: (1) The Ogiek of Mau Ruling by the African Court on Peoples' and Human Rights which calls for the state to pay reparations of up to \$3 million for violation of their land and associated rights; (2) The Maji Moto Group Ranch case in which a Kenyan court has ordered that all community land appropriated by individuals must be returned to the community; and (3) The Ogiek of Mau ruling which revoked the establishment of a protected area on community land. These three rulings present an opportunity to support communities with implementation of the rulings through strategic engagement with the government at different levels. CLAN continues to support communities to apply for and register their customary lands, including piloting community-led data-gathering and following up on Historical Land Injustice Claims submitted to the NLC in 2021. CLAN has also embarked on a large-scale project to implement the CLA at the national level through support from the Tenure Facility.

¹⁴ Rights and Resources Initiative. 2020. Rights-Based Conservation: The Path to Preserving Earth's Biological and Cultural Diversity? Washington: RRI.

With funding from the HPF, the coming year provides the opportunity to address the following priorities for 2023:

- Support community demarcation and registration of customary lands through awareness campaigns
- Build community capacity to engage with investors in community land and leverage private sector influence to ensure CLA implementation
- Support implementation of court rulings on Maji Moto, Endorois, Ogiek of Mt. Elgon, and Ogiek of Mau
- Strengthen community assemblies—the core governance structure within the community land infrastructure
- Make the case for pastoralism and sustainable dryland natural resource management, including biodiversity conservation and carbon storage, through clear and secure rights and responsibilities for land and resources, and good governance

Strategies

1. **Analysis:** Leverage data, the Land Rights Standard, and the power of the coalition to influence communities' engagement with government, private sector, conservation organizations, and donors for the implementation of the CLA.
2. **Convening:** Facilitate multi-actor dialogues and capacity-building workshops as well as awareness-raising meetings around CLA implementation processes.
3. **Capacity building:** Build and strengthen community governance institutions via community assemblies and other structures as foundation for securing community land rights and sustainable livelihoods.

Togo

State of play

The 2018 Togolese land tenure code is one of the most progressive in francophone Africa regarding provisions for recognition of customary tenure and women's land rights. More than 50 percent of the country's population is rural, and more than 70 percent of the land is managed under customary tenure. Despite provisions for the protection of women's land rights, in Togo, as in most countries in sub-Saharan Africa, women do not have secure access to land. Conflicts among various uses, particularly farmer-breeder conflicts, are a daily occurrence for farmers due to the obstruction and scarcity of grazing areas or the limits of zoning and land use planning. More than 70 percent of the cases in courts are related to land conflicts. In addition, the country's forest cover has considerably declined due to inadequate agricultural practices, destructive logging, uncontrolled bush fires, lack of a forest management program, and low levels of harmonization and coordination of the various actors' interventions.

In 2018, Togo committed to restoring 1.4 million hectares of forest by 2030 under the AFR100 initiative. This commitment builds on the forest policy adopted in January 2011 which aims to restore 20 percent of degraded forests by 2035 and 30 percent by 2050. In the same year, Togo adopted a national strategy for the rationalization and management of Protected Areas (PAs), which emphasizes the inclusive governance of protected areas.

Opportunities and Priorities

Implementation of the 2018 land code is a strategic opportunity to be realized in strong collaboration with RRI collaborator in Togo, ADHD, traditional chiefs, and the government. Other opportunities include Togo's aim to increase the national forest cover to 25 percent by 2025, which represents a net gain of about 50,000 hectares during this period, and Togo's commitment to work on its Revised National Determined Contribution in 2022. In line with the national and international commitments, we will focus our work in Togo in 2023 and beyond on:

- Securing community/village land
- Reforesting mountain slopes, based on Indigenous knowledge within village territories, to increase the resilience of populations to climate change and improve their livelihoods
- Researching, documenting, and disseminating information on gender-sensitive customary land governance to stimulate change

Strategies

1. **Analysis:** Use coalition analysis, data, and dialogues on best practice to influence customary land tenure to improve for gender justice in customary land governance, empower women, and securing their rural land.
2. **Build livelihoods:** Support women's livelihood activities, and advocate with government, donors, and communities to ensure the participation of women in decision making:
3. **Capacity building:** Support the development of capacities of different stakeholders involved in the implementation of the 2018 land code, including traditional chiefs, as directly linked to the development of local agreements for sustainable land management, land restoration and livelihoods strengthening initiatives.
4. **Convene:** Facilitate multi-stakeholder dialogues on the implementation of community and women's rights in line with the 2018 land code.

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 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, environment factors and natural resources clearly underpin Liberia's social and economic development. The government seeks to implement its five-year development plan '[Pro Poor Agenda for Prosperity and Development \(PAPD\)](#)' as anchored in Liberia's [vision for 2030](#), a blueprint for social-economic and political transformation. The PAPD is based on four pillars: power to the people, economy and jobs, sustaining peace, and governance and transparency.

Liberia's [Land Rights Law of 2018](#) came into effect following robust mobilization of civil society actors and communities. It recognizes the customary land rights of rural communities and women's land rights. It requires that FPIC be adhered to for activities occurring on community land. Further, it recognizes community land with or without formal registration. The Law presents unprecedented opportunities for communities to take control of their territories and engage with the private sector and government from a position of power. Given the land holdings of several large concessions in the oil palm and rubber industries, the Law is an important step in seeking land justice in Liberia.

The Land Rights Law complements the Community Rights Law of 2009, which created a legal framework for communities to participate in sustainable forest management. The rights of IP and LC communities are recognized over 3.06 million hectares of forestland representing 49.41 percent of Liberia's total forestland area. IPs and LCs claim ownership to 49.80 percent of Liberia's area. The regulations pertaining to customary rights are nearly complete, and the network of CSOs has been actively engaged in ensuring that its provisions are in line with community land rights. None of the 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 with 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 before the publishing of the requisite regulations, 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 completed 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. Meanwhile, Liberia is progressing towards the investment phase of REDD+. Thus, there is need for sustained engagement on the land rights of communities living around existing or proposed protected areas. CSOs are strongly mobilized, organized and positioned to promote community rights in these sectors.

Opportunities and Priorities

Implementation of the 2018 land law is the key opportunity and priority. The passage of the first-ever National Oil Palm Strategy and Action Plan is a watershed moment in Liberia's oil palm industry. Covering more than 1 million hectares of land, oil palm is an important tree crop in Liberia's economy. The Strategy is the result of efforts made by of a wide range of stakeholders in the oil

palm value chain. It seeks to guide governance of the sector and to position it as strategic engine for inclusive rural and national economic growth. The Strategy presents a positive policy framework and opportunity to engage various actors in advancing responsible investment that is cognizant of community land rights and livelihood needs. Liberia is among the 50-plus countries that have signed on to the proposal to have 30 percent of their territories under conservation. While this may be a threat to community land tenure, it also presents an opportunity to articulate and consolidate new forms of rights-based conservation interventions. The opportunity to socialize the Land Rights Law 2018 remains ever present given the slow pace of formalization of community land. In addition, the finalization of regulations opens space for a supportive regulatory framework to advance community land rights and livelihoods. Liberia is advancing to the payment stage in the REDD+ process. This also opens space for dialogue on payment for carbon/carbon rights in the context of community land and for communities adjacent to protected areas. We will focus on the following opportunities and priorities in 2023:

- Piloting community-based monitoring (CBM) in the oil palm industry as a way of ensuring responsible investment in community land and safeguarding the interests of small holders in the oil palm supply chain
- Working with communities living around and within protected areas and proposed protected areas to ensure that FPIC principles are adhered to in the pursuit of conservation goals and that tenure is secured as a foundation for sustainable conservation
- Supporting communities that have initiated the customary land formalization process to complete the process and receive their deeds
- Investing in supporting women in their efforts to secure sustainable livelihoods within the framework of the Land Rights Act 2018

Strategies

1. Analysis and convening:

- a. Leverage RRI analysis and the power of the Coalition to facilitate engagement with the implementation of the national oil palm strategy.
- b. Engage with the Land Authority for the completion of Land Rights Act regulations, implementation, awareness-raising about the Law; supporting complementary legislation such as inheritance law; and supporting initiatives to translate women's land rights in the Land Rights Act into livelihood opportunities.

2. Community awareness raising and capacity building:

- a. Raise awareness on the Land Rights Act
- b. Raise awareness on the national oil palm strategy
- c. Conduct multi-stakeholder engagement and strengthen community conservation

Madagascar

State of play

In 2005, the Malagasy government initiated a land tenure reform process with the adoption of a land policy letter. The aim of this reform is to align the land use practices of thousands of local actors with regulatory texts to bring legality and legitimacy closer together, so that property rights are recognized through the land certification process. The reform aims to improve the complementarity between statutory and customary law by bringing centrally designed laws closer to local practices and having them adopted by the government.

In Madagascar, local communities, known as *Fokonolona*, claim more than 64.79 percent of the country's 58.18 million hectares of forest. They are therefore heavily involved in the protection of natural resources. The Malagasy government has engaged on the process of establishing a legal framework for special-status land and is initiating efforts at the legislative level to facilitate the formal assumption by *Fokonolona* of powers and responsibilities for natural resource management. However, although the law recognizes the right of local communities to participate in resource management, research shows that these mechanisms often fail to achieve their objectives. Disparities between written regulations and local practice are most often observed, especially in terms of governance and management. In this situation, women are disproportionately disadvantaged due to their economic and social vulnerability. Indeed, Madagascar's national land policy has not yet clearly established a gender-equal land strategy.

Opportunities and Priorities

The RRI coalition, now supported in Madagascar by GIZ, provides an enabling framework for organizing and defending community rights, including women's rights. The following opportunities are our priorities for 2023:

- Supporting the establishment of a government-led multi-stakeholder land governance platform with local civil society to ensure the implementation and monitoring of land processes
- Strengthening the capacity of Coalition members and communities to influence the land reform process for community rights, including women's rights
- Supporting the national and multi-sectoral technical committee in the development of an action plan for securing community land rights, to finalize the process of developing the legal framework for areas with specific legal regimes
- Conducting studies on rights and practices to inform the drafting of community land rights legislation with a focus on land issues related to gender
- Organizing regional workshops to address local concerns about what constitutes common property and how to secure and manage it

- Strengthening women's self-determination to ensure inclusion of women in land tenure reform processes and support women's livelihood initiatives on community land

Strategies

1. **Analysis:** Use the Coalition's data and analysis to influence government and donors to ensure progress in the land tenure reform process, encourage informed community participation, and inform the drafting of legal texts on special status land.
2. **Capacity building:** Assist in the drafting of legal texts on community land, and strengthen gender initiatives, including livelihoods.
3. **Convening:** Facilitate stakeholder dialogues on the implementation of community rights roadmaps, and draft legal documents on the specific status of community land.

Democratic Republic of Congo

State of Play

In DRC, IPs, and LCs claim customary ownership of 87.24 percent of the country's forestlands, but the government currently recognizes their legal ownership to just 0.53 percent. With the ongoing pilot phase of community forestry implementation, the government has already placed around 3.1 million hectares of forest under community management. The DRC is among the 10 countries that have been assessed by RRI's Opportunity Framework as ready for large national or sub-national projects to implement forest tenure reforms. The coalition teamed-up with national IP organizations in the DRC to develop a major proposal to the Central Africa Forest Initiative (CAFI) to support rights and the role of communities in preserving forest ecosystems.

Strategic legal reforms are slowly progressing in the land, land-use, and forest sectors, which afford major opportunities to advance community rights, and several pieces of legislations will be discussed and/or implemented in 2023, including the following:

- The government adopted on 15 April 2022 the national land policy document, with contributions from the coalition. It contains progressive provisions, including the recognition of community customary land rights, community rights to FPIC, and women's rights to manage and own land.
- The land use planning reform process has benefited from coalition support and has produced a draft policy document and a draft law, which are still in discussion for validation and adoption.
- A new bill on the protection of rights of Indigenous Peoples has been signed into law by the DRC's President. This law has the potential to help secure millions of hectares of Indigenous lands and open opportunities for IPs to assert their rights and pursue their self-determined development and conservation priorities to protect forests.

- The second agreement signed by the DRC government and CAFI includes plans to place millions of hectares of forestlands under community management by 2031.

Opportunities and Priorities

The implementation of the BEF-supported initiative to secure community rights and promote community conservation presents significant strategic opportunities. The recently adopted Indigenous Peoples Bill is a pathbreaking tool for Indigenous communities to secure their forestlands and effectively participate in decision-making processes. Land and land-use planning reform processes, including a possible review of the forest code and a process to elaborate the country's forest policy for the first time, are also strategic opportunities for CSOs and communities to ensure progressive provisions are adopted and implemented. Our 2023 priorities include:

- Supporting reforms through the adoption and/or implementation of at least two texts and/or policy documents that recognize community rights over land, forests and natural resources and Indigenous Peoples' rights
- Securing at least 200,000 hectares of Indigenous and local community land
- Supporting public consultations on the draft land bill and the draft land-use planning bill, to ensure community rights are secure, and supporting the final validation workshops
- Supporting the restoration of degraded ecosystems and actions targeting the fight against deforestation
- Supporting sustainable, viable energy alternatives and the strengthening community livelihoods
- Promoting community conservation and inclusive and participatory governance of existing and future protected areas
- Supporting women's land rights, capacity development, and participation in climate mitigation.
- Supporting implementation of the community forestry process

Strategies

1. Analysis and convening:

- a. Leverage data to influence reform processes (land, land-use, and forest policy), and support provincial consultations, multi-stakeholder dialogues, including direct engagement with government on the land reform process, with focus on women's rights.
- b. Directly engage with the parliament, senate, and the presidency for the passage of the Indigenous Peoples Act.

2. Capacity building:

- a. Support awareness raising for community and local administration on the land and land-use reforms and consultations, including the community forest implementation.
- b. Support communities in the elaboration of simple management plans for their community forest concessions, and in the strengthening of community livelihoods.

Risk and Mitigation for the Region

Risks	Mitigation Strategies
Lagging implementation of land policy reforms across the continent continues due to a lack of or limited political will.	We are mobilizing actors and engaging with government in implementing actions to secure communities' tenure rights.
There is a lack of financial and technical capacities of CSOs, communities, and local governments to influence and/or implement reform processes.	We are conducting awareness raising and capacity building workshops about community land rights and the reform process with all stakeholders from the local to national levels.
Criminalization of land rights defenders continues and/or increases.	We will upscale advocacy at the regional level to support the protection and legal defense of land rights and environmental defenders.
Customary practices continue to limit women's tenure rights by excluding women from land inheritance and land management.	We are conducting capacity building workshops and advocacy for women's rights and inclusion in land and natural resources management.
There is pushback from government and conservation organizations against communities' models of conservation, and more protected areas are created by governments to achieve the 30x30 goals without FPIC.	We are continuing our research-based advocacy, engagement, and mobilization of key actors to promote community tenure-led conservation and communities as efficient contributors to conservation and climate change mitigation.
International and domestic competition for the continent's natural resources continues to lead to communities' dispossession, harmful effects on ecosystems, disruption of livelihoods, and human rights violations.	We are strengthening community capacity to engage with governments and private sector agents and to defend their rights through advocacy and/or negotiation; and engaging with regional institutions, multilateral agencies, and private sector actors to ensure their support and strengthen their familiarity with community land rights.

2023 WORK PLANS BY THEME/GLOBAL PROGRAM

Rights, Climate & Conservation

Rationale for Engagement

The need for rights-based approaches to climate and conservation action is now broadly recognized. Donors and philanthropists formalized new funding commitments at CoP26 in 2021; proponents of voluntary carbon markets are actively engaged in the development of “high integrity” frameworks with clearer safeguard measures; and the post-2020 Global Biodiversity Framework is likely to include language on the rights of IP and LC, and their role in the realization of proposed goals and targets. Yet, translation of burgeoning commitments into tangible actions with clear and practical meaning for local peoples remains a challenge. Market-based approaches to climate action are mired in complexities with unclear costs and benefits for communities or the environment. Few countries have adequate legal frameworks to support the recognition of community rights to carbon and associated benefits or Indigenous and community conserved areas. And, despite growing calls for rightsholder involvement in decisions that stand to affect their rights, their contributions and voices remain peripheral to the actual design and implementation of initiatives advanced by state and non-state actors.

Hence, despite growing calls for the advancement of Indigenous and community rights, climate financing has yet to be directed to those who hold the keys to change. Large multilateral initiatives such as the Green Climate Fund, the World Bank’s Carbon Fund, or the LEAF Coalition have yet to support community-led actions and solutions in meaningful or measurable ways. Fortress conservation modalities continue to thrive across much of the world, and despite repeated commitments, public and private sector efforts to curb pressure on the world’s remaining forests and intact landscapes—the majority of which are customarily held and managed by local peoples and communities—have yet to produce measurable changes in the aggregate laws, policies, and incentives that undermine community rights and drive the destruction of the natural world.

Emerging priorities

Despite the many challenges confronting the integration of rights-based approaches in climate and biodiversity action, the need to radically accelerate progress towards a more just, equitable, and sustainable future demands unprecedented actions and coordination across sectors, scales, and geographies. New and existing alliances need to be leveraged to forge more ambitious collective actions; challenges and constraints to rights-based actions need to be clearly defined to ensure effective remedial strategies; universal principles for a more just transition must be recognized, adopted and promoted by all sectors; cross-sector dialogues—anchored in the perspectives of rightsholders—can be used to harness joint ambition and coordination actions; and bottom-up research is needed to map opportunities for community led climate and conservation actions, and develop locally adapted solutions to persistent challenges.

Emerging opportunities and priorities shaping RRI's 2023 Rights, Climate and Conservation strategy include:

- Building on the momentum of the post-2020 Global Biodiversity Framework to advance a rights-based interpretation of adopted targets and subsequent implementation strategies, through bottom-up leadership, mobilization, and collaboration
- Supporting rightsholder-led dialogues on climate and conservation actions and investments that are aligned with the rights, priorities, and cosmovision of communities
- Strengthening independent analysis of global climate and conservation priorities and initiatives to mend information asymmetries between global institutions and rightsholders, and bolster bottom-up engagement and advocacy
- Advising and contributing to North-South collaboration pilots between IPs and LC, coordinated by the coalition and the Strategic Networks team

Strategies

In alignment with the need 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, and mobilize key constituencies, networks, data, and tools to drive support for community land tenure, governance, and self-determination (SP4 Strategic Priorities 2 and 3), RRI will leverage its analytical foresight, convening power, and innovative capacities to develop targeted actions that can strengthen community ownership over rights-based solutions, and clarify pathways to rights-based actions (SP4 Outcomes 1 and 2). For year 2023, investments under the Rights, Climate and Conservation portfolio will prioritize the following strategies and actions:

- 1. Conduct a workshop on advancing a rights-based approach (RBA) to conservation area targets to build consensus and collaboration across key actors on implementation and monitoring of a rights-based approach to global area-based conservation targets.**
Proposed for proposed for spring/summer 2023, the workshop will convene leading rightsholder organizations, CSO/NGOs and donors to develop a common vision and joint strategy for realizing a rights-based approach as new area targets are implemented. It will result in concrete collaborative agreements and plans to work together on strengthening an RBA, including potential pilot activities in specific countries.
- 2. Organize a global dialogue on rights-based pathways to climate action.** RRI will convene a rightsholder-led dialogue among community leaders, voluntary carbon market and REDD+ proponents, standard bearers, and supporters of non-market approaches to push for greater clarity and transparency on the meaning and implications of existing instruments and initiatives and allow for bottom-up expression of the changes and opportunities that rightsholders want to see in the emerging suite of nature-based solutions.

3. **Conduct bottom-up research and ground truthing of structural constraints to rights-based approaches and deep dives into some of the core challenges.** This work will include:
 - a. Global mapping of countries with adequate legal and governance frameworks to support community-led conservation and climate actions
 - b. Analysis of donor and climate-conservation financing institution readiness to advance direct access support for community-led actions and solutions, in alignment with P2S fit-for-purpose principles.
 - c. Update and launch of Global Baseline of Carbon Storage in Collective Lands, incorporating new data from RRI, WCRC, and 2021 data collected with GATC.
 - d. Expand North-South partnerships on Indigenous and community climate and conservation priorities in collaboration with RRG's Coalition and Strategic Networks team to ensure technical expertise and assessment when designing and implementing North-South exchanges.

4. **Support the adoption of the Land Rights Standard.** Support the dissemination and adoption of the Land Rights Standard, including rightsholder engagement with climate, conservation, and private sector; monitor adoption and endorsement pledges; and help capture emerging lessons from implementations.

Risk and Mitigation

Risks	Likelihood of Occurrence	Mitigation Strategies
Achieving results in an increasingly crowded and competitive global environment	Moderate	Adopt collaborative approaches bringing together leading organizations in each area of work, building on RRI's profile as a strategic convenor
Capacity constraints	Moderate	Space initiatives and convenings across the year. Collaborate with expert partners and consultants to spearhead some lines of work, reducing capacity demands on staff.

Gender Justice

Rationale for Engagement

Globally, women from IP, LC, and ADP make up half of the 2.5 billion people who have historic rights to and customarily manage at least 50 percent of all terrestrial lands. Women make invaluable contributions to their communities through the multifaceted roles they play in meeting the needs for food, energy, traditional medicine, livelihoods, land governance and defense, and local economies. Yet, women's tenure rights are poorly acknowledged or protected by statutory or customary laws. As evidenced in the RRI's 2017 [Power and Potential](#) analysis, most of the laws that regulate community-based tenure rights fail to adequately protect women's rights within communities. Such rights include the right to participation (voting) and the right to representation (leadership positions). Recognition of community women's rights in national laws governing forest, land, and territorial rights laws also serves as a critical source of legal protection for their rights to use and participate in the governance of other community resources, such as freshwater (RRI-ELI 2020).

Building on the 2017 study, RRI will conclude the update and expansion of its Gender and Depth of Rights Databases in 2023 to capture legislative advances and rollbacks that have impacted both communities' and community women's specific tenure rights since 2016. Preliminary data collection for RRI's Depth of Rights and Gender data for five new countries (Ecuador, Ghana, Lao PDR, Madagascar, and Nicaragua) has been completed alongside preliminary updates to previously collected Depth of Rights and Gender data for 24 additional countries.

The recently approved CEDAW's General Recommendation 39 (GR-39) on the rights of Indigenous Women and Girls is the first CEDAW General Recommendation focused on elaborating the individual and collective rights of Indigenous women and girls from an intercultural and cross-sectoral perspective. The GR-39 resulted from the strategic advocacy of Indigenous women across the world, including RRI's Partners and Collaborators, ECMI, FIMI, and ONAMIAP, ECMA, which are supported by RRI's SRM. Over the past years, RRI has enabled greater connection, peer learning, and the building of common global women's rights-based advocacy strategies among IP, LC, and ADP women. There is an ongoing critical need to increase investment in supporting and connecting such movements.

Attention to women's rights has grown, and the international development community increasingly recognizes the rights and empowerment of women and girls as crucial elements of advancing social and economic development. Equally, IP, LC, and ADP women are increasing their visibility and gaining recognition for [their land and forest defenders roles](#). They have secured [participation in crucial global climate change fora](#), been [elected or appointed in governmental institutions](#), and have received [international recognition for their work advocating for women's tenure rights](#). However, despite this increasing recognition of women's roles and their positioning in the international climate change scenario, IP, LC, and ADP women are not prioritized regarding dedicated funding to

support their rights agendas. A [RRI-RFN \(2022\)](#) analysis assessing donor funding for IP and LC tenure and conservation found that at most, 32 percent of funding included one or more keywords related to gender in the project description, despite the essential role of women in IP and LC forest management. [The Forest Tenure Funders Group \(Funders Group\) 2021-2022 report](#) tracking progress on the COP26 donor commitments show that nearly 19 percent of the \$1.7 billion pledged has been distributed, but only 7 percent went directly to organizations led by IP and LC, while around 50 percent went through international NGOs. Although, the Funders Group report does not include gender as one of the categories for tracking progress, donors such as Ford Foundation, Wellspring, and Good Energies Foundation reported specific activities supporting women participation rights and economic empowerment.

RRI's [Women in the Global South Alliance](#) on tenure and climate leading the "[Our Call to Action](#)" advocacy strategy claims that Indigenous women's organizations received only 0.7 percent of all recorded human rights funding between 2010 and 2013, despite using, managing, and conserving community territories that comprise more than 50 percent of the world's land. Moreover, data on ADP and LC women's access to funding is virtually non-existent, reflecting the negligence of governments towards IP, LC, and ADP women in the Global South. Overall, given the lack of data on these women's access to funding and data on donors' distribution of funding to women's organizations, it is difficult to estimate the level of the actual proportion of funds focusing on gender and women's tenure.

Additionally, RRI has continued strengthening relationships with other global level organizations such as the International Development Law Organization (IDLO) and the International Institute for Environment and Development (IIED) to join efforts to advocate for women's climate justice and funding in international spaces. With IDLO, RRI cosponsored a side event at the [CSW66](#) and [Stockholm +50](#) on Feminist Climate Action and Rule of Law which was selected by the CSW66 and UN Women to be held during the "24 hours around-the-clock Generation Equality" for Generation Equality Day, and showcased progress made in implementing commitments since the Generation Equality Forum in Paris and the Stockholm +50 side event on Feminist Climate Justice.

RRI will address the state of play of Gender Justice under the new SP4 priorities by continuing to advance IP, LC, and ADP women's tenure rights and roles in governance and leadership. We will enhance greater coordination of women's networks globally through the Women in Global South Alliance for Tenure and Climate to influence policy reform and ensure the new CEDAW GR-39 recommendation is implemented. Finally, RRI's Gender strategy will contribute to producing critical data to support international advocacy on women's access to direct funding.

Emerging Opportunities

RRI Gender Justice's bottom-up approach in connecting and mobilizing women's grassroots networks has enabled them to define their own tools and strategies for advocacy on their tenure, governance, and representation rights at the international level. RRI's cross-regional peer learning

exchange helped to connect 75 women's network, groups and associations across the three regions and led to development of key collective strategies to advocate for women's tenure rights at the global level. For instance, "[Our Call to Action: Climate Finance Must not Leave Indigenous, Afro-descendent and Local Community Women and Girls Behind!](#)" created and endorsed by 41 Indigenous, Afro-descendent, and local community organizations in Africa, Asia, and Latin America provides recommendations to the international donor community regarding the need to prioritize dedicated funding to support women's tenure and participation rights in the Global South. As the Call to Action gained attention the signatories of the Call mobilized to create the [Women in Global South Alliance on tenure and climate](#) to advocate for governments and donors to increase and ensure direct climate finance for IP, ADP and LC women's rights agendas. Launched at the COP 27, the Women in Global South Alliance was spotlighted as [the second key event that happened during the sixth day of the COP-27](#). The network will meet to define strategic plans and be leveraged in 2023 and beyond to support advocacy to gain greater support and direct funding to advance IP, ADP and LC women's tenure, governance, and representation rights.

In response to the strengthened relationships with global level organizations and attention gathered through RRI's Gender Justice strategies, RRI and IDLO have presented a joint proposal for a session on "Advancing Feminist Climate Justice Through the Rule of Law" at the [Women Deliver 2023 Conference](#) in July 2023 held in Kigali, Rwanda. RRI has been integrated into IIED's advisory reference group that is guiding IIED's strategy to foster women's climate change leadership in the context of implementation of [the Locally Led Adaptation \(LLA\) principles](#) that focuses on creating the conditions for local people to be in charge of their own needs. The strategy seeks to provide crucial recommendations to The Climate Investment Fund (CIF) on how to address funding for women's rights.

Lastly, the recently approved CEDAW GR-39 on the rights of Indigenous Women and Girls, is an important opportunity to advance in the protection of the individual and collective rights of Indigenous women and girls. Moving forward, a process of socialization of the new GR-39 within grassroots women's organizations and strategies to monitor the compliance of the CEDAW's GR-39 is in discussion by RRI's Indigenous women's networks.

Current contexts and ongoing strategies are opening pathways to advance women's tenure rights and the recognition of their roles in global climate and conservation action and need to direct funding to support women strategies. RRI's is well-positioned to lead this by using its convening power with IP, ADP and LC women, constituencies, alliances with crucial actors, donors, and governments. RRI's Gender Justice program will continue advocating for greater support and funding to support the Women in Global South Alliance and strategies on the ground.

Strategies

In 2022, RRI's Gender Justice program will leverage critical opportunities in national, regional, and international arenas to promote equitable and inclusive rights-based actions and solutions to climate, development, and conservation challenges by:

- 1. Advancing Indigenous, Afro-descendant, and local community women's tenure and roles in governance and leadership in climate action and conservation.** RRI will do this by:
 - a.** Scaling-up the reach and capacity of the Women in Global South Alliance on tenure and climate to advocate for access direct climate funding to support their tenure rights strategies in the three regions. RRI will support the strengthening of the Alliance by facilitating its meetings to refine their plans for advocacy targeting different audiences; facilitating their participation in key negotiations spaces with well-defined agendas, promoting dialogues between the Alliance and donors and governments to identify funding opportunities and modalities to make funding accessible to grassroots organizations, and groups. RRI will leverage its CLARIFI funding mechanism to contribute to secure funding for at least one women-led strategy per region.
 - b.** Continue strengthening cross-regional coordination, peer learning and exchange of knowledge between women's groups, organizations, and associations on their commonly identified priority themes to build targeted strategies on:
 - i.** supporting learning and analysis of lesson learned about women's key role in community livelihoods, food security/sovereignty, and women-led economies.
 - ii.** facilitating socialization of and monitoring the implementation of the CEDAW's GR- 39 in countries with key women's organizations, groups, and associations leading advocacy.
 - iii.** facilitating participation of women in key events co-sponsored by RRI or international spaces where the participation and voice of IP, ADP, LC women is crucial; such as the [Women Deliver 2023 Conference](#), UNFCCC CoP28, CBD and other regional spaces.
- 2. Equipping women's networks with crucial data and tools to support their advocacy strategies to access funding to advance their tenure and governance rights and leadership roles in climate and conservation efforts.** RRI will do this by developing a methodology to establish a baseline that measures the current level of funding reaching these organizations operating at the ground level. The analysis will assess the extent to which existing grants and funding mechanisms are considered fit-for-purpose by recipient organizations and can be monitored over time to maintain accountability among donors. RRI will leverage the Women in Global South Alliance on tenure and climate to develop a bottom-up analysis on the proportion of the funds that directly reach Indigenous, Afro-descendant, and local community women's organizations or groups or specific gender programs and activities within rightsholder organizations that hold a broader mandate.

Risk and Mitigation

Risks	Likelihood of Occurrence	Mitigation Strategies
Difficulties in internal communications and establishment of power dynamics within the Women in Global South Alliance and their various priorities.	Moderate	RRI will generate mechanisms for transparent communication to facilitate dialogue and collaboration.
Difficulties establishing bilateral dialogues with donors and governments on our Call to Action and the Women in Global South Alliance	Low	RRI will support in capacity-building and to be better prepared for dialogues, if needed.
Competition within cross-regional networks or dominion of a group leaving other small grassroots movements behind	High	RRI will recommend creating a mechanism for the rotation of organizations, groups, and associations to ensure the representation and diversity of the network.
Difficulties within the network to support the collection of data on funding on the ground	Moderate	RRI will 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.

Rights & Livelihoods

Rationale for Engagement

The importance of secure Indigenous, Afro-descendant, and local community tenure, including for women, is increasingly understood by progressive stakeholders investing in the rural, forested, developing world as a key pathway to advancing environmental, social, and development goals. Collective tenure security is mentioned [58 times in the 2022 IPCC report](#), with a focus on Indigenous knowledge as key for climate mitigation. Major public and private donors at CoP26 in Glasgow pledged \$1.7 billion to directly support Indigenous Peoples and local communities to manage and conserve tropical forests. Leading companies sourcing agricultural and forest commodities have made [“forest positive” commitments](#) to leverage their supply chains to eliminate deforestation and support rural livelihoods, including through securing collective land tenure. New legislation in the European Union requires human rights due diligence associated with any land-based product

imported into EU markets with [specific requirements to respect traditional communities' tenure](#). Major institutional investors have [supported](#) the development of guidance and tools to ensure that portfolio companies are not complicit in deforestation or violation of IP, ADP, and LC land rights. Development finance institutions have [recently revised](#) policies that guide how they engage with IPs and LCs and provide support to rights-based approaches. This is critical progress given the [amount of capital](#) poised to flow into tropical forests and rural landscapes.

However, all these commitments assume that IPs, ADPs, and LCs are positioned and have the capacity to exercise their tenure rights to manage and govern rural lands and forests, when in fact the opposite is true. Despite progressive commitments, major power imbalances persist between private sector, climate and conservation investors, and governments on the one hand, and collective rightsholders on the other. This is a major criticism of [ART-TREES](#), for example, where forest carbon deals are to be negotiated between governments and investors and risk leaving out tenure-insecure communities. In Kenya, land conflicts persist between communities that stand to formalize their customary claims under the Community Land Act of 2016, and investors supporting renewable energy development, agriculture, and conservation projects in customary territories. In Indonesia, Indigenous communities are [struggling to have their land rights](#) recognized and participate in out-grower schemes linked to companies that have made “forest positive” commitments. New research reinforces the fact that even where communities have recognized rights to land and forests, legal and policy frameworks still may not form an enabling environment where communities can [exercise those rights](#) in economic and livelihood terms. Looking ahead, bridging the gap between global commitments and the self-determined aspirations of rightsholders is critical to achieving 2030 climate and biodiversity targets, and for communities not to be left behind.

The purpose of RRI's Rights and Livelihoods Program is to empower IPs, LCs, and ADPs with the evidence, capacity, interactions, and advocacy they need to engage with investors impacting local rights and to advance their own self-determined strategies to manage and govern rural lands and forests. The program houses key assets including the Interlaken Group, the emerging community-based monitoring program, and a new coalition strategy to advance IP, LC, and ADP community livelihoods in territories.

The program responds to the strategic directions set out in Strategic Program IV (SP4) 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 (SP4 Strategic Priority 2); and mobilize key constituencies and leverage networks, data, and tools to drive support for community land tenure, governance, and self-determination (SP4 Strategic Priority 3). In 2023, RRI will leverage the Rights and Livelihoods program to mobilize private sector support and empower communities to advance the legal recognition of community land and forest rights (SP4 Outcome 1), to secure community rights to manage, conserve, and use ecosystem services and products in their areas (SP4 Outcome 2), and mobilize new funding to advance 2030 climate and biodiversity targets (SP4 Outcome 3).

Emerging Opportunities

There are at least three emerging windows of opportunity in 2023 to advance RRI's strategic priorities under the Rights and Livelihoods program. These include:

- **Implementation of Forest Positive policies by Interlaken Group and RRI-linked companies and investors.** Major brands, investors, and private sector leaders which participate in the Interlaken Group are making [Forest Positive](#) commitments to leverage their supply chains and investments to eliminate deforestation and contribute to rural livelihoods. This initiative is being taken forward in major industry associations like the Consumer Goods Forum and Palm Oil Collaborative Group. Participating companies are developing Land Tenure Action for Indigenous Peoples and local communities to implement their commitments, and they are assessing landscapes in which to pilot new strategies spearheaded by RRI such as community-based supply chain monitoring.
- **Mobilization and channeling of global funding directly to rightsholder groups to manage and conserve forests and territories.** The substantial funds mobilized at COP26 from donors and companies to mitigate climate change and directly support IP, LC, and ADP tenure and forest management, and commitments anticipated under the Path to Scale 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 will represent opportunities for companies and investors to partner directly with local communities to manage and conserve forests and rural landscapes. This support could provide communities with substantial capital for the first time to advance their self-determined livelihood strategies.
- **Ongoing reforms and advocacy in countries formalizing community rights to manage and conserve forests and advance sustainable investment.** The new Indigenous Peoples 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, represent major opportunities to advance the goals of the Rights and Livelihoods program in 2023. At the global level, the passage of the EU Corporate Due Diligence directive in 2022 represents an important hook to ensure community-sourced data on the impacts of supply chains is integrated into key demand-side tools to reduce deforestation, along with corporate strategies to comply with these rules.

Strategies

The Theory of Change underpinning the Rights and Livelihoods Program mirrors that of RRI and is articulated in Strategic Program IV. The logic is that the legal recognition and enforcement of community land and resource rights, including the freedom to exercise and benefit from those rights, and the broadscale adoption of rights-based approaches and reforms, depends upon: the

creation of 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 can demonstrate feasibility, strengthen ambition, and mitigate risks.

In 2023, the Rights and Livelihoods program will mobilize and leverage key RRI assets such as the Interlaken Group network, community-based monitoring frameworks, and new strategic directions 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 socialize new corporate guidance on grassroots monitoring among major brands, suppliers, and investors. RRI will mobilize the Interlaken Group network to support the reform agenda of national Tenure Coalitions in priority Opportunity Framework countries including Colombia, Indonesia, Kenya, and Liberia.
- 2. Pilot 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-based monitoring systems in strategic locations and supply chains. Target areas will link directly to the supply chains of Interlaken Group participants, commodity importers to EU markets, and/or areas important for climate change mitigation and/or biodiversity conservation. RRI will leverage the Interlaken Group to raise private sector funding to support pilots. The pilots 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, national economic development agendas, and the self-determined visions of communities.
- 3. Conduct global-to-local exchanges to support learning and strategy development.** RRI will facilitate an Interlaken Group meeting in the field, hosted by rightsholders and local NGOs, to initiate the development of network connections between the companies making Forest Positive policies and donors making commitments to regrant support directly to local communities to manage and conserve forests on one hand, with leaders and networks on the ground on the other hand who represent potential partners and destinations of funding. The exchange will yield new thinking on the structure of the “unconventional partnerships” required to advance 2030 climate and conservation goals.
- 4. Mobilize private sector 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 to directly support IPs, LCs, and ADPs to manage and conserve forests. This strategy will yield new field level opportunities and funding for public-private-community partnerships to advance 2030 climate and conservation targets.

- 5. Conduct strategic analysis to support the realization of secure tenure rights in livelihoods terms.** RRI will leverage its Livelihoods Strategy to develop new global analysis on the capabilities required for IPs, LCs, ADPs, and women to translate rights to land and forests into improved livelihoods. 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.

Results

- Key companies integrate and pilot community monitoring in their supply chain due diligence and verification processes and communicate the results.
- Community-based monitoring is enshrined in key policy processes to advance national sustainable development priorities in Opportunity Framework countries.
- Strategic brands and investors endorse Path to Scale targets and commit funding to support IPs, LCs, and ADPs on community-based monitoring, livelihoods, and/or conservation projects.
- Interlaken Group endorses the Path to Scale area and funding targets.
- Leaders from progressive brands, development finance institutions, and rightsholder networks co-create rights-based opportunities to implement Forest Positive policies and sustainability commitments, and advance collective tenure reforms.
- RRI's global and national advocacy are informed by new data and analysis on livelihoods.

Risk and Mitigation

Risks	Likelihood of Occurrence	Mitigation Strategies
Private sector or governments co-opt community-based 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.
New complex analysis of livelihoods is not realistic, impacts RRI's reputation.	Low	RRG have consulted widely both within and outside the Coalition on the concept and have identified thought leaders to guide the analysis.

Tenure Tracking

Rationale for Engagement

Despite growing acknowledgement of the importance of collective land and forest tenure rights to the success of global climate, biodiversity, and sustainable development goals, actual progress in the legal recognition of communities' land tenure rights has largely stalled. Data from the forthcoming update of *Who Owns the World's Land* shows that, while there have been important legislative breakthroughs in several countries, the total land area across all ecosystems that is owned by or designated for IPs, LCs, and ADPs increased only marginally between 2015 and 2020.

This is consistent with 2017 findings from RRI's longitudinal Forest Tenure database, which found that recognition of communities' forest tenure rights had reached a plateau. Moreover, the legal frameworks recognizing community-based land, forest, and freshwater tenure rights are inadequately gender-sensitive. Of 80 legal frameworks recognizing community-based forest tenure across 30 countries, just three percent adequately protect women's community-level voting rights and five percent adequately protect their community-level leadership rights, and 29 percent explicitly recognize women as community members. Less than one-third of 39 legal frameworks recognizing community-based freshwater tenure rights in 15 countries protect women's rights to use and/or govern community waters.

The need to monitor progress across an increasing number of sectoral commitments on both communities' and community women's tenure rights calls for increasingly nuanced data on the statutory rights of IPs, LCs, ADPs, and women. For example, the recent Call to Action launched by the Women in Global South Alliance for Tenure and Climate advocates for equitable changes to the current donor and governmental climate finance architecture and the global funding space to secure direct, flexible, and long-term funding for women's and girls' priorities, movements, and tenure rights agendas. The new Convention on the Elimination of Discrimination against Women (CEDAW) General Recommendation No. 39 on the rights of Indigenous Women and Girls adds renewed urgency to calls for gender-sensitive legal frameworks that respect and promote the self-determination and critical role of women in protecting and governing their community lands and resources. Moreover, during the 28th Session of the Food and Agriculture Organization of the UN (FAO's) Committee on Agriculture (COAG), the COAG acknowledged the importance of developing shared understanding on water rights, water allocation systems, and sustainable water management, and encouraged members to participate in a "Global Dialogue on Water Tenure" to identifying and endorsing "Principles for the Responsible Governance of Water Tenure."

Now more than ever, rigorous analysis is needed to track the extent to which communities' tenure rights, and the rights of women within these communities, are being strengthened within national laws, and whether the area legally recognized for communities is increasing. The forthcoming update of RRI's Depth of Rights and Gender databases responds to this demand by providing a critical update on the status of communities' and community women's tenure rights in an expanded

number of countries, considering new legal indicators pertaining to women's livelihood rights, and unpacking the relationship between communities' rights to forests and freshwater. The second edition of *Who Owns the World's Land* will serve as an important barometer of progress in community struggles for rights recognition. Moreover, the data emerging from this analysis will form an intrinsic part of the narrative guiding global spaces on community land rights for years to come and provide critical insights for RRI's advocacy .

There is growing coalition interest in specialized monitoring of pastoralism. Pastoralists and other mobile peoples are found around the world and continue to use their traditional knowledge to contribute to rangeland management, biodiversity conservation, local livelihoods, and climate change mitigation and adaptation. However, their ability to exercise their rights is increasingly 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 the extent of 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 inclusion of pastoralists and other mobile peoples within the scope of RRI's analyses and advocacy will contribute to SP4 Output 1.4: The global rightsholder community is better defined and unified to advance their rights and priorities.

Lastly, SP4 reiterates the growing demand to support efforts that directly strengthen the capacity and engagement of youth leaders and early-career researchers and advocates for the land and resource rights of IPs, LCs, ADPs, and women and girls within those communities. The recognition and protection of traditional knowledge depends on cultivating community-led knowledge generation and anchoring new initiatives within the ontologies of the communities they are meant to serve. Increasing capacity for locally led research within the coalition will also contribute to SP4 Output 1.5, specifically supporting bottom-up data collection and analysis.

Emerging Opportunities

- **Water tenure:** Since 2016, RRI and the Environmental Law Institute have collaborated to convene key experts and stakeholders to deepen understanding and application of the concept of water tenure to the context of IP, LC, and ADP communities, and the women within those communities. Our work resulted in a Freshwater Tenure Methodology that identifies the legal frameworks (community-based freshwater tenure regimes) that recognize community-based water tenure and assesses the strength of those regimes through an adapted bundle of rights framework. *Whose Water* (RRI and ELI 2020) provided critical cross-regional data on the recognition of community-based freshwater tenure in Africa, Asia, and Latin America. The FAO COAG's mandate to engage in a Global Dialogue on Water Tenure to develop Principles for the Responsible Governance of Water Tenure is 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. Additionally, 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 use and govern freshwater, by incorporating analysis of water-focused provisions within its broader Depth of Rights and Gender analyses covering 35 countries for the first time.

- **Deepening engagement on pastoralism:** The declaration of 2026 as the International Year of Rangelands and Pastoralists and the Dana Declaration on Mobile Peoples and Conservation suggest an emerging need for dedicated data and analysis concerning the nature of the tenure rights of Mobile Peoples—including Indigenous, traditional, nomadic, and tribal peoples. The RRI coalition contains a wealth of expertise on the challenges facing pastoralist communities, as well as an understanding of ecological knowledge that these communities have cultivated through generations of adapting to changing landscapes, and some data has previously been collected through RRI's Land and Water Tenure analyses. As such, RRI will be well-positioned to fill data gaps related to pastoral lands, and to support advocacy efforts advancing recognition of and respect for pastoralists' resource tenure rights. In 2023, RRI will begin to aggregate its existing data on pastoral tenure regimes and scope a methodology for deeper analysis in 2024.
- **Depth of Rights and Gender:** In 2023, RRI will complete the five-year update of its Depth of Rights and Gender databases to capture legislative advances and rollbacks that have impacted both communities' and community women's specific tenure rights since 2016. Preliminary data collection for RRI's Depth of Rights and Gender data for five new countries (Ecuador, Ghana, Lao PDR, Madagascar, and Nicaragua) has been completed alongside preliminary updates to previously collected Depth of Rights and Gender data for 24 additional countries. New data will offer timely insights on progress towards global land and gender indicators.
- **Locally led research:** SP4 presents an opportunity for the coalition to develop mechanisms to collaboratively cultivate the next generation of researchers and advocates for the land and resource rights of IPs, LCs, and ADPs, and women and girls within those communities. By providing guidance and support to youth early in their career, the coalition can help to ensure the strength and sustainability of their networks.

Strategies

Due its longstanding credibility as a source of robust and globally comparable data on the state of communities' statutory tenure rights, RRI is uniquely suited to amplify the land-, forest-, and water-related concerns, priorities, and successes of IPs, LCs, ADPs, and community women in spaces at all levels. Over nearly two decades, the Tenure Tracking Program has developed an ecosystem of data that spans across and links ecosystems (e.g., land, forest, water) and sectors (e.g., gender and carbon). The scope of RRI's analyses has expanded both geographically and thematically. This growth has, in turn, expanded the realm of venues in which RRI can credibly advocate for the tenure rights of IPs, LCs, ADPs, and community women. The Tenure Tracking Program will employ the

following strategies in 2023 to both advance its core monitoring objectives and respond to emerging opportunities:

- 1. Leverage RRI's credibility through strategic analysis and communications to promote broader awareness of community-based water tenure and the benefits of taking a bundle of rights approach to analyzing and recognizing water tenure rights.** Our communication will showcase new data concerning the importance of the land/forest-water nexus for the recognition of communities', and especially community women's, rights to use and govern community freshwaters. By elevating stories and experiences from across and beyond the RRI coalition, a communications campaign will emphasize the importance of equitable, inclusive, and cross-sectoral approaches to water tenure policy.
- 2. Recognizing the expansion of RRI data sets, (re)introduce the suite of available data and tools.** Within the coalition, the full scope of existing Tenure Tracking analyses is not always known, and thus may not be leveraged to their full potential. The launch of the new Online Tenure Tool in 2022 seeks to increase accessibility of RRI's data sets on forest tenure, and the timely updating of the Tenure Tool with new Depth of Rights and Gender data will be prioritized when new data is available in 2023. There is also a need for external-facing documents that showcase the key findings and takeaways of RRI's Tenure Tracking initiatives in brief and digestible formats.
- 3. Develop new legal indicators that emphasize women's livelihood rights and that unpack the land-water nexus.** The update and expansion of RRI's Depth of Rights and Gender databases has been closely tied to the themes and insights that have emerged from the Gender Justice Workshop Series, joined by participants from 75 women's networks, groups, associations, and organizations, as well as a dedicated Focus Group. Additionally, RRI will seek to work with coalition members to develop case studies that highlight the gap, in practice, in implementation of the Depth of Rights and Gender indicators.
- 4. Continue work to expand the scope of our datasets by cultivating partnerships with allied researchers to develop new analytical products.** For example, in partnership with the Woodwell Climate Research Center, the Carbon Baseline on Carbon Storage in Collective Lands will be updated in 2023 to incorporate data collected with the Global Alliance of Territorial Communities in 2021, additional Tenure Tracking data from RRI, and newly available carbon density data from Woodwell.
- 5. Explore opportunities to build the capacity of early-career researchers to conduct and facilitate locally led research.** RRI will seek out partnerships suitable to pilot programs or initiatives that substantially strengthen the analytical capacity of IP, LC, and ADP researchers and scholars by providing dedicated funding and guided support. Such a mechanism could contribute towards supporting young researchers and their organizations to conduct research and analyses to produce evidence for programs and advocacy. We will give emphasis to research on urgent areas such as climate change mitigation and adaption, conservation and biodiversity, food security and sovereignty, tenure security, and women's rights,

Risk and Mitigation

Risks	Likelihood of Occurrence	Mitigation Strategies
The SAGE Team requires a legal analyst to meet high-priority 2023 commitments within the Tenure Tracking program and respond to increasing demands for legal support and training from across RRI programs. Without filling this critical position in early 2023, we risk not delivering critical Tenure Tracking deliverables without increased budget and/or time allocations to compensate for lack of capacity.	High	RRG hires a legal analyst in early 2023 to support both Tenure Tracking analysis and requests for legal reviews and trainings across the coalition.
There are an ever-increasing number of tools and networks monitoring IP, LC, and ADP tenure rights, creating competition for attention and potentially diluting the impact of RRI analyses.	Low	The program will work with Communications to identify the most opportune moments to release new findings. We will also leverage our existing relationships and institutional reputation to ensure Tenure Tracking data and analyses reach key stakeholders and decision-makers in an appropriate and effective format.

Path to Scale Initiative

Rationale for Engagement

The Path to Scale Initiative, catalyzed 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 local tenure and ensure IPs, LCs, and ADPs are empowered to meaningfully contribute to the achievement of 2030 climate and conservation goals. Participants work together around SP4 targets to:

1. Support the recognition of an additional 400 million hectares of tropical forests for IPs, LCs, and ADPs.
2. Mobilize at least \$10 billion to directly support these efforts by 2030. In 2021, the efforts of the Path to Scale contributed to the historic donor pledge at COP26 to contribute \$1.7 billion between 2021 and 2025 to support IP and LC rights to their land and forests.

New public and private donor commitments to directly support rightsholders to manage and conserve tropical forests and rural landscapes were made over the course of 2022. However, the focus largely shifted towards operational questions of how committed and anticipated funding could be channeled directly to rightsholder organizations and networks. [Funding with Purpose](#), a study by RRI and Rainforest Foundation Norway, found that only 17 percent of global Indigenous and local community tenure and forest management funding between 2011–2020 mentioned an Indigenous organization, and an even smaller percentage mentioned community women. *Building Bridges*, commissioned under the Path to Scale, elaborated concrete principles and recommendations to shift donor financing and administrative systems to be more fit-for-purpose for donors and local peoples alike. Reports commissioned by the Forest Tenure Funders Group, whose donors supported the COP26 Pledge, and others, elaborated the feasibility of different funding pathways for channeling more global resources directly to rightsholders, and the [principles, standards, and modalities](#) for supporting Indigenous tenure and forest guardianship. The Path to Scale collaborated with the Forest Tenure Funders Group to organize a [dialogue](#) for donors to share information on the Pledge directly with rightsholders around the world.

Path to Scale participants met just before the COP15 deliberations in Montreal, Canada in December 2022 to assess progress to mobilize more direct support for IP, LC, and ADP tenure and forest management, and agreed to work together in 2023 to continue to raise ambition and develop needed analytical materials to shift financial and administrative systems towards being more fit-for-purpose to 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 more and more visible and influential in key forums like the UNFCCC and global biodiversity negotiations, including being specifically mentioned in resulting agreements and outputs.
- **New coordination among public and private donors.** The Forest Tenure Funders Group on the COP26 Pledge organized over the course of 2022 to agree on a process to monitor and report on progress to implement their commitment. The Group also commissioned supporting analysis on funding pathways to channel more support to rightsholders and the principles for supporting IP and LC tenure and forest guardianship. Leadership of this group will shift from the Group to the Ford Foundation in 2023.
- **Emergence and mainstreaming of rightsholder-led funding mechanisms.** Rightsholder-led funds were launched or advanced over the past year across the regions. Leaders from the Mesoamerican Territorial Fund, Nusantara Fund, and Shandia Mechanism, among others, were active in international forums and in the media to raise the profile of rightsholder-led mechanisms. RRI launched, secured funding, and initiated pilots for CLARIFI.

Some foundation donors committed funding to be “regranted” to rightsholders to secure their rights and strengthen their governance or their territories. For example, the BEF committed \$25 million to support tenure and rights-based conservation in the Tropical Andes and Congo Basin, through CLARIFI.

Strategies

The Theory of Change underpinning the Path to Scale Initiative reflects that of other in-house networks, such as the Interlaken Group. Sectors and practice can be shifted by convening key stakeholders around ambitious, quantitative targets in a safe-space format, and tracking progress over time. These actions must be complemented by and linked to both the advocacy efforts and provision of solutions underway in the broader RRI network.

In 2023, the Path to Scale agreed to advance the following strategies to scale-up the support, coordination, and innovation needed to ensure IPs, LCs, and ADPs are empowered to meaningfully contribute to 2030 climate and biodiversity targets:

- 1. Release a high-level report to influence policy makers.** The report proposed for 2023 will target policy makers and leaders with the power to mandate changes to the systems for channeling support for rightsholders and/or with the power to mobilize more funding. The report will be developed under the Path to Scale and guided by a high-profile steering committee of experts.
- 2. Convenings to advance coordination and information sharing.** The Path to Scale will organize side-events alongside key forums during the year where coordination among donors and others will likely occur. These are, tentatively, the Oslo Tropical Forest Forum, New York Climate Week, and post-COP28.
- 3. Expand participation in the Path to Scale.** The Path to Scale will expand its list of participants, inviting leaders from key NGOs and intermediaries, rightsholder-led funds, and rightsholder networks. This is an important shift to ensure that the stakeholders involved in the movement to mobilize and direct more resources to communities are provided the opportunity to collaborate in this collective space. It is also important to differentiate the Path to Scale Initiative from parallel, donor-led initiatives such as the Forest Tenure Funders Group.

Risk and Mitigation

Risks	Likelihood of Occurrence	Mitigation Strategies
Co-option of the Path to Scale space by other interested players to “greenwash” their commitments	Low	RRI will selectively engage with strategic players from different sectors (conservation, climate finance, etc.) to mitigate this risk.
Path to Scale endorsed initiatives pressure RRI donors	Moderate	RRI will work with leaders from its donors within the Path to Scale platform to ensure that the direction of the initiative is well understood, and all have a chance to contribute and/or advise.

Strategic Communications

Rationale for Engagement

With the progress made in the past two years in recognition of collective tenure rights by international development platforms, donors, and multilateral institutions—specifically in the context of global climate and conservation goals—RRI’s Strategic Communications team sees significant new opportunities to support RRI’s global, regional, country, and overarching thematic programs.

With the increased flow of funding for climate and conservation themed initiatives, both global and regional, Strategic Communications sees a need to expand its investment and scope of activities in three areas:

1. Producing consistent and easily accessible messaging around projects and dialogues targeting policymakers and donors of global climate and conservation efforts
2. Supporting ongoing local and regional campaigns to back climate and conservation efforts led by Coalition members
3. Capacity building to strengthen advocacy and campaigning skills for Coalition members

Emerging Opportunities

In addition to ongoing advocacy and campaign support, Strategic Communications foresees the following global and regional opportunities for intervention:

1. Global

- a.** RRI has three major analyses planned in 2023, focusing on the extent and strength of community rights to land, forests, carbon, freshwater, and other related ecosystems, with a particular focus on women. These include the five-year update to *the Who Owns the World* analysis; an update to *Power and Potential* on IP, ADP, LC, and women's tenure rights; and a new global carbon rights baseline.
- b.** The new RRI network, Women in Global South Alliance for Tenure and Climate, established at COP27 in Egypt, will be a key focus of our advocacy and storytelling around community women's rights and conservation.
- c.** At COP27, the Global Landscapes Forum, the world's largest knowledge-led forum on sustainable land use action, collaborated with RRI to successfully launch the Land Rights Standard. Given GLF's thriving global community and role as a core partner to the UN Decade on Ecosystem Restoration and to the Global Environment Facility, we see the GLF as an important potential partner in promoting the next phase of the Standard's adoption and implementation, particularly via engagement at 2023 UN meetings on climate and conservation. In addition, the Forest Stewardship Council, which has endorsed the Standard, along with RRI coalition members, will be key partners in promotion the Standard's adoption by conservation and private sector actors.

2. Regional

- a.** The Annual Conference of RRI's Tenure Coalition in Indonesia provides a key opportunity to influence Indonesian policymakers as well as create awareness of RRI's work among local actors by leveraging RRI's analyses, which monitor and assess rights and tenure in the region.
- b.** In the DRC, the signing of the first law to recognize the rights of the Indigenous pygmy population is a significant opportunity to leverage the work of RRI's DRC coalition leading up to this achievement and produce new messaging and advocacy around the law's implementation.
- c.** Two major new regional analyses, one on rights-based conservation in Africa and one expanding the mapping of ADP communities in Latin America, will provide new tools to strengthen advocacy and dialogue on community rights and conservation in these regions.

Strategies

Strategic Communications will work with all RRI's programs to achieve SP4's three interrelated and mutually reinforcing objectives (See Annex 1). The first is to strengthen local advocacy by coalition

members in Africa, Asia and Latin America through regional programs. This is essential for advancing tenure reforms and rights-based climate, biodiversity, and sustainable development action. Our work will include advocacy and outreach support for local implementers of projects backed by RRI's two funding mechanisms: the SRM and CLARIFI.

To help mobilize RRI's key constituencies and leverage its strategic networks, we will facilitate outreach by and for each of the networks engaged by coalition members, from regional ones promoting women and youth to global networks focusing on private sector, donors, and forest agency leaders. A particular focus this year will be highlighting the participation of up-and-coming women and youth leaders from within our coalition in national and international fora and cultivating new voices from these groups by equipping them with media and communications training. Strategic Communications will also help strengthen the visibility and products of the Interlaken Group and the Path to Scale network to influence private sector policymakers, multilateral institutions, and donors, and support RRI's forthcoming initiative to promote North-South IP, ADP, and LC engagement.

Strategic Communications will help RRI reassert and expand its role as the global hub for tracking and assessing progress on the realization of community land and resource rights. This includes producing and promoting flagship analyses on the extent and strength of community rights to land, forests, carbon, freshwater, and other related ecosystem rights, with a particular focus on women. In addition, we will promote coalition members' regional assessments of community rights to govern their lands and resources and pursue their self-determined priorities. Finally, we plan to leverage these analyses and tools to support ongoing regional and national advocacy campaigns by our coalition members to achieve a just, sustainable, and climate resilient transformation of rural areas.

In summary, we will undertake the following measures to implement the above objectives and 2023 priorities. Each will be implemented in close coordination with our program and RRI member organizations.

- **In collaboration with Coalition and Strategic Networks (CSN):**
 - Produce and promote a comprehensive and visually compelling digital map of RRI's global reach to improve understanding and awareness of its work within and outside of the coalition.
 - Support the MegaFlorestais network's 2023 events and engagements through internal communications and publication support to facilitate greater understanding by forest agency leaders on how to implement tenure reform and scaling up rights recognition.
- **In collaboration with the Asia Program:**
 - Conduct traditional media outreach and social media advocacy to promote the Tenure Coalition's work and annual conference targeting Indonesian policymakers.
 - Provide media and communications training for key youth spokespeople from the region, in collaboration with Asian coalition members.

- Showcase local stories about communities mitigating climate change and conducting conservation in Indonesia for national and global media and policymakers through photography, video, and in-person community interviews.
- **In collaboration with the Gender Justice Thematic Program:**
 - Break down the findings of RRI's gender analysis, *Power and Potential*, into easily accessible and compelling formats to disseminate findings at the regional level.
 - Support events and engagements by the new RRI network, Women in Global South Alliance for Tenure and Climate.
 - Produce and promote analytical work targeting donors to promote fit-for-purpose funding approaches to support community women's tenure, conservation, and forest management.
- **In collaboration with the Latin America Program:**
 - Employ media outreach and digital storytelling tools to showcase stories of Afro-descendant groups conserving their territories in the Biographical Choco and Andean Valleys region.
 - Produce and promote analyses that illustrate and promote the roles of IP, LC, and ADP women and youth within their organizations.
 - Produce communications materials to position the findings of RRI's expanded analyses on ADP mapping on international platforms.
- **In collaboration with the Africa Program:**
 - Produce and promote new regional analysis on rights-based conservation in Africa.
 - Work with RRI-supported communities in Kenya and Tanzania to strengthen their legal advocacy through media and communications training and social media campaigns.
 - Implement arts and media campaigns in the DRC to influence key decision makers and communities on the issues of tenure rights and community-led conservation.
- **In collaboration with Tenure Tracking:**
 - Produce and promote the findings of RRI analyses launched in 2023, including the global carbon baseline; gender depth of rights; and the update on global ownership of land and forests.
 - Develop advocacy campaigns around the above analytical tools to enhance their global and coalition-wide awareness.
 - Support Tenure Tracking in promoting databases on water tenure through media outreach and social media advocacy.
 - Update the online Tenure Tool launched in 2022 to include RRI's expanded databases on freshwater, land and forest rights, gender, and carbon.

- **In collaboration with Rights and Livelihoods:**
 - Promote the Interlaken Group’s work to influence private sector actors and strengthen their awareness of new guidance and tools that can help them implement rights-based investments, in particular guidance developed on community-based monitoring. This work will involve outreach through multimedia platforms including explainer videos and web tools as well as targeted webinars for decision makers in corporate supply chains.
- **In collaboration with SAGE and Rights, Climate and Conservation:**
 - Conduct outreach to promote adoption of the Land Rights Standard principles by non-state actors.
 - Enhance digital accessibility, global awareness, and uptake of RRI’s analyses and databases on climate and conservation through web-based products and tools.

Community Land Rights and Conservation Finance Initiative (CLARIFI)

Rationale for Engagement

At least \$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 million additional hectares to IP’s, LC’s, and ADP’s legally recognized territories
- Increasing IP’s, LC’s, and ADP’s legal ownership to 50 percent of tropical forests
- Reducing deforestation and helping to reach the goals of the Paris climate 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 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 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 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 these gaps as both a pass-through financial mechanism for rightsholders' organization and as a re-granting mechanism.

3. Inadequate coordination among development organizations that are financing and promoting the recognition of community rights and governance, leading to inefficiencies, and missed opportunities for strategic scaling of small-scale projects to national-level programs. Better coordination is needed to build the support of government agencies and leverage the full suite of government services.

CLARIFI's objectives are directly aligned with the global goals of RRI's fourth Strategic Program (SP4), namely:

1. Raising total area owned by or designated for IPs, ADPs, and LCs by at least 400 million hectares
2. Securing the rights of IPs, ADPs, and LCs (particularly women) to manage, conserve, use, and trade ecosystem products and services in areas under their control, and protect from rollbacks
3. Mobilizing \$10 billion of new funding for tropical forest countries to advance the above targets

While the RRI coalition plans to maintain its focus on advocacy to change tenure policies and laws, CLARIFI will work closely with Indigenous and community organizations, governments, and international institutions to implement these policies and laws. RRI's plan to scale up in-country engagement to support local organizations and advocacy (SP4 strategic priority 2) will yield a robust pipeline of investment opportunities for CLARIFI.

CLARIFI is aligned with RRI's Rights, Climate, & Conservation (RCC) strategy for 2023, through which RRI aims to develop targeted actions to strengthen community ownership over rights-based climate and biodiversity solutions. Lessons generated from RCC's workshops and rightsholder-led dialogues on rights- and nature-based approaches (RCC priority actions 1 and 2) can be leveraged to inform CLARIFI's strategy and lead to partnership opportunities. RCC's bottom-up research on legal/governance frameworks and institutional readiness will inform CLARIFI of challenges and emerging opportunities for community-led climate and conservation activities.

Emerging Opportunities

An existing ecosystem of IP's, LC's, ADP's and women's organizations, allied NGOs, funding mechanisms, and donor governments have demonstrated success in forging pathways for securing land rights and doing so in a manner that advances gender justice. 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. New research shows that since 2011 global donors have only

invested \$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 support the recognition the forest tenure rights of IPs, LCs, and ADPs. Donors aligned with the \$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 community-led organizations and platforms. 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 CLARIFI's partners potential to access financing directly.

CLARIFI will address the challenges and opportunities of creating formal recognition of community land rights and governance, with special attention given 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.

Strategies

CLARIFI is a global initiative with a priority to support projects in low- and lower-middle-income countries (LLMICs), and all ecosystem types, particularly those located in ecosystems, lands and territories not covered by other financing mechanisms, and where there is a clear complementarity with other mechanisms. CLARIFI complements the existing ecosystem of financial mechanisms for investing in community rights, livelihoods, and conservation, including those that were instigated by RRI ([the Tenure Facility](#) and the [SRM](#)) as well as national and regional-level funds being created by Indigenous and community rightsholders' organizations.

CLARIFI will address the three major gaps through direct investment in the IP, LC, and ADP organizations and their allies, as well as cross-sector coordination of funding and implementing organizations, governments, local communities, and other stakeholders. CLARIFI will regrant funds to advance justice, climate, conservation, and development goals in a wide range of LLMIC countries in the world. It aims to deploy grants of \$100,000 to \$1 million (\$500,000 during the pilot phase) and support rightsholders' organizations as a pass-through financial mechanism for larger grants between \$1-\$50 million.

CLARIFI is developing rigorous screening criteria for potential grant recipients that have the greatest potential for success, informed by RRI's network and RRG's staff expertise. Our priority is to increase the capacity of existing organizations and enable them to operate effectively at scale for immediate impact. Our second priority is to support smaller, higher-risk organizations in more contested countries to enable these groups to grow and build the enabling environment for broader land-rights recognition and conservation over three to five years.

CLARIFI's central component is a funding mechanism that will mobilize and strategically deploy public and private funds to advance and scale up the formal recognition of IP, LC, and ADP land rights, supporting their self-determined conservation and development initiatives in developing and developed countries.

The initiative will contribute to strengthening community organizations aligned with this agenda, accounting for the unique challenges and injustices that affect local rightsholder groups' abilities to organize and self-identify while also acknowledging these groups' central, unifying role as managers and conservers of rural lands and forests and as drivers of rural development. Through targeted funding, coordination, and multi-level advocacy, the initiative should enable rightsholders to expand the mapping and formal recognition of their lands and to develop and implement self-determined management and conservation plans, which allow local peoples to govern rural landscapes. The mechanism will mobilize large-scale funding from diverse sources concurrent with technical and organizational support. The mechanism is designed to be flexible, fast acting, operate in various developmental and political contexts, and coordinate with many different types of organizations in support of a broad range of activities.

This support will help advance the recognition of IP, LC, ADP land rights, women's rights, governance, conservation, and sustainable management of lands. The initiative will work closely with national, regional, Indigenous, and local governments to strengthen community rights and governance in countries with cooperative political environments. In countries with government actors that are not fully supportive of securing community land rights, the initiative will fund and develop an enabling environment among public and private institutions, raising political support and buy-in from a broad array of societal groups. The mechanism will coordinate with other initiatives that finance action through direct support to governments.

2023 priorities

Governance

- Establish CLARIFI as a subsidiary of RRG by the end of 2023. Once established, CLARIFI will remain linked to RRG, but it will function as its own legal entity.
- Further develop CLARIFI's IP-, LC-, and ADP-led governance model, including the CLARIFI Steering Committee. In 2023, the structure and role of this body, both during the pilot phase and once a subsidiary is established, will be clarified. A decision will be reached on the compensation of Steering Committee members, following a review of the legal, financial, and other implications for RRG.
- Support the Steering Committee's role of providing insights, perspectives, creative thinking, and subject-matter expertise to inform the design and implementation of CLARIFI. This support includes preparing for and facilitating convenings, documenting minutes, and managing recruitment of new members.
- Engage with the RRG Board and its Ad Hoc Advisory Committee on Funding Mechanisms to support its governance role in overseeing the development and establishment of CLARIFI, including providing preparatory documents, facilitating meetings, and documenting minutes.
- Update the CLARIFI risk matrix as appropriate, considering developments to CLARIFI's governance structure and operations.

Grantmaking / Pilots

- Engage in nine pilot projects funded by CLUA (\$50,000 for CLARIFI establishment and piloting) and Mackenzie Scott (\$2.5 million for piloting). These projects will be carried out through direct granting to:
 - In Africa, one project in CAR and in Cameroon, and at least one project implemented by a women's led organization (country TBD).
 - In Asia, in partnership with the AMAN national fund (NUSANTARA), one project in Nepal, and at least one project implemented by a women-led organization (country TBD).
 - In Latin America, in partnership with the Mesoamerican Territorial Fund, a project in Brazil, and at least one project by a women-led organization (country TBD).
- Launch a pilot project with pastoralist organizations in Kenya, Tanzania, and Uganda funded by the HPF (\$4 million), with a Nature Based Solution approach.
 - Despite remaining poorly understood and underappreciated by governments and other stakeholders, pastoralists play a critical role in climate change mitigation and adaptation and contribute greatly to Nature Based Solutions in the region. For example, the rangelands of East Africa managed under pastoralist systems are biodiversity hotspots that are home to the region's greatest populations of wildlife and are important carbon sinks, sequestering up to 13 million tons of carbon per hectare per year. Pastoralists also engage in proactive monitoring of nature while carrying out livestock production, contributing to food sovereignty and local livelihoods.
 - Priority areas of work will include securing pastoralist community land tenure, consolidating community governance, community-led rangeland restoration and conservation initiatives, support for community-led economies and livelihoods, and promoting pastoralist women's leadership.
- Organize projects funded through the BEF, in partnership with GATC and Campaign for Nature.
 - In 2022, planning meetings and initial projects were funded in the targeted regions. In the Tropical Andes, eight agreements were signed between March and December, with five concept notes under revision to be drafted and signed in December 2022. In the Congo Basin, six agreements were signed between March and December, and six more are currently being drafted and will be signed in December 2022. Additionally, two SRM projects were initiated in 2022 to advance the roles of Indigenous and community women to help achieve the goals of the project. The first supported the coordination and political participation of women leaders at COICA in decision-making, leadership, and representation to achieve inclusive conservation and climate goals in the Tropical Andes. The second was in Colombia with a focus on ensuring the participation of women leaders at the National Organization of Indigenous People of the Colombian Amazon (OPIAC) in the construction of Colombia's National Development Plan 2022–2026. In

2022, \$1.4 million was regranted in the Tropical Andes and \$1.1 million in the Congo Basin, for a total of \$2.5 million.

- In 2023, projects in both regions will continue to be contracted. Projects identified and committed in 2022 during regional planning meetings, for implementation in 2023, totaled around \$1.7 million in the Tropical Andes and \$1.9 million in the Congo Basin.
- The hiring of dedicated staff positions to oversee the project's implementation is anticipated to be completed in Q1 2023.
- Support the development of all CLARIFI pilot projects by partnering with pilot organizations to draft project concept notes and contracts.

Fundraising

- Fundraise at least US\$1 million to support the establishment and governance of CLARIFI.
- Engage with prospective donors to generate additional funding for CLARIFI, including identifying potential donors, updating informational and pitch materials, preparing for, and participating in meetings, and preparing proposals for interested donors.
- Diversify CLARIFI's funding by attracting a mix of public and private donors and researching possible sources of funding beyond grants, such as investments or loans.
- Support reporting to and engagement with existing donors.

Operations

- Harvest initial learning from pilot projects on how CLARIFI operates, is distinct from other mechanisms, and relates to emerging territorial funds.
- Advance RRG's adoption of fit-for-purpose grantmaking and administration by evaluating and updating CLARIFI's contracting process.
- Build CLARIFI's internal capacity to deliver through recruitment and staff alignment, including the hiring of a CLARIFI Director.

Risk and Mitigation

Risk	Likelihood	Mitigation strategies
CLARIFI fails to secure sufficient funding to uphold its proposed mission and commitments.	Moderate	<p>Active fundraising by President of RRG and Steering Committee members</p> <p>Careful allocation of existing funding</p> <p>Clear messaging to donors about the pipeline of demand.</p> <p>Establishment of CLARIFI as a subsidiary of RRG with a separate legal entity following the pilot phase.</p> <p>Proactive advertisement of CLARIFI's value-added in terms of its fiduciary function and its pro-active support to and complementarity with the IP-, LC- and ADP-led financial mechanisms</p>
Projects funded by CLARIFI are not successful in generating its envisaged outputs.	Low	<p>Careful screening of partners and projects.</p> <p>Active engagement from RRG staff and consultants to support project design and execution</p> <p>Coordination with other organizations that can support achievement of the project</p>
RRG administrative requirements are not fit-for-purpose and thereby reduce the value-added of CLARIFI compared to peers.	Low-moderate	<p>Active integration of the RRG finance and administration team in developing new fit-for-purpose administrative approaches.</p> <p>Inclusion of M&E in fitness for purpose.</p>
Projects cause unintended harm to IPs, LCs, ADPs, or others.	Low	<p>Projects are locally owned.</p> <p>Project designs incorporate risk identification and mitigation approaches.</p> <p>RRG conducts regular check-ins with project leaders to identify emerging issues.</p> <p>CLARIFI embraces FPIC in all decisions</p>
Governments in CLARIFI project countries restrict projects or create roadblocks to successful implementation or scaling.	Low-moderate	<p>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—and secure non-objections from government representatives.</p>

Risk	Likelihood	Mitigation strategies
CLARIFI causes unintended negative consequences for RRG's other activities such as BEF grants, regular country programs	Moderate	RRG work planning and staffing choices will aim to limit the additional burden placed on RRG staff. Recruitment of CLARIFI team (with priority on CLARIFI director) to lead the implementation of CLARIFI. 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	Careful oversight from RRG Finance and Administration Legal consultation if large grants from single sources are expected for CLARIFI
Administration of fiscal sponsorship distracts RRG from its core business.	Low-moderate	Determine stronger criteria for fiscal sponsorship partners. Staff accordingly.
RRG Partners are excluded from decision making on CLARIFI.	Low	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	Programming will center gender justice in project identification and design.

Coalition & Strategic Networks

Rationale for Engagement

In 2021, the importance of Indigenous and community land rights gained more space in the climate and environmental agenda. The Forest Pledge and funding commitment to redirect \$1.7 billion to Indigenous and local communities symbolized a much sought-after achievement by rightsholders and organizations working on these topics. In 2022, RRI has been a fundamental actor in bringing together multiple sectors of society—rightsholders, donors, the private sector and government—to ensure funding and promotion of IP, LC, and ADP rights continue to be profiled in international political spaces. The years after, 2022, 2023 and beyond will be the years to increase international collaboration and alignment to ensure governments and institutions will keep their promises. As described in the Memorandum of Understanding governing the coalition, RRI is responsible for:

“Catalyzing strategic networks, initiatives, and institutions to engage more effectively at the national, regional and international levels and promote change in key regional and global dialogues and institutions.”

However, collaboration doesn't just happen in sparse moments of opportunities, and coalition and movement building are an ongoing process that needs to be cultivated and fed. RRI's 2022 Global Strategy Meeting in Bangkok brought together Partners and Collaborators together after a two-year gap (due to the pandemic) with the objective of revitalizing the coalition and listening to the input of the leadership for the years ahead. Together with the outcomes from the Regional and Gender Justice Planning Meetings, this coalition guidance will define RRI's priorities for 2023 linked to the next five years Strategic Framework (SP4), from 2023 to 2028. As part of this listening process, RRI also commissioned the [Blue Skies Report](#), a consultation process involving 100 leaders from 22 countries.

What is the coalition telling us? While there have been significant advances in the land and territorial rights in the international scene, direct improvements at the local and national levels have yet to be seen. While the RRI coalition represents wildly different cultural and political contexts, many struggle with threats, encroachment, shrinking democratic space, lack of economic alternatives, lack of access to funding, underrepresentation of women, and migration of youth from communities to cities. It is clear that the work to advance rights and livelihoods needs to happen at local, national, regional, and international levels.

To deliver on RRI's mission in 2023, Coalition and Strategic Networks will focus on the following priorities:

- Continue to sponsor and facilitate 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.
- Coalition mapping: To maximize the potential for collaboration, it is important that first we know which areas the RRI network is already working on. That's because for every idea on how to advance conservation and territorial rights, there is someone in our network who will have experience with the topic. In 2023 we will deliver on a comprehensive mapping of the coalition that will focus on:
 - a. Gathering, systematizing, and presenting relevant data on the geographic and thematic scope of the coalition
 - b. Facilitating the identification of synergies among RRI coalition members to increase collective impact and access to resources
 - c. Informing donors about the ecosystem of organizations and initiatives supporting community land rights to help them deliver on their pledges
- MegaFlorestais: RRI is the convener of this informal network of the leaders of the forest agencies of the 12 most forested countries in the world. By coordinating this network, RRI is

uniquely positioned to understand the forest management challenges from the public sector that will in return benefit the relationships between government agencies and the coalition. The last MegaFlorestais meeting was hosted by the Swedish government in 2018, and now after a four-year gap, the next meeting is scheduled to take place in Lake Tahoe, California, hosted by the United States Forest Service.

- The Next Generation Forest Leaders is a leadership seminar for promising talent from major forested countries. As a collaboration between RRI, the US Forest Service, and MegaFlorestais, the Next Generation program is a training experience for second-generation forest leaders, which will prepare them to work with their global peers to solve future challenges. The program has had six successful editions and we will start planning for the seventh edition to take place in 2024.
- North-South collaboration: Given the shared global challenges of realizing community-based land and territorial governance, the RRI Coalition has identified the need to expand our connections beyond tropical countries to include Indigenous groups from North America. The first step for collaboration happened at the Montreal Dialogue ahead of the CBD COP15, which set the groundwork for the pilot of 2 or 3 exchanges in 2023. By sharing the challenges, successes, and goals of rightsholders and sovereign peoples in diverse political and biophysical landscapes, IPs, LCs, and ADPs can build international solidarity for their leadership in conservation and set an agenda for the way forward.
- RRI's Annual Global Strategy Meeting (GSM) will continue to serve as a fundamental space to ensure the strategic alignment, cohesion and deep personal social bonds that keep our coalition strong. In recent years, we moved the GSM to the Global South, first in Peru and then in 2022 to Thailand. In 2023, we hope to bring the GSM to the DRC, given the increased relevance of the Congo Basin in the climate and environmental agenda, reflected in recent financial commitments to the region. The DRC has also experienced important progress in territorial rights with a major reform in land policies and legal victories for Indigenous and local community rights.

RRI will also ensure functional governance of the network by supporting RRG Board of Directors, and by ensuring the ongoing engagement and effective communication among RRG, Partners and Collaborators. We will do our best to facilitate participation in a way to reduce the burden on the leaders of Partner organizations, but at the same time making sure they are fully aware of activities and opportunities provided by the network.

Outcomes, Deliverables, and Expected Results

The table below summarizes the outcomes, deliverables and expected results for each of our priority areas for 2023. The activities below are guided by the SP4 objectives and are consistent with the RRI Coalition's collaboration objectives to: "Catalyze and mobilize all relevant actors to raise awareness, ambition, and action on RRI's Mission, Goals, and Targets, challenging conventional development, conservation, and business practices, and inspiring new ideas, narratives, and rights-

based development models at all levels to advance collective rights and self-determined development.”¹⁵

We commit to delivering on the coalition's objective to: “Catalyze strategic networks, initiatives, and institutions to engage more effectively at the national, regional and international levels and promote change in key regional and global dialogues and institutions.”¹⁶

SP4 Result / RRG Asset	Outcomes	Anticipated Results
MegaFlorestais Outcome 3. Public and private financing institutions raise ambition, strengthen coordination, and harmonize funding streams in support of rights-based interventions and the pursuit of IP, LC, and ADP tenure and livelihood rights.	1. Coordination and organization of the MegaFlorestais meeting in Lake Tahoe hosted by United States Forest Service 2. At least one webinar with current and former forest agency leaders from the MegaFlorestais network 3. Participation in side-events at international forestry conferences	Successful delivery of the MegaFlorestais Lake Tahoe meeting and advanced planning for Next Generation of leaders for 2024
Coalition Mapping Outcome 1. IP, LC, ADP organizations and networks are strengthened, better resourced, and more effective at coordinating actions to advance and realize their collective tenure rights.	1. Establishment of a working group composed of RRI Partners, RRG staff and consultants to advise and help determine the architecture of this project 2. Data gathering based on data publicly available and consultations to collect missing data and to verify data 3. Implementation of an easy-to-read and compelling data visualization platform to be published online (2023-2024)	Report and/or webpage that is accessible and where it is easy to find information about the coalition An accurate mapping of the people, issues, expertise, and activities performed by the coalition

¹⁵ RRI 2020 Coalition MOU

¹⁶ RRI 2020 Coalition MOU

SP4 Result / RRG Asset	Outcomes	Anticipated Results
<p>RRI Coalition</p> <p>Outcome 1. IP, LC, ADP organizations and networks are strengthened, better resourced, and more effective at coordinating actions to advance and realize their collective tenure rights.</p>	<ol style="list-style-type: none"> 1. GSM is aligned to the coalition's strategic objectives, shares knowledge and strengthens the ties of our network. We will also obtain a deeper understanding of the realities, experiences and projects of partners in Africa. 2. Quarterly online coalition meetings to ensure effective communication and collective learning by coalition members 3. Annual governance meeting to input and refine RRI's strategic priorities and provide a space for Partners and Collaborators to meet with donors and the RRG team. 4. Serve as the secretariat to RRG's Board of Directors by organizing in-person and virtual meetings, coordinating committee meetings and documenting Board decisions. CSN will also be responsible for the Board training and effective onboarding of new Board members. 	<p>Provide space for coalition members to agree on key opportunities and strategies to instigate systemic shifts in the international arena and how to implement them to maximize collective action and collaboration.</p> <p>Ensure the functional governance of RRI and RRG through the effective engagement of the RRG Board of Directors. Provide the necessary training and support for onboarding new Board members.</p>
<p>North-South exchanges</p> <p>Outcome 1. IP, LC, ADP organizations and networks are strengthened, better resourced, and more effective at coordinating actions to advance and realize their collective tenure rights.</p>	<p>Two or three exchanges are held between Partners and other strategic IP, LC, and ADP organizations from the Global North and South. These could be small delegations to conferences and convenings, field trips, research exchanges or trainings with local experts.</p>	<p>Leaders from participating organizations will be able to plan and implement solidarity activities among different regions. These collaborative projects can be campaigns, calls to actions, research projects and joint trainings.</p>

Risk and Mitigation

Risks	Likelihood of Occurrence	Mitigation Strategies
Low engagement from coalition members	High (Engagement in online meetings was low after summer and eventually canceled.)	Restructure the communication schedule and online meetings. Diversify communication channels and refresh Partners' WhatsApp group. Shift meetings to quarterly, rather than monthly.
Lack of clarity in RRI's role in comparison to other convening networks in the land rights space	Moderate	Reach out and partner with new initiatives, rather than approach them as competition. Consult networks to find gaps that no one is occupying.
Lack of capacity for engagement from coalition members	High	Diversify coalition contacts, broaden our network to new people beyond the leaders. Reduce and optimize consultation moments.

Finance & Administration

Rationale for Engagement

Finance and Administration continues to experience challenges due to the rapid expansion of activities pursuant to the resumption of our program work after the pandemic forced postponement of activities, coupled with the increased activities created by significant new funding commitments.

Increased interest in our field has attracted more than \$43 million in commitments, and we see that our donors are increasingly attentive to how we manage our work, both internally and externally. The following new donors provided support to RRG in 2022: Chicago Community Fund, BEF, the Christensen Fund, Milkywire, Sobrato Foundation, and Yellow Chair Foundation. RRI's donors, newcomers as well as those thought-partners who have been with the organization in previous years, are contributing to strengthening and scaling-up RRI's programs, identified priorities, and actions identified in the Fourth Strategic Program (SPIV).

Furthermore, donor funding is supporting expansion of the recently launched CLARIFI initiative which invests in community rights, livelihoods, and conservation, including organizations and financing mechanisms that were instigated by RRI ([the Tenure Facility](#) and the [SRM](#)) as well as national and regional funds being created by Indigenous and community rightsholders' organizations. CLARIFI will regrant funds to advance justice, climate, conservation, and development goals in a wide range of LLMIC countries in the world. It aims to deploy grants of \$100,000 to \$1 million as well as support rightsholders' organizations as a pass-through financial mechanism for larger grants between \$1-\$50 million.

Donor Engagement: RRI held two Donor Support Group meetings this year in January and September. The meetings helped to bring all donors together to discuss updates relevant to the organization and the donors. Based on those discussions, RRI is focusing on scaling-up its fundraising activities and turning towards new donors as political changes may impact future funding from bilateral donors. RRI also hired a Donor Engagement Manager, who has been instrumental in developing processes to assist the teams in their development work. However, we see that more work remains to be done in this area.

Emerging Opportunities

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. We are also responsible for diversity, equity, and inclusion (DEI). This complexity results in annual management of hundreds of thousands of general ledger entries, thousands of wire transfers, credit card transactions and other data. Collectively, this is all entered, reviewed, and approved—then used to ensure timely and accurate reporting to internal teams, the board, donors, auditors, and, of course, our annual financial statements and the Internal Revenue Service (IRS) filings.

In this core role, the Finance and Administration team strives for excellence—often best known by the absence of issues, not its outputs. For the past few years, we have worked to streamline, automate, and adapt our processes to ensure that we can meet the demands of an evolving coalition and organization.

Our growth this year provides the opportunity to test the scalability of these enhancements, ensuring we can keep pace with the increases in funding, disbursements, staffing, etc. While we expect to learn much across the year and adapt, we have identified three priorities for our focus:

- The expansion of CLARIFI means that we need to focus on strengthening our organizational capacity to meet the demands that an even greater increase in funding and activities will place on the staff. The program teams will require more support than ever before to meet the demands that are on the horizon.
- Grant and contract management systems are a priority for 2023, to assist the program teams with both development opportunities and contract administration.
- We will continue our review of our DEI practices and roll-out staff training in early 2023.

Strategies

We plan to pursue a multi-year strategic focus on improvements to RRG aligned with the five-year strategic plan:

1. **Strategic clarity and coherence:** This includes establishing a new collective-impact-based, five-year strategy and filling key leadership gaps (both positions and competencies) to ensure we can achieve the strategic plan.
2. **Financial resilience and sustainability:** We will aim to ensure that RRG becomes the partner-of-choice for both subgrantees receiving funds and for a diverse pool of funders—from the bilateral donors that have supported us for years to new foundations and private philanthropy.
3. **Coalition strengthening/capacity building:** As new funds flow into our sector, RRG will consolidate its ecosystem for investing in community land tenure by expanding the outreach of the SRM and establish CLARIFI as a regranting mechanism to directly support IPs, LCs and ADPs and serve as a fiscal sponsor to their national and regional funding mechanisms. This means that we must ensure that sub-granting processes are efficient, yet compliant, and we are strengthening the systems of our partners so that they may continue to receive funds.
4. **Efficiency and effectiveness:** Faced with a transformative period of growth, RRG must ensure that all its internal systems can scale effectively and not burden staff, coalition members or other partners. Additionally, effective collective impact achievement across the coalition will require investments in staff training and development, new tools for collaboration, and improved mechanisms for outreach and communications.

To augment the proposed multi-year plan, RRG is also focusing on the following key areas: Staff development, morale/engagement, and the intersection between information sharing, transparency,

and collaboration. To further the staff development and ensure that RRI programs are aligned with donor requirements, we will provide two trainings—one in donor safeguarding policies and donor compliance, and one in donor report writing. We engaged consultants to work with us on DEI; two workshops are planned for early 2023. The trainings and DEI workshops provided will strengthen RRI's organizational and human capital.

Given the interest from RRI coalition members and its broader IP, LC, and ADP network, and the expected increased demand, a project team will be recruited for the CLARIFI initiative. The CLARIFI governance structure includes an IP-, LC-, and ADP-led Steering Committee made up of rightsholder representatives and founding Partners of the initiative, an RRG Ad Hoc Advisory Committee, and a CLARIFI Technical Team.

The development team within Finance and Administration is evaluating grant management software with a view to implement in 2023. Likewise, the contracting team within Finance and Administration will be evaluating software for implementation during the year. Implementation of this software will ultimately reduce the administrative burden on RRG staff.

Additionally, the finance team is working on a proposal for technical manuals for subgrant management and due diligence that will be shared in 2023. These manuals will broadly focus on several often-requested topics including: management of collaborative agreements from conception to close-out, key issues in due diligence, and how to conduct a due diligence review that is thorough but minimizes the burden on both RRG staff and the applicant.

Risk and Mitigation

Risks	Likelihood of Occurrence	Mitigation Strategies
Staff capacity to deliver on both fund-raising and program initiatives	High	Minimize the number of projects, choosing the most strategic, and adding capacity by engaging staff for CLARIFI
Planned improvements will not deliver expected reduction of administrative burden	Moderate	Careful scoping of the projects and a rigorous procurement process
Fit-for-purpose to be piloted under CLARIFI project. Full realization of the concept potentially conflicts with legal, financial, operational, and adequate due diligence procedures, as well as compliance with donor requirements	High	This requires a collaborative approach, involving both finance and program teams, as well as expert advice when appropriate. Implementation of the technical manuals referred to above will be of great assistance.

Risks	Likelihood of Occurrence	Mitigation Strategies
Staff unable to attend trainings due to other work-related commitments	High	Provide as much notice as possible for planned training events, to minimize the likelihood of staff having conflicts.
Fundraising and fundraising strategy are not prioritized by staff due to volume of work	High	A revised fundraising strategy will need to be developed during 2023–2024.
Growth of organization and new staff hires requires more tailored-training and staff development opportunities	Moderate	RRI will prioritize and increase the trainings/workshops provided based on the staff development needs.
Increased donor/contractual requirements and staff capacity	High	By adding capacity to the finance team, we have increased our ability to effectively monitor compliance issues, in line with increased demand. While we have increased our team capacity, donor requirements/obligations require coordination and collaboration with other teams across the organization. This will be addressed with training and with our work on improving communication and collaboration among teams. Ensuring that programs are aligned and in compliance rests on Finance & Administration as much as it does on the teams implementing the programs as the costs of non-compliance could adversely impact the organization's future access to donor funding.
Work-life balance for staff	High	Choosing the most strategic projects/donors, adding capacity, flexible hybrid work schedules, among other actions can help mitigate this risk. Supervisors are encouraged to monitor staff well-being and to find ways to improve work-life balance.

ANNEX 1

2023 Proposed Budget

Rights and Resources Group Budget by Program

2023 Budget

12/13/2022

Rights and Resources Initiative

	Secured/ Anticipated Budget	Unfunded	Total	Total as % of Total RRI
Regional Programs	3,534,926	1,500,000	5,034,926	34%
Africa Program Costs	812,000	160,000	972,000	6%
Latin America Program Costs	808,000	930,000	1,738,000	12%
Asia Program Costs	829,400	410,000	1,239,400	8%
Regional Programs Staff Costs	1,085,526	-	1,085,526	7%
Strategic Analysis and Global Engagement	2,120,761	1,640,000	3,760,761	25%
Tenure Tracking	125,924	520,000	645,924	4%
Path to Scale	240,000	70,000	310,000	2%
Rights, Climate & Conservation	168,000	35,000	203,000	1%
Gender Justice	123,000	605,000	728,000	5%
Rights & Livelihoods	335,000	365,000	700,000	5%
RRG SAGE Coordination & TA	1,128,837	45,000	1,173,837	8%
Communications & Donor Relations	832,818	106,000	938,818	6%
Strategic Communications Activities	349,500	106,000	455,500	3%
Communications Coordination & TA	483,318	-	483,318	3%
Coalition and Strategic Networks (CSN)	999,770	30,000	1,029,770	7%
Coalition & Strategic Networks	602,000	30,000	632,000	4%
CSN Coordination & TA	397,770	-	397,770	3%
Strategic Response Mechanism (SRM)	748,862	500,000	1,248,862	8%
RRI SRM Agreements	700,000	500,000	1,200,000	8%
SRM Coordination & TA	48,862	-	48,862	0%
Operations, Finance and Administration	2,128,130	-	2,128,130	14%
Non Salary Core Operating Costs	1,129,379	-	1,129,379	8%
RRG Finance and Administration	998,751	-	998,751	7%
Program Office	852,217	-	852,217	6%
Program Costs	75,000	-	75,000	1%
Senior Program Staff Costs	777,217	-	777,217	5%
Total RRI	11,217,485	3,776,000	14,993,485	100%

CLARIFI & BEF Funded Projects

CLARIFI	3,248,610	3,000,000	6,248,610	62%
CLARIFI Pilot Grants	2,750,000	3,000,000	5,750,000	57%
CLARIFI Program Costs	330,000	-	330,000	3%
CLARIFI Staff Costs	168,610	-	168,610	2%
BEF Grant Expenses for GATC/C4N/RRR Partnership	3,822,300	-	3,822,300	38%
Subgrants to Regional Entities	2,921,300	-	2,921,300	29%
Program Costs	340,056	-	340,056	3%
GATC Institutional Strengthening	350,000	-	350,000	3%
BEF Grant Mgmt Coordination & TA	210,944	-	210,944	2%
Total BEF/CLARIFI	7,070,911	3,000,000	10,070,911	100%

Total RRI and BEF/CLARIFI

Total RRI	11,217,485	3,776,000	14,993,485	58%
Total CLARIFI & BEF	7,070,911	3,000,000	10,070,911	39%
Contingency	200,000	-	200,000	0.8%
Reserve	450,000	-	450,000	1.7%
Combined Total	18,938,396	6,776,000	25,714,396	

Program	Activity Code	Planned Activities	Secured funding	Unfunded	Combined Total
Africa	23RFKY01	Kenya: Awareness campaign for the demarcation and registration of community customary lands.	\$15,000	\$15,000	\$30,000
Africa	23TA05	Kenya: Community capacity building to engage with investors on community land and leverage private sector engagement to ensure implementation of the CLA (included in R&L).	\$0	\$0	\$0
Africa	23RFTG01	Togo: Support for women's and young people's access to community land as part of a process of sustainable management, including conservation.	\$15,000	\$10,000	\$25,000
Africa	23RFTG02	Togo: Securing community/village land.	\$20,000	\$10,000	\$30,000
Africa	23TA02	Liberia: Piloting Community-based Monitoring (CBM) in the oil palm industry as a way of ensuring responsible investment on community land and safeguarding the interests of small holders in the oil palm supply chain (included in R&L).	\$0	\$0	\$0
Africa	23RFLR01	Liberia: Support women in securing sustainable livelihoods within the framework of the LRA 2018.	\$20,000	\$10,000	\$30,000
Africa	23RFLR02	Liberia: Supporting communities that have initiated the customary land formalization process to complete the process and receive their deeds.	\$35,000	\$0	\$35,000
Africa	23RFMG01	Madagascar: Strengthening of the capacities of coalition members and community participation to influence the land reform process for community rights, including the rights of women.	\$25,000	\$0	\$25,000
Africa	23RFMG02	Madagascar: Support the National and Multisectoral Technical Committee on the development of the action plan on securing Community Land Rights (CLR) in order to finalize the process of developing the legal framework for areas	\$25,000	\$0	\$25,000
Africa	23RFMG03	Madagascar: Studies on gender issues, traditional tenure systems, rights, and practices to inform the drafting of community land rights legislation.	\$15,000	\$0	\$15,000
Africa	23RFMG04	Madagascar: Provincial workshops to address local concerns about what constitutes common property and how it should be secured and managed.	\$25,000	\$0	\$25,000
Africa	23RFMG05	Madagascar: Supporting women livelihood initiatives on community lands.	\$24,000	\$0	\$24,000
Africa	23RFCD01	DRC: Support to the implementation of the community forestry process.	\$30,000	\$20,000	\$50,000
Africa	23RFCD02	DRC: Support to the reform of the conservation law and promotion of community led conservation initiatives.	\$10,000	\$20,000	\$30,000
Africa	23RFCD03	DRC: Raising awareness on the newly passed IP Rights Law and support to the process of elaboration of its implementation measures.	\$15,000	\$20,000	\$35,000
Africa	23RFCD04	DRC: Support to multistakeholders dialogues and provincial edits processes on women rights.	\$15,000	\$15,000	\$30,000
Africa	23RFTA01	Tanzania: ALIN Conference: Capacity building and connections are shared	\$70,000	\$0	\$70,000
Africa	23RFCB01	Congo Basin Region: Influencing key decision makers, leaders, communities, and reforms through engagement with media including arts and media.	\$20,000	\$5,000	\$25,000
Africa	23RFR01	Regional: Conservation Regional Report and Launching Event.	\$15,000	\$15,000	\$30,000
Africa	23RFR02	Region: Workshop Conservation to promote community led conservation.	\$60,000	\$0	\$60,000
Africa	23RFR03	Region: Subregional workshop on Indigenous women rights.	\$70,000	\$0	\$70,000
Africa	23RFRWA01	Mali/West Africa: Analysis of legal framework and support to locally led initiatives.	\$40,000	\$10,000	\$50,000
Africa	23RFT	Travel, Research, Supplies and Other Expenses	\$35,000	\$10,000	\$45,000
Africa	23RFF	RRI Coalition and Regional Facilitation	\$138,000	\$0	\$138,000
Africa	23RFP	Planning	\$75,000	\$0	\$75,000
Africa	23RFS	Coordination and Technical Assistance	\$411,777		\$411,777
Africa Subtotal			\$1,223,777	\$160,000	\$1,383,777

Program	Activity Code	Planned Activities	Secured funding	Unfunded	Combined Total
Latin America	23RLR01	Latin America: Strengthen the ADP movement by: 1) producing evidence based analysis - expansion of the cartographic analysis and opportunity framework analysis; and 2) develop workshops to socialize the mapping tool and facilitating encounters among the ADP movement to define next steps of the strategy.	\$50,000	\$50,000	\$100,000
Latin America	23RLR02	Latin America: Support participation of LC organizations including youth and women in IPLC platform in UNFCCC, and develop workshops to implement regional LC Action plan.	\$40,000	\$30,000	\$70,000
Latin America	23RLR03	Latin America: Systematize successful cases of collective land rights claims to identify enabling conditions, and lessons learned on what allowed these cases to secure collective rights.	\$0	\$50,000	\$50,000
Latin America	23RLR04	Latin America: Develop bilateral dialogues with human rights institutions and workshops to train coalition members on mechanisms and tools for protecting their human and collective tenure rights	\$0	\$80,000	\$80,000
Latin America	23RLR05	Latin America: Produce a study of enabling conditions within IP, ADP, and LC organizations to make recommendations on how to strengthen the role of women and youth within these organizations.	\$20,000	\$20,000	\$40,000
Latin America	23RLR06	Latin America: Implement workshops to strengthen women's and youth leadership capacities within IP, ADP, and LC organizations and facilitate participation in global dialogue events	\$30,000	\$50,000	\$80,000
Latin America	23RLR07	Latin America: Systematize at least 4 successful community strategies on local economies, food security and access to markets based on traditional knowledge and ecosystems	\$0	\$60,000	\$60,000
Latin America	23RLR08	Latin America: Organize exchanges to strengthen capacities on sustainable livelihoods, access to markets and building strategic alliances	\$0	\$70,000	\$70,000
Latin America	23RLR09	Latin America: Continue support to two women's strategies on food security and local economies in Mesoamerica	\$25,000	\$30,000	\$55,000
Latin America	23RLR10	Latin America: Analyze experiences of organizations in LA in accessing funding from different donors and funding mechanisms to identify challenges and barriers to provide recommendations on best practices	\$0	\$50,000	\$50,000
Latin America	23RLR11	Latin America: Create a standard to guide donors in how to generate fit-for-purpose funding that responds to the realities of IP, ADP, LC, and women's organizations and implement one pilot activity under the standard's recommendations	\$0	\$60,000	\$60,000
Latin America	23RLR12	Latin America: Develop workshops for coalition members on international standards for reporting and accountability and dialogues with donors to explain best practices for funding IP, ADP, LC organizations	\$0	\$80,000	\$80,000
Latin America	23RLR13	Colombia/Peru: Workshops in Colombia and Peru to follow up on implementation of indicative pathways to rights-based approach to conservation in the Amazon region.	\$0	\$300,000	\$300,000
Latin America	23RLPR01	Peru: Support creation of a strategic roadmap for strengthening territorial governance and Indigenous women's leadership rights on food security and local economies in the Andean and Amazon regions. (Activity defined in proposal to donor)	\$80,000	\$0	\$80,000
Latin America	23RLPR02	Peru: Develop an analysis on Indigenous women's contribution to local economies as a strategy to territorial governance and resilience against the impacts of climate change and COVID-19 (Activity defined in proposal to donor)	\$32,500	\$0	\$32,500
Latin America	23RLPR03	Peru: Build capacity and shared evidence of rights-holders' efforts on forest landscape restoration by creating a coordinated approach towards documentation and learning between communities. (Activity defined in proposal to donor)	\$45,000	\$0	\$45,000
Latin America	23RLC01	Colombia: Build capacity and shared evidence of rights-holders' efforts on forest landscape restoration by creating a coordinated approach towards documentation and learning between communities. (Activity defined in proposal to donor)	\$60,000	\$0	\$60,000

Program	Activity Code	Planned Activities	Secured funding	Unfunded	Combined Total
Latin America	23RLC02	Colombia: Support the creation of a legal-political strategy to ensure the implementation and respect of Indigenous Peoples' tenure rights legislations in areas of heightened vulnerability in Colombia (Activity defined in proposal to donor)	\$50,000	\$0	\$50,000
Latin America	23RLC03	Colombia: Develop an analysis on Indigenous women's contribution to local economies as a strategy to territorial governance and resilience against the impacts of climate change and COVID-19 (Activity defined in proposal to donor)	\$32,500	\$0	\$32,500
Latin America	23RLC04	Colombia: Strengthening territorial governance and tenure security through the creation of self-determined community conservation areas within titled territories in the Biographical Choco and Andean/Valleys regions. (Activity defined in proposal to donor)	\$100,000	\$0	\$100,000
Latin America	23RLC05	Colombia: Colombia Site Visit to showcase stories of leadership from Afro-descendant women's groups protecting their territories from degradation and climate change. (Funded in Comms Budget)	\$0	\$0	\$0
Latin America	23RLT	Travel, Research, Supplies and Other Expenses	\$35,000	\$0	\$35,000
Latin America	23RLF	Facilitation	\$138,000	\$0	\$138,000
Latin America	23RLP	Planning	\$70,000	\$0	\$70,000
Latin America	23RLS	Coordination and Technical Assistance	\$386,539	\$0	\$386,539
Latin America Subtotal			\$1,194,539	\$930,000	\$2,124,539

Program	Activity Code	Planned Activities	Secured funding	Unfunded	Combined Total
Asia	23RSR01	Asia: Different partners and collaborators with on-going youth projects will be convened to co-create a regional program	\$10,000	\$30,000	\$40,000
Asia	23RSID01	Indonesia : In-country meetings (face to face or virtual) with P&C's most involved in the thematics covered in the regional "path to scale" discussions.	\$2,500	\$10,000	\$12,500
Asia	23RSIN01	India : In-country meetings (face to face or virtual) with P&C's most involved in the thematics covered in the regional "path to scale" discussions.	\$2,500	\$10,000	\$12,500
Asia	23RSNP01	Nepal : In-country meetings (face to face or virtual) with P&C's most involved in the thematics covered in the regional "path to scale" discussions.	\$2,500	\$10,000	\$12,500
Asia	23RSR02	Asia: Youth groups across the region are brought together around a regional level youth project. Different partners and collaborators with on-going youth projects will be convened to co-create a regional program	\$45,000	\$15,000	\$60,000
Asia	23RSID02	Indonesia : Youth organizing event	\$10,000	\$2,500	\$12,500
Asia	23RSIN02	India : Youth organizing event	\$10,000	\$2,500	\$12,500
Asia	23RSNP02	Nepal : Youth organizing event	\$10,000	\$2,500	\$12,500
Asia	23RSR03	Asia: Learning events on 2 priority themes generate lessons that can be broadly shared with all other partners and collaborators in the region (especially those most staked in the theme) and these lessons are then used to	\$10,000	\$10,000	\$20,000
Asia	23RSID03	Indonesia : In country work to prepare for learning event at the regional level	\$2,500	\$2,500	\$5,000
Asia	23RSIN03	India : In country work to prepare for learning event at the regional level	\$2,500	\$2,500	\$5,000
Asia	23RSNP03	Nepal : In country work to prepare for learning event at the regional level	\$2,500	\$2,500	\$5,000
Asia	23RSIN04	Indonesia : Research on key issues pertinent to community work	\$0	\$50,000	\$50,000
Asia	23RSID04	India : Follow up research on Conservation. Follow up research to link with policy advocacy at the state level on the key issues	\$35,000	\$15,000	\$50,000
Asia	23RSNP04	Nepal : Comprehensive research activities, following phase 1 completed in 2022 that focused on developing methodology and approaches.	\$35,000	\$15,000	\$50,000
Asia	23RSIN10	India : Documentation of land conflicts in India (SED funding) Commissioned research on land conflicts	\$0	\$75,000	\$75,000
Asia	23RSID06	Indonesia : In country technical support for partners to better track progress	\$2,500	\$0	\$2,500
Asia	23RSIN06	India : In country technical support for partners to better track progress	\$2,500	\$0	\$2,500
Asia	23RSNP06	Nepal : In country technical support for partners to better track progress	\$2,500	\$0	\$2,500
Asia	23RSID07	Indonesia : General Support for Tenure Coalition (including support for Tanakhita, which contributes to Output 1.5)	\$81,900	\$20,000	\$101,900
Asia	23RSNP07	Nepal : NEPAL: Core support grant for organizing and advocacy (including identification of new partners as appropriate)	\$45,000	\$15,000	\$60,000
Asia	23RSIN07	India : INDIA: Core support grant for organizing and advocacy (Includes identification of new partners as appropriate)	\$45,000	\$15,000	\$60,000
Asia	23RSID10	Indonesia : Tenure Coalition organizes the Tenure Conference for August 2023	\$20,000	\$20,000	\$40,000
Asia	23RSID11	Indonesia : Support for Emergency Response for Land Rights Defenders	\$20,000	\$15,000	\$35,000
Asia	23RSID12	Indonesia : Resolution of Land Conflicts	\$20,000	\$20,000	\$40,000
Asia	23RSID13	Indonesia : Livelihood initiatives for women in Bengkulu Support for women to secure tenure and pursue specific livelihood initiatives	\$50,000	\$0	\$50,000
Asia	23RSID14	Indonesia : Support for women to undertake engendered participatory mapping to preserve customary areas in mountainous and coastal landscapes in Papua	\$67,500	\$0	\$67,500
Asia	23RSID08	Indonesia : Livelihood work for Walestra. Support to scale out the Livelihood projects	\$10,000	\$20,000	\$30,000
Asia	23RSIN08	India : Livelihood pilots	\$15,000	\$15,000	\$30,000
Asia	23RSNP08	Nepal : Livelihood pilots	\$15,000	\$15,000	\$30,000
Asia	23RST	Travel, Research, Supplies and Other Expenses	\$30,000	\$0	\$30,000
Asia	23RSF	Facilitation	\$162,500	\$0	\$162,500
Asia	23RSP	Planning	\$60,000	\$0	\$60,000
Asia	23RSS	Coordination and Technical Assistance	\$287,210		\$287,210
Asia Subtotal			\$1,116,610	\$410,000	\$1,526,610

Program	Activity Code	Planned Activities	Secured funding	Unfunded	Combined Total
Tenure Tracking	23TX01	Global: Production and launch of Land Area flagship and accompanying materials (additional costs included in Communications budget)	\$20,000	\$0	\$20,000
Tenure Tracking	23TX02	Global: Data collection and peer review of new and updated Depth of Rights and Gender data completed for 35 countries, and case studies comparing rights on paper to rights in practice conducted.	\$68,600	\$0	\$68,600
Tenure Tracking	23TX03	Global: Production, translation, and launch of Depth of Rights and Gender flagship report (costs included in Communications budget).	\$0	\$0	\$0
Tenure Tracking	23TX04	Global: Update of Online Tenure Tool to include new Depth of Rights and Gender Data.	\$0	\$0	\$0
Tenure Tracking	23TX05	Global: Development of brief on the Land-Water Nexus and its implications for Women's Freshwater Tenure Rights	\$10,000	\$0	\$10,000
Tenure Tracking	23TX06	Global: Communications campaign promoting the role of Indigenous, Afro-descendant, and local communities and women in governing and stewarding community freshwaters (costs included in Communications budget).	\$0	\$0	\$0
Tenure Tracking	23TX07	Global: Continue strengthening internal knowledge management and data accessibility to better harmonize RRI's ecosystem of data, including through harmonizing data on recognized community lands with estimated on unrecognized community lands, combining and enhancing the capabilities of legal databases on the Depth of Rights and Gender, and enhancing linkages to Water Tenure and eventually Livelihoods data. Also continue improvements to Tenure Tracking webpages and outreach materials. (Staff time)	\$0	\$0	\$0
Tenure Tracking	23TX08	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)	\$0	\$0	\$0
Tenure Tracking	23TX09	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	\$17,324	\$0	\$17,324
Tenure Tracking	23TX10	Global: First phase of analytical capacity building for young researchers within IP, ADP, and LC organizations.	\$0	\$500,000	\$500,000
Tenure Tracking	23TX11	Global: Initial scoping work for methodology to assess specific rights of pastoralists and other mobile peoples, with research and analysis to be conducted in 2024.	\$0	\$10,000	\$10,000
Tenure	23TXT	Global: Travel, Research, Supplies and Other Expenses	\$10,000	\$10,000	\$20,000
Tenure	23TXS	Tenure Tracking Staff Costs	\$268,319		\$268,319
Tenure Tracking Subtotal			\$394,243	\$520,000	\$914,243
SAGE	23TR01	Global: Path to Scale Initiative: High level report targeting policy makers with the power to mobilize funding and shift systems to channel more resources to rightsholders to manage and conserve tropical forests and other landscapes.	\$120,000	\$0	\$120,000
SAGE	23TR02	Global: Path to Scale organized side-events at strategic forums in 2023 to support coordination and learning among donors, intermediaries, and rightsholders (e.g. Oslo Tropical Forest Forum, New York Climate Week, post-CoP28).	\$80,000	\$0	\$80,000
SAGE	23TRT	Travel, Research, Supplies and Other Expenses	\$10,000	\$20,000	\$30,000
SAGE	23TR10	Advisors and Consultants	\$30,000	\$50,000	\$80,000
SAGE	23TRS	Coordination and Technical Assistance	\$83,267	\$45,000	\$128,267
Path To Scale & Other Global Engagement			\$323,267	\$115,000	\$438,267

Program	Activity Code	Planned Activities	Secured funding	Unfunded	Combined Total
RC&C	22TC08	Global: Analysis of critical gaps, constraints, and opportunities in the design and implementation of international climate, conservation, and development initiatives (2022 Continuation)	\$23,000	\$5,000	\$28,000
RC&C	23TC01	Global: Global Dialog on Carbon Markets in the context of a Land Rights	\$50,000	\$0	\$50,000
RC&C	23TC02	Global: Expand N-S Partnerships on IP and LC conservation and climate action.	\$5,000	\$0	\$5,000
RC&C	23TC03	Global: Workshop on advancing a Rights-based approach to Conservation Area Targets.	\$50,000	\$0	\$50,000
RC&C	23TC04	Global: Global mapping of countries with adequate legal and governance frameworks for community-led approaches.	\$20,000	\$30,000	\$50,000
RC&C	23TC05	Global: Analysis of donor and climate /conservation institution readiness to advance direct access financing for community-led actions .	\$0	\$0	\$0
RC&C	23TC07	Global: Support the dissemination and adoption of the Land Rights Standard, including rightsholder engagement with climate, conservation, and private sector organizations (funded in Comms)	\$0	\$0	\$0
RC&C	23TCT	Global: Travel, Research, Supplies and Other Expenses	\$20,000	\$0	\$20,000
RC&C	23TCS	Coordination and Technical Assistance	\$342,194		\$342,194
Rights, Climate and Conservation (formerly Rights and Climate) Subtotal			\$510,194	\$35,000	\$545,194
Gender Justice	23TG01	Global: Facilitate meetings with WiGSA to refine advocacy strategies with different audiences; facilitate participation in key negotiation spaces and international events, promoting dialogues with donors and governments to identify funding opportunities and collaborations.	\$65,000	\$30,000	\$95,000
Gender Justice	23TG02	Global: IDLO and RRI co-sponsored event: Indigenous and community women and youth are represented and engaged in rightsholder platforms and processes at national and international levels.	\$30,000	\$0	\$30,000
Gender Justice	23TG03	Global: Facilitate peer learning and exchange of knowledge and experience on 1) lessons learned on women's key role in community livelihoods, food security/sovereignty, and women-led economies 2) Facilitating socialization of the CEDAW's General Recommendation 39 3) Facilitating participation of women in key events.	\$8,000	\$60,000	\$68,000
Gender Justice	23TG04	Global: Develop an analysis and methodology to establish a baselinemeasuring the current level of funding reaching IP, ADP and LC women organizations/groups operating at the ground level, including "fit for purpose" systems (Phase One).	\$0	\$500,000	\$500,000
Gender Justice	23TGT	Travel, Research, Supplies and Other Expenses	\$20,000	\$15,000	\$35,000
Gender Justice	23TGS	Coordination and Technical Assistance	\$182,507		\$182,507
Gender Justice Subtotal			\$305,507	\$605,000	\$910,507
R&L	23TA01	Global: Develop and pilot a methodology and framework to establish national-level baselines of the enabling policy and capabilities to advance rights-based approaches.	\$50,000	\$50,000	\$100,000
R&L	23TA02	Liberia: Support integration of community-based monitoring into review of oil palm concessions in Liberia.	\$40,000	\$60,000	\$100,000
R&L	23TA03	Indonesia: Leverage community-based monitoring to secure community rights in oil palm supply chains in Indonesia.	\$50,000	\$50,000	\$100,000
R&L	23TA04	Indonesia: Design and implement a landscape-level community-based monitoring pilot with "forest positive" industry associations.	\$0	\$50,000	\$50,000
R&L	23TA05	Kenya: Support implementation of CLAN Responsible Investment in Community Lands platform in Kenya.	\$25,000	\$25,000	\$50,000
R&L	23TA06	Colombia: Support strategic networking of Colombia Tenure Coalition to advance / implement policies on rights-based investments.	\$0	\$50,000	\$50,000
R&L	23TA07	Region: Host a field-level experiential exchange to directly link Interlaken Group leaders and RRI Partners and Collaborators to advance rights-based tenure reform. (Kenya or Ecuador)	\$70,000	\$30,000	\$100,000
R&L	23TA08	Global: Coordination support for global Interlaken Group (launch of CBM guidance; follow-on analysis; website; advocacy for endorsement of Path to Scale targets)	\$50,000	\$25,000	\$75,000
R&L	23TAT	Travel, Research, Supplies and Other Expenses	\$50,000	\$25,000	\$75,000
R&L	23TAS	Coordination and Technical Assistance	\$252,550		\$252,550
Rights & Livelihoods			\$587,550	\$365,000	\$952,550

Program	Activity Code	Planned Activities	Secured funding	Unfunded	Combined Total
Comms	23X01	Global: Findings of the Who Owns the World update are promoted to global policymakers, researchers, and coalition members to support IP, LC, and ADP tenure rights and advocacy.	\$45,000	\$0	\$45,000
Comms	23X02	Global: Findings of the Power and Potential update are promoted to global policymakers, researchers, and coalition members to support IP, LC and ADP women's tenure rights and advocacy.	\$30,000	\$0	\$30,000
Comms	23X03	Global: Policymakers and coalition members have online access to the most updated RRI data on gender and depth of rights via updated Online Tenure Tool's Depth of Rights and Gender data.	\$10,000	\$0	\$10,000
Comms	23X04	Global: Findings of RRI's 2023 carbon rights analysis are disseminated to coalition members and global policy audiences	\$0	\$10,000	\$10,000
Comms	23X05	Global: RRI Website is more accessible and easier to navigate for coalition members, donors, and other global audiences	\$15,000	\$0	\$15,000
Comms	23X06	Global: Maintenance and strengthening of systems for efficiency, including software; subscriptions; analytics; general programmatic support.	\$20,000	\$0	\$20,000
Comms	23X07	Global: Global call to action for increase in climate + conservation finance for women is promoted at international and regional levels, and the Women in Global South Alliance for Women's Tenure is promoted as a powerful new platform for IP, LC and ADP women.	\$0	\$20,000	\$20,000
Comms	23X08	Global: The Land Rights Now initiative to promote national land rights campaigns is supported through the first half of 2023 as it transitions into becoming a self sustaining initiative.	\$16,500	\$0	\$16,500
Comms	23X09	Policymakers and coalition members have the most updated information about freshwater tenure campaigns led by IPs, LCs and ADPs.	\$0	\$3,000	\$3,000
Comms	23X10	Global: Distribution of RRI's global analyses at regional level through blogs and briefs, social media campaign creation, editing, and proofreading support.	\$25,000	\$0	\$25,000
Comms	23X11	Africa: RRI's Africa coalition's work on promoting collective land rights reforms in the region is advanced at the 2023 Africa Land Institutions Network for Community Rights (ALIN) Conference.	\$0	\$15,000	\$15,000
Comms	23X12	Africa: Findings from the Africa regional report on conservation are promoted to regional policymakers, civil society institutions and other stakeholders.	\$7,500	\$2,500	\$10,000
Comms	23X13	Africa: New DRC legislation on IP rights is promoted and key decision makers and public have better understanding of the role of IPs and LCs in protecting the country's forests.	\$2,500	\$2,500	\$5,000
Comms	23X14	Asia/LA: Local stories of community-led conservation and forest management are highlighted on regional and global fora via Two storytelling site visits to Indonesia and Colombia.	\$50,000	\$0	\$50,000
Comms	23X15	Regional: Targeted communications to leverage RRI's data and networks to support regional and country level advocacy to promote and protect community rights.	\$25,000	\$0	\$25,000
Comms	23X16	Indonesia: Increased visibility and promotion of the community tenure reforms agenda in Indonesia among local and national policymakers, including support for annual Tenure Coalition Conference.	\$0	\$10,000	\$10,000
Comms	23X17	Latin America: ADPs' rights and role in protecting forests is promoted to national and global audiences, particularly on global development platforms.	\$15,000	\$0	\$15,000
Comms	23X18	Global: Land Rights Standard is promoted on international and regional fora for adoption and implementation.	\$6,000	\$0	\$6,000
Comms	23X19	Global: RRI's analytical tools on rights-based conservation and climate action are made accessible in a single location for ease of use.	\$7,000	\$0	\$7,000
Comms	23X20	Global: Promote and leverage RRI analyses and convenings to promote rights and livelihoods in priority countries.	\$0	\$5,000	\$5,000

Program	Activity Code	Planned Activities	Secured funding	Unfunded	Combined Total
Comms	23X21	Global: Global media moments to leverage the RRI Path to Scale are capitalized to assert the importance of IP and LC rights in attaining global climate and conservation goals.	\$10,000	\$10,000	\$20,000
Comms	23X22	Global: The objectives and impact of CLARIFI funded projects are highlighted to donors, intermediaries, national civil society organizations and RRI coalition members.	\$10,000	\$15,000	\$25,000
Comms	23X23	Global: Increased awareness, adaption, and accessibility of the Interlaken Group's guidance and tools to private sector actors, particularly those leading supply chains and environmental sustainability programs.	\$0	\$10,000	\$10,000
Comms	23X24	Global: Increased visibility and awareness of the MegaForestais network and its rights-based agenda to global forest agency leaders	\$0	\$3,000	\$3,000
Comms	23X25	Independent Monitoring Report	\$40,000	\$0	\$40,000
Comms	23XT	Travel, Research, Supplies and Other Expenses	\$15,000	\$0	\$15,000
Comms	23XS	Coordination and Technical Assistance	\$483,318	\$0	\$483,318
Strategic Communications Subtotal			\$832,818	\$106,000	\$938,818
CSN	23QGV/24QGV	Global: The Governance Meetings enable RRI to review workplans, mobilize to achieve its 2023 objectives, and start engagement for SP4.	\$75,000	\$0	\$75,000
CSN	23QP01	Global: RRI's Global Strategy Meetings energize the Coalition and provide strong input to the planning process.	\$90,000	\$0	\$90,000
CSN	23QP02	Global: The Coalition, including Partners, Collaborators, and Fellows, is engaged and leveraged throughout the year	\$50,000	\$0	\$50,000
CSN	23QP03	Global: The RRG Board of Directors is actively engaged and efficient in supporting the governance of RRI	\$75,000	\$5,000	\$80,000
CSN	23QP04	Global: 2023 MegaForestais meeting and/or webinar series facilitate greater understanding from forest agency leaders on implementing tenure reform and scaling up rights recognition	\$85,000	\$0	\$85,000
CSN	23QP05	Global: Pilot up to three exchanges between RRI partners connecting regions who are working on similar themes or challenges, and can boost their impact through North-South or South-South collaboration.	\$105,000	\$25,000	\$130,000
CSN	23QP06	Global: The coalition is mapped allowing RRI partners to understand the coverage, reach and impact of the network. Partners can search projects, activities, news and learn from other coalition members.	\$100,000	\$0	\$100,000
CSN	23NT	Travel and Department Expenses	\$22,000	\$0	\$22,000
CSN	23NS	Coordination and Technical Assistance	\$397,770	\$0	\$397,770
Coalition and Strategic Networks Subtotal			\$999,770	\$30,000	\$1,029,770
SRM	23Z	Strategic Response Mechanism	\$700,000	\$500,000	\$1,200,000
SRM	23ZS	Coordination and Technical Assistance	\$48,862		\$48,862
Strategic Response Mechanism Subtotal			\$748,862	\$500,000	\$1,248,862
F&A	23OA	Accounting/Audits/Banking	\$129,505	\$0	\$129,505
F&A	23OO	Facilities (incl Canada)	\$298,371	\$0	\$298,371
F&A	23OD	Fixed Assets	\$244,503	\$0	\$244,503
F&A	23OE	Donor Engagement	\$65,000	\$0	\$65,000
F&A	23OF	Fundraising Travel and Other	\$35,000	\$0	\$35,000
F&A	23OG	Gen Ops/Supplies/Events	\$32,100	\$0	\$32,100
F&A	23OH	HR/Recruiting/Professional Services	\$32,900	\$0	\$32,900
F&A	23OM	Montreal Related Expenses	\$32,000	\$0	\$32,000
F&A	23OT	Technology/Systems	\$120,000	\$0	\$120,000
F&A	23OTR	RRG Planning/Transition Mgmt	\$0	\$0	\$0
F&A	23OTS	New Systems Development	\$45,000	\$0	\$45,000
F&A	23OS	Staff Development & Training	\$95,000	\$0	\$95,000
F&A	23ADMS	Administrative Personnel Costs	\$998,751	\$0	\$998,751
Operations, Finance and Administration Subtotal			\$2,128,130	\$0	\$2,128,130
SPO	23SPOS	Program Leadership/Management	\$777,217		\$777,217
SPO	23SPOT	Program Leadership Travel	\$75,000	\$0	\$75,000
Program Office Subtotal			\$852,217	\$0	\$852,217
					\$0
Total RRI Costs			\$11,217,484	\$3,776,000	\$14,993,484

Program	Activity Code	Planned Activities	Secured funding	Unfunded	Combined Total
CLARIFI and BEF					
CLARIFI		Engage 4-6 Pilot Projects in each of the three regions (Commitment Budget)	\$2,500,000	\$2,000,000	\$4,500,000
CLARIFI		Pilot Phase 2 Identify, plan and prepare additonal pilot projects to begin early 2024 (24-26 Commitments)	\$250,000	\$1,000,000	\$1,250,000
CLARIFI		Establish Clarifi as a legal entity, set up governance, and engage legal, accouting, and advisory services to accelerate impact	\$220,000		\$220,000
CLARIFI		Design and establish a results monitoring system.	\$75,000		\$75,000
CLARIFI		Travel and Department Expenses	\$35,000		\$35,000
CLARIFI	23CLRS	Coordination and Technical Assistance	\$168,610		\$168,610
CLARIFI Subtotal			\$3,248,610	\$3,000,000	\$6,248,610
BEF	23BEFTA	Tropical Andes Grants	\$2,125,000		\$2,125,000
BEF	23BEFCB	Congo Basin Grants	\$796,300		\$796,300
BEF	23BEFGTC	GATC Strengthening Grant	\$350,000		\$350,000
BEF	23BEFTA01	Tropical Andes Convening Planning	\$125,000		\$125,000
BEF	23BEFCB02	Congo Basin Convening Planning	\$100,000		\$100,000
BEF	23BEFT	Travel and Department Expenses	\$115,056		\$115,056
BEF	23BEFS	Coordination and Technical Assistance	\$210,944		\$210,944
BEF Grant Expenses (GATC/RRG/C4N)			\$3,822,300	\$0	\$3,822,300
		Contingency	\$200,000		
		Reserve	\$450,000		\$450,000
TOTAL COMBINED COSTS			\$18,938,394	\$6,776,000	\$25,714,394

ANNEX 2

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

1. Strategic

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

- 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:

- Contributes to improving the land and resource rights of IPs, LCs, and ADPs.
- Takes advantage of or creates a new political opportunity.
- Brings multiple actors together to achieve the goals of the coalition.
- Considers the external environment and builds on what is being done by other actors without duplicating those efforts.
- Neutralizes opponents’ narratives or provides a new narrative for rallying supporters and new key constituencies.
- Influences key decision makers at country and regional levels and opens opportunity for direct dialogue among civil society, governing bodies and IPS, LCs, and ADPs.
- Creates or takes advantage of new events and institutions to influence “non-traditional” players or processes.
- 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 added assessments of selected contributions are defined and measured by the following criteria:

- Advanced policy reform processes at national level, leading to: creating and/or strengthening of commitments, recognizing and/or realizing rights, and preventing rollback.
- Created a domino effect, leading to the replication of progressive developments across social, political, or economic boundaries.
- Forged new strategic alliances or partnerships to advance new solutions and go beyond business as usual.
- 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 and/or key players to maximize influence on policy.
- Take advantage of the inherent comparative advantage of various actors comprising the coalition and their interest in the goals of the coalition, including Partners, Collaborators, Fellows, RRG, and others.
- Build on the perspectives, efforts, and priorities of civil society organizations, IPs, LCs, and ADPs at the national, regional, and global levels.

ANNEX 3

5-Year Strategic Objectives for Strategic Program 4 (2023–2027)

Catalyzing Global Action to Secure Indigenous and Community Land Rights and Governance to Achieve 2030 Development, Climate, and Conservation Goals

The Urgency and Opportunity for Impact at Scale

There is now unprecedented recognition that securing the land rights of Indigenous Peoples (IP), local communities (LC), Afro-descendant Peoples (ADP), and the women within these groups is essential for addressing the compounding effects of the world's climate and biodiversity crises and the growing social, economic, and political inequalities that threaten all forms of progress.¹ As endorsed by the United Nations, international development institutions, governments, and intergovernmental bodies tasked with guiding climate and biodiversity action, human rights-based approaches offer the only sensible means of protecting and restoring the planet's ecosystems while ensuring progress towards the 2030 Sustainable Development Agenda. Within this context, the need to scale up the legal recognition of Indigenous and community rights—especially those of women within these groups—to their customary lands, traditional knowledge systems, and governance institutions represents one of the most powerful actions that can be leveraged to safeguard [planetary boundaries](#) while ensuring progress towards justice, peace, and prosperity for all. Achieving such ends within a rapidly diminishing window of opportunity will require unprecedented coordination, innovation, and action, and therein lies the ambition of the RRI Coalition for the 2023–2027 period.

The emerging context within which the global land rights movement operates can be summarized in five interrelated facts:

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.

This gap is a key source of the pervasive poverty, inequality, and corruption that fuels conflict and environmental degradation, undermining the realization of effective climate and conservation action, and the pursuit of sustainable development priorities.² At least 800 million hectares of land in 36 low- and middle-income countries (LMIC) have yet to be formally recognized by governments,³ and only a handful of tropical countries explicitly recognize the carbon rights of local communities and Indigenous Peoples.⁴

2. At least 2 billion people are affected by these challenges and numbers are expected to grow over the coming decade. IPs, LCs, ADPs, and especially the women and youth within these groups, hold inalienable rights rooted in enduring cultures, traditions, and knowledge systems, but they remain among the poorest and most marginalized groups in the world. Their demands for justice, quality, and self-determination are key to alleviating the poverty

that confronts them and to safeguarding the lands and territories that they steward.⁵ And despite their outsized role in the maintenance of community wellbeing and the management of collective lands and resources, women continue to face discrimination and unequal rights compared to their male counterparts. Similarly, youth have thus far been inadequately engaged as leaders within their communities and beyond; more must be done to ensure their involvement in the identification, leveraging, and solutioning of existing and emerging opportunities and challenges.

- 3. A robust body of evidence shows that community-held lands and territories tend to outperform public and private land holders relative to sustainability, equity, and resilience criteria.** Legally recognized community lands experience lower rates of deforestation and forest fires, store more carbon, harbor more biodiversity, and benefit more people than lands managed by either public or private entities, and all at far lower cost.⁶ Women play key roles in community land governance and defense despite their lack of equal rights and protections in many countries' laws and customs.⁷
- 4. Growing government support for community land rights is providing new opportunities for progress.** Between 2014 and 2016 alone, 30 developing country governments adopted legal frameworks that strengthen Indigenous Peoples' and local communities' forest tenure rights⁸ and even more have passed legislation since. According to the Opportunity Framework,⁹ at least 18 tropical forest countries have adequate legal frameworks and operational capacities to support the legal recognition and/or protection of community-based tenure rights. The implementation of these legal advancements would help secure more than 650 million hectares of land and forests (nearly three times the size of the Democratic Republic of the Congo), contributing to improved forest protection, biodiversity conservation, and avoided emissions on the order of 1.1–7.4 GtCO₂e over the next decade.¹⁰
- 5. Respect for Indigenous and community rights is now a global norm and rising imperative.** As affirmed by the growing consensus of climate and biodiversity scientists, there is now widespread acknowledgement that IP and LC rights are central to the success of global environmental goals and priorities. Increasingly robust [standards](#), [principles](#), and [safeguards](#) are being developed to further consolidate the meaning and implications of rights-based approaches; a growing ecosystem of community organizations, allied institutions, and progressive corporate investors are helping to develop the tools, guidance, and instruments to advance and secure community land and resource rights;¹¹ and improving [coordination](#) and [advocacy](#) are helping to foster [unprecedented donor pledges](#), dedicated support for [gender-inclusive climate actions](#), and calls for even greater ambition.

In sum, for the first time ever, we now have operational road maps for securing Indigenous and community land rights at scale with a clear sense of the costs and climate and biodiversity implications. Thanks to decades of coordinated action and strategic investments by communities and civil society organizations, we now have a broad set of strategic tools and instruments to help guide and accelerate progress (see Box 1). Moving forward, however, even greater ambition, coordination, and innovation will

Box 1. Innovations to Scale Up Support for Community Land and Livelihood Rights

RRI's contributions to the emerging suite of tenure tools, institutions, and networks are helping to create a strong foundation for the advancement of evermore ambitious goals and priorities:

- The quick disbursing [Strategic Response Mechanism](#) has enabled over 87 organizations to seize unanticipated opportunities to advance reforms and confront rollbacks in more than 28 countries, and SRM grants were the initial interventions that led to many Tenure Facility-funded projects.
- The [MegaFlorestais](#) network of public forest agencies has generated unprecedented government support and opened new opportunities for reform in more than 10 countries.
- The [Interlaken Group](#) network of leading private companies, investors, and NGOs has mobilized private sector support for reforms in six countries.
- The [Land Rights Now](#) campaign has mobilized the agrarian land and rural development organizations to join forces to support Indigenous and community land rights.
- [Landmark](#), a global platform of community lands displaying georeferenced information on collectively held and used lands worldwide, has increased the visibility and accessibility of key data.
- The [Tenure Facility](#), the world's first international finance mechanism to implement pro-community land laws, has built on the growing capacity of local organizations and the openings created by social movements and RRI's other strategic initiatives.
- The [Land Rights Standard](#), developed with the Indigenous Peoples Major Group, establishes best practices for recognizing and respecting the rights of Indigenous Peoples, local communities, and Afro-descendant Peoples in all landscape-level actions and investments supported by international institutions, non-governmental organizations, companies and investors.
- The [African Land Institutions Network for Community Rights \(ALIN\)](#) is an informal platform established by 95 senior officials from 15 countries in Africa in 2019. It has since served as a community of practice through which members have reinforced their capacities, fostered dialogue, and promoted dissemination of information on community land rights in Africa. The network has also served as an accountability mechanism helping to measure progress.
- The [Path to Scale](#) and Transformation is an informal network of donors, financial mechanisms, and their intermediaries initiated in 2020 with the aim of scaling up funding and other enabling factors to secure the land and resource rights, conservation, and livelihoods of Indigenous Peoples, local communities, and Afro-descendant Peoples to the levels necessary to meet the 2030 global climate and biodiversity targets. Path to Scale is fostering greater ambition, coordination, and financial commitments towards the land rights agenda and helping to mobilize donors and private philanthropies around the need for more coordinated action, innovation, and investment.
- And most recently, the [Community Land Rights and Conservation Finance Initiative](#) (CLARIFI) was launched as a new international funding mechanism by RRI and Campaign for Nature with the aim of strategically deploying public and private funds to scale up funding to IP, LC, and ADP-led organizations seeking formal recognition of IP, LC, and ADP land rights and their efforts to conserve and sustainably manage their territories.

be needed to overcome current and emerging challenges, seize opportunities, and leverage bottom-up transformation.

From Potential to Transformational: Addressing Key Challenges, Seizing Core Opportunities

In the context of unprecedented global environmental threats, governments and the broader international community must step up their efforts to curb deforestation and halt biodiversity loss while addressing the underlying drivers of poverty and systemic violence that threaten all forms of progress. Securing and protecting Indigenous and community land and livelihood rights are key to achieving such ends but, to date, the primary drivers of change have been rightsholders themselves. The COP26 tenure pledge by donors and philanthropies has since broadened the burden of collective action on the land rights agenda but doing so at the pace and scale needed to realize global climate, conservation, and sustainable development priorities will require unprecedented levels of strategy, innovation, and funding.

Between 2011 and 2021, official development assistance for the recognition of forest communities' rights averaged just US\$270 million per year. This is less than 1 percent of all funding for climate change mitigation and adaptation for the same period,¹² out of which, only 11 percent went to securing IP, LC, and ADP land rights.¹³ Moreover, communities were rarely the direct beneficiaries of these funds. Only 17 percent of projects since 2011 involved local organizations as implementing partners, thus hampering their ability to pursue their agendas and build their own capacities.¹⁴

As of 2017, some 417 million hectares of forests were legally recognized as owned or designated for communities in LMICs.¹⁵ Formal recognition of an additional 400 million hectares would put just over half of all LMIC forests under community ownership, contributing to approximately 20 percent of the proposed 30x30 biodiversity target and global efforts to end deforestation.¹⁶ To achieve such an end by 2030, however, at least 50 million hectares of forestland per year would need to be titled for communities—a pace that is four times the current rate of tenure recognition.

While enabling conditions for the realization of this goal are improving both globally and in some key tropical forest countries, at least four major challenges remain to be addressed:

- 1. Mobilizing governments:** Despite improving political conditions in some jurisdictions, (e.g., 2022 election of progressive governments in Colombia and Brazil), many countries are experiencing an increase in autocratic rule, shrinking political spaces, and the rollback of various rights, including formally recognized community land rights.¹⁷ The COVID-19 pandemic has exacerbated inequalities between and within countries, leading to even greater restrictions on civil liberties, the usurpation of community rights, and the adoption of recovery plans that legitimize land grabs and further marginalize poor rural people and Indigenous Peoples in particular. As a result, violence against local land defenders shows no signs of abating¹⁸ and the land rights agenda faces increasing uncertainty in a growing

number of countries. To reverse these tendencies, and build political support for the land rights agenda, greater collaboration and coordination will be needed among civil society actors, intergovernmental organizations, and progressive corporate investors with positive ties to governments in key jurisdictions.

- 2. Mobilizing funding and innovative modalities:** In the wake of the COVID-19 pandemic, government debt has risen to unprecedented levels in developed and developing countries alike, supply chain disruptions and labor shortages are leading to runaway inflation rates, and increasing geopolitical tensions are contributing to rising energy costs and food insecurity around the world. After reaching an all-time high in 2021, political support for official development assistance now appears to be waning and cooperation on key social, economic, and environmental issues is becoming more fragmented and polarized at both national and international levels.¹⁹ Throughout the developing world, governments are leveraging the powers conferred by the pandemic to pursue unbridled economic agendas—prioritizing infrastructure development, mining, and various forms of natural resource exploitation—while weakening social and environmental safeguards and allowing the rollback of rights in targeted landscapes. As nationalistic policies, populism, and authoritarian tendencies gain prominence, efforts to advance progressive reforms will likely face increasingly challenging circumstances.²⁰

At the same time, as public revenues diminish, the stock market and private philanthropy have grown. More than \$30 billion has been committed to climate and conservation finance in the past several years alone. This includes a \$10 billion pledge by Jeff Bezos,²¹ \$6 billion by a consortium of 36 private foundations,²² and \$1 billion by Hansjörg Wyss.²³ In fact, philanthropies are increasingly embracing the progressive stance of longtime rights advocates, such as the Ford Foundation, by committing their resources to the advancement of IP, LC, and ADP rights in the context of climate and conservation portfolios, as demonstrated by the Glasgow tenure pledge. Given their greater flexibility and less restrictive requirements, philanthropic support holds tremendous potential for the advancement of community rights at the local level and the maintenance of the land rights agenda as a global priority. But more systemic forms of support will be required to achieve the transformation agenda that underpins the land rights movement. Going forward, it will be necessary to mobilize even greater support from public and private funders, strengthen coordinated action, and continue to raise awareness of the essential role of local peoples in achieving a more sustainable, equitable, and climate resilient future.

- 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 in many jurisdictions. As noted already, more than 150 million hectares of tropical forest lands have been recognized as legally owned or designated for IPs and LCs in the past 15 years, but the potential is far greater (see above). To advance rights at the pace and scale required to meet international climate and

biodiversity goals, more energy, resources, and technical support will need to be strategically deployed and leveraged to: (i) create enabling social, political, and economic environments at local, national, and international levels; (ii) build trust among public and private institutions and local community organizations; (iii) strengthen social movements; (iv) demonstrate the feasibility of implementation; and (v) continuously build the evidence-base for progressive reforms. Achieving such ends understandably requires the active support and engagement of a robust and diversified global coalition.

4. **Going beyond “do no harm”:** Multilateral institutions and initiatives that support climate and conservation actions—such as the Global Environment Facility (GEF), the Green Climate Fund (GCF), the World Bank’s ProGreen, Forest Carbon Partnership Facility (FCPF), the Carbon Fund (CF), the Coalition for Lowering Emissions by Accelerating Forest Finance (LEAF), and the myriad voluntary carbon market standards—all have developed safeguards requiring the respect of local land rights, but none were designed to advance community forest tenure and governance per se, and all face challenges in terms of implementation, monitoring, and reporting. Moving forward, more needs to be done to mobilize international coordination and support for the advancement of rights-based approaches and the adoption of integrated strategies that factor in the need to clarify and secure rights on the ground either through direct financing to organizations positioned to implement this agenda or through dedicated technical support to country partners to accelerate reforms and/or strengthen implementation capacities.

Designing the Path Forward

To realize the full potential of its mission and purpose, the RRI Coalition will need to do more to seize emerging opportunities and address persistent challenges. Results to date point to four operational lessons that provide guidance for the way forward. Combined with RRI’s value proposition and theory of change (see below), they provide the critical building blocks of its new five-year strategic program for years 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.** Recent developments in Brazil, Kenya, and elsewhere illustrate the fragility of rights when they are not embedded in social, political, and market systems. The 30x30 target of the post-2020 Global Biodiversity Framework could easily be interpreted as justification for the displacement of local peoples. Additionally, jurisdictional carbon offset programs risk incentivizing government capture of local peoples’ rights to their carbon while voluntary carbon markets risk stimulating the private capture of community lands and forests. Experience, however, demonstrates that such risks can be mitigated when local organizations have the means and resources to confront threats and can count on strategic allies to amplify their actions and/or mobilize greater support. Among others, progressive companies and investors are often uniquely positioned to influence policymakers and bring an end to the criminalization and violence

that confront land rights defenders. In parallel, community involvement in the design and implementation of climate and biodiversity interventions is increasingly recognized as an essential condition to achieving long-term impacts, while coordinated grassroots monitoring of landscape-level interventions provides a powerful tool for holding proponents accountable and demonstrating the positive effects of community-based governance.

- 2. Local advocacy is essential to the advancement of tenure reforms and the pursuit of rights-based climate, biodiversity, and sustainable development action.** RRI's experience in supporting the efforts of rightsholders to advance and implement progressive reforms has generated several important lessons. Among others, (i) progress is often rooted in enduring political struggles, marked by locally led collective actions and the development of capable community organizations and leadership; (ii) flexible and adaptive financing structures are key to seizing opportunities and enabling the development of strategic initiatives and collaborations; (iii) building political trust and support for community land rights is essential to the establishment of enabling conditions for the advancement and implementation of tenure reforms; and (iv) sector-wide coordination and engagement are necessary for building awareness, mobilizing support, and overcoming vested interests.
- 3. Multilateral institutions and intergovernmental organizations can advance or stall developing country support for the land rights agenda.** Beyond the development and application of social and environmental safeguards, international development, climate, and conservation initiatives have so far shown limited support for the realization of the land rights agenda despite it being fundamental to achieving their goals. Key to understanding the constraints under which international initiatives operate are the institutional relationships and programmatic modalities that inform national climate and biodiversity actions. Because international funding and performance-based payment agreements are typically forged with national environment ministries (with little to no involvement of those responsible for land tenure and social development), and tenure reforms and social inclusion agendas have generally been framed as internal policy decisions with little to no bearing on results, international support for local tenure reform has been muted, resulting in diminished opportunities for strengthening the legal and technical capacities of governments to take action. Building on the COP26 donor pledge, the world's major climate and biodiversity donors are now uniquely positioned to leverage their relationships with international funding mechanisms and partner governments to ensure that future investments go beyond "do no harm" protocols and actively support national governments and local peoples in realizing rights-based interventions and secure community land and resource rights.
- 4. Fit-for-purpose funding modalities are essential for the realization of global ambitions on rights-based climate and conservation priorities.** Delivering on the ambitions of the COP26 pledge to secure and protect community land and forest rights will require a critical reexamination of the funding modalities used by international financing institutions, donors, and philanthropies, to ensure alignment with the unique realities of IPs, LCs, ADPs, and the women within these groups. A "fit-for-purpose" approach implies that climate, conservation,

and rights funding is channeled in ways that are relevant and appropriate for IPs, LCs, and ADPs and ensures funding engagements are led by their organizations based on flexible, long-term, gender-inclusive, timely, accessible, and mutually accountable terms and conditions.²⁴

RRI's Value Proposition: Bridging, Innovating, and Catalyzing Change

RRI was established in 2005 as a partnership among international NGOs, community organizations, and donors to set global goals and scale up awareness and action to support forest tenure reform that recognizes IP, LC, and ADP rights and their livelihoods. It was a unique and novel entity in the forest and conservation sector designed to monitor global progress, coordinate the actions of donors and actors engaged in this arena, catalyze innovations, and seize strategic opportunities that could not be leveraged by others. Major donors at the time—namely the UK Department for International Development (DFID), now the Foreign, Commonwealth & Development Office (FCDO), the Swedish International Development Cooperation Agency (SIDA), the Norwegian Agency for Development Cooperation (Norad), and the Ford Foundation—were concerned that land rights were at risk of being dropped from their institutional portfolios and became RRI's first funding partners. Their collective concern led to the development of RRI's framework programs, strategic plans, and annual global strategy meetings with Partners and Collaborators from across the world, instigating more than a decade of consistent innovations and impact.²⁵

Fifteen years later, the world is at a somewhat similar juncture. Even though there has been major global progress in recognizing the fundamental importance of securing community tenure, including new and ongoing tenure reforms in many countries, the issue is again at risk of being subsumed by other crises. As the world enters a prolonged state of uncertainty aggravated by the COVID-19 pandemic, rising geopolitical tensions, increasing energy costs, skyrocketing inflation, an emerging food crisis, and unprecedented climate change impacts, there are increasing risks of dilution or roll-back of hard-fought legal gains, funding reprioritization, and diminished appetite for rights-based approaches altogether. There is a critical need for a trusted convener to raise ambitions, mobilize coordinated action, foster strategic partnerships, and catalyze the innovations needed to accelerate and monitor progress towards global climate, conservation, and sustainable development priorities. RRI has intentionally transformed over the past 15 years to meet this pivotal moment.

In 2020, RRI—now consisting of 21 Partners, more than 150 Collaborators, and a coordination mechanism (Rights and Resources Group, RRG)—was expanded and reformed to privilege Indigenous, community, Afro-descendant, and women's organizations in our strategies, programming, and governance. RRI Partners, who are responsible for the overall governance and direction of the Coalition, are now majority rightsholders, reflecting the demands and strengthened capacities of Indigenous and community organizations globally. New and existing networks such as MegaFlorestais (governments), the Interlaken Group (private sector), and the Path to Scale and Transformation (donors and philanthropies) were consolidated or created to mobilize greater support from key constituencies at national and international levels. Core data tracking activities

were expanded to encompass key facets of land and resource tenure, including water, carbon, and livelihood rights, the extent of customary claims, and opportunities to advance reforms. RRI's support to local organizations and priorities was also expanded to include advancing the [Community Land Rights and Conservation Finance Initiative](#) CLARIFI, a new international funding mechanism that aims to raise funding ambitions and strategically deploy public and private funds to scale up the formal recognition of community rights and priorities. These targeted networks, expanded baselines, and new tools, in tandem with RRI's refreshed structure and bottom-up planning and coordination approach, have unlocked new and innovative approaches for the Coalition to identify and act upon the strategic priorities of rightsholders at national, regional, and international scales and produced guidance on investible opportunities for dedicated action and support.

Theory of Change

RRI's theory of change (ToC) is grounded in the proposition that the legal recognition and enforcement of community land and resource rights, including the freedom to exercise and benefit from those rights, and the broadscale adoption of rights-based approaches and reforms rest upon three determining variables:

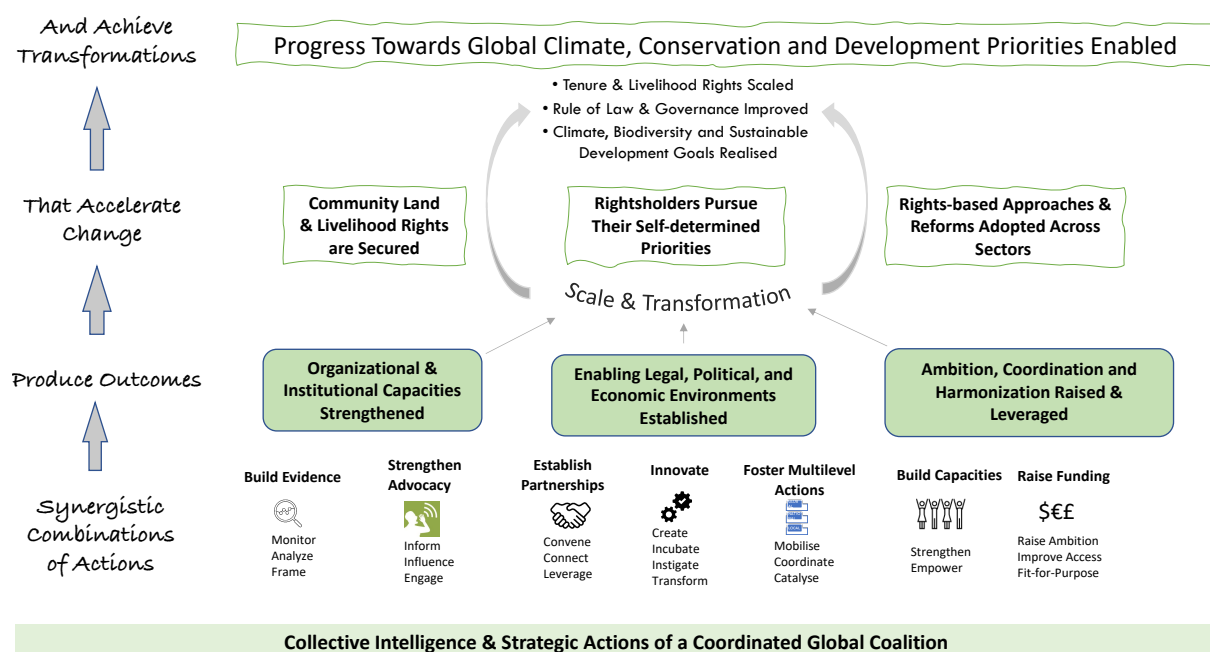
1. The creation of enabling legal, political, and economic environments across scales and sectors.
2. The building of organizational and institutional capacities to drive change at local, national, and international levels.
3. The pursuit of coordinated and synergistic actions that can demonstrate feasibility, strengthen ambition, and mitigate risks.

Together, these contributions provide the necessary foundation for supporting the actions and investments needed to scale up the implementation of rights and accelerate system-level transformations towards global climate, conservation, and sustainable development priorities (see Annex 1).

At the heart of this ambitious agenda lies the recognition that the pursuit of a more just, equitable and sustainable future requires the collective intelligence and strategic actions of a coordinated global coalition, capable of seizing opportunities and overcoming threats. This is the essence and purpose of the RRI Coalition, including its structure, business arrangements, and joint approach to advancing its collective ambition. Together, they employ synergistic combinations of **evidence** (analysis and data), **capacity** (tools, solutions, and innovations), **interactions** (strategic partnerships and coordinated actions), and **advocacy** (awareness raising and evidence-based engagements) to realize the core outcomes that can drive the aspired changes or transformations across scales and sectors.

To measure progress, RRI has developed tenure tracking tools and the Opportunity Framework to assess changes at the country level, including the organizational and institutional capacity of change agents, and the different legal and political contexts of targeted countries. New strategic tools are now being developed to assess the state of economic or livelihood rights in key focus countries, as well as international progress towards dedicated financing for the advancement of tenure and rights-based approaches. Together, these will provide the necessary means to validate core assumptions, identify and mitigate potential risks, and measure the efficacy of RRI's overall approach.

Figure 1: RRI Theory of Change



Core Assumptions

RRI's Theory of Change rests on a broad set of assumptions (see Table 1 below). Together, they help explain the causal logic that underpins the proposed ToC, and thus the relationship between the actions of the RRI Coalition and expectations in terms of changes produced. Strategic convenings, annual planning events, and active monitoring of both internal (i.e., programmatic) and external (i.e., tenure tracking) progress indicators serve as touchpoints to review, revise, and update the causal relationships and underpinning assumptions of RRI's ToC. In turn, lessons learned are used to strengthen guidance, the deployment of more effective strategies, and the development of better adapted tools and solutions.

Table 1: Theory of Change Assumptions

Narrative Summary	Assumptions
<p>Global impacts: Secure Indigenous and community land and livelihood rights and accelerate progress towards global climate, biodiversity, and sustainable development priorities.</p>	<p>Assumptions affecting sustained global transformation:</p> <ul style="list-style-type: none"> • The scaling of collective land and livelihood rights is supported by a critical mass of tropical forest countries and allied organizations and institutions. • Financial flows needed to advance community rights at the pace and scale required to meet global climate and biodiversity priorities are secured. • Structural constraints to the deployment of rights-based actions and solutions are identified and addressed. • Community capacities to sustainably use, manage and conserve globally relevant ecosystems are prioritized and strengthened.
<p>Long-term results: Communities are able to secure their land and livelihood rights, pursue their self-determined priorities and accelerate reforms through broadscale adoption of rights-based approaches.</p>	<p>Assumptions affecting outcome to impact linkages:</p> <ul style="list-style-type: none"> • Linkages between rights-based actions and reforms and the realization of global climate, biodiversity and sustainable development agendas are affirmed. • The legal recognition and protection of community land, livelihoods, and self-determination rights are supported by a critical mass of public and private institutions. • Rights-based approaches and reforms create clear and measurable benefits for companies, investors, and governments alike. • The momentum for actions and investments is dramatically scaled up through joint coordination and engagement.
<p>Direct outcomes: Improved capacities, enabling conditions, coordination, and ambition are leveraged to support pathways to scale and transformation.</p>	<p>Assumptions affecting output to outcome linkages:</p> <ul style="list-style-type: none"> • A robust body of evidence is key to mobilizing support and engagement. • Ambition and collective actions can be harnessed through strategic partnerships and the pursuit of clear, measurable, and achievable goals. • Effective advocacy, engagement, and the deployment of innovative tools and solutions can overcome social, political, and economic hurdles and resistance. • The creation of adequate legal and institutional environments to support reform processes rests on sustained bottom-up engagement, information sharing, and democratic institution-building.

Narrative Summary	Assumptions
<p>Core actions: Opportunities and risks for the advancement of community land and livelihood rights are effectively identified and leveraged or addressed.</p>	<p>Assumptions supporting the realization of core actions:</p> <ul style="list-style-type: none"> • The collective intelligence of a coordinated global coalition is key to identifying threats and opportunities and selecting timely, strategic, and relevant actions. • The RRI Coalition has the capacity to deliver effective core actions and/or ability to develop requisite partnerships. • RRI's value for money proposition is recognized and supported by donors and philanthropies. • RRI's mission is supported by a critical mass of public and private institutions.

Strategic Directions 2023–2027

As the world's leading rightsholder-led coalition with the ability and legitimacy to convene and mobilize all stakeholder groups, RRI aims to leverage its reformed structure, innovations, and catalytic functionality to raise ambitions, scale up country-level actions, and trigger the changes required to scale up rights over the 2023–2027 period. To this end, RRI's 4th Strategic Program (SP4) will support the realization of two distinct sets of priorities. The first is linked to the broader aspirations of the land rights movement for meeting the 2030 climate, conservation, and sustainable development agendas. They reflect 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 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. Mobilize at least \$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 interrelated and mutually reinforcing strategic objectives that will guide RRI's overall work program for the 2023–2027 period. Going forward, RRI will utilize the Path to Scale framework (see Annex 1) and the Opportunity Framework to foster coordinated actions towards the following set of objectives:

- 1. Scale up in-country engagement to support local organizations and advocacy in Africa, Asia, and Latin America through regional programs, the Strategic Response Mechanism (SRM), and the Community Land Rights and Conservation Finance Initiative (CLARIFI).** There are now more countries than ever with the laws and regulations needed to advance the formal recognition of community land rights, but implementation remains slow and at risk of rollback. To seize emerging opportunities and empower local peoples to advocate for their rights, RRI will substantially increase country and regional program support to IP, LC, ADP and women's movements, organizations, and civil society organizations (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 for 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, the Tenure Facility and other financial mechanisms to invest in scaling up community land rights and mitigating climate change.

CLARIFI is a global initiative, housed within RRI, with a priority to support projects in low- and lower-middle-income countries (LLMICs) and all ecosystem types, particularly those located in ecosystems, lands, and territories not covered by other financing mechanisms, and where there is a clear complementarity with other mechanisms. It complements the existing ecosystem of financial mechanisms for investing in community rights, livelihoods, and conservation, including those that were instigated by RRI (the Tenure Facility and the Strategic Response Mechanism) as well as national and regional-level funds being created by Indigenous and community rightsholders' organizations. CLARIFI will regrant funds to advance justice, climate, conservation, and development goals in a wide range of lower to middle-income countries in the world. It aims to deploy grants of \$100,000 to \$1 million as well as supporting rightsholders' organizations as a pass-through financial mechanism for larger grants between \$1-\$50 million.

- 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 new modalities and network connections are needed to raise capital to the levels required to secure community rights at scale. RRI will leverage and expand the Path to Scale working group of global donor agencies, private philanthropies, financial mechanisms, NGO intermediaries, and rightsholder networks 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 scale up funding and other enabling factors to secure the land and resource

rights, conservation, and livelihoods of Indigenous Peoples, local communities, and Afro-descendant Peoples to the levels necessary to meet the 2030 global climate, biodiversity, and development targets. RRI will leverage the Path to Scale network to engage with other, adjacent initiatives and groups pledging support to renewable energy, climate change mitigation, and biodiversity to contribute to the Path to Scale targets.

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 Indigenous, Afro-descendant, and local community women's tenure and roles in governance and leadership. No constituency is more important, in the immediate or longer-term, to the successful maintenance of community lands and organizations than Indigenous, community, and Afro-descendant women. They are not only the anchors of communities and culture, but increasingly the majority leaders in many rightsholder organizations, despite pervasive and persistent discrimination in both customary practices and formal legal systems. International support for women's rights and roles in collective leadership has grown in recent years, but overall efforts are fragmented, and opportunities have been missed, including efforts to accelerate women's economic development and livelihood needs, and dedicated investments to confront the climate and biodiversity crises. RRI will respond to growing demands for the recognition of women's land and resource rights and contributions to community-based governance and economies by: (i) enhancing coordination among IP, LC, and ADP women's movements and organizations across the world; (ii) amplifying women's voices, leadership roles, and struggles to drive systemic changes at national and global levels; (iii) supporting women's organizations and networks to produce evidence-based analysis to back their ambitions; and (iv) strengthening collaborations to bring about the legal, political, and economic changes needed for the empowerment, self-determination, and rights of community women. Finally, RRI will support community women's agendas, participation and representation in relevant national platforms and international forums.

b. Mobilize the climate and conservation sectors to support the land rights agenda. Despite broad recognition that secure community land tenure is fundamental to climate change mitigation and biodiversity conservation, dedicated actions and investments continue to disregard appeals for the legal recognition of customary rights. Few countries explicitly recognize community rights to carbon and other environmental services; without effective safeguards, calls for nature-based solutions risk undermining community rights and the efficacy of the solutions themselves. By contrast, recognizing and upholding community rights and involving local peoples in the design and implementation of locally adapted solutions represents the most effective, low cost, and socially just opportunity for climate mitigation and conservation.

To advance this priority, RRI will leverage its networks, analytical foresight, and outreach capacities to draw attention to the essential stewardship role and contributions of rightsholders, articulate opportunities, and demonstrate the feasibility of rights-based climate and conservation approaches. Core priorities include efforts to: (i) highlight and nurture innovative solutions and approaches; (ii) generate enabling conditions and institutional support; (iii) monitor and report community contributions to climate and conservation priorities; (iv) assess barriers and opportunities for rights-based actions; (iv) accelerate the adoption of the [Land Rights Standard](#) by leading conservation and climate organizations and financing institutions such as WWF, FCPF, GCF, GEF, and LEAF through horizontal and bottom-up engagement and monitoring; and (v) reduce the risk of human rights abuses and land grabs associated with the expansion of nature-based solutions.

- c. Leverage the private sector to advance community-led development, conservation, and management of rural lands and forests.** There is finally a significant appetite among progressive companies and investors to address land rights issues in their supply chains and investments. RRI will mobilize the Interlaken Group and other progressive constituencies to: (i) support local/regional dialogues between project-affected communities and corporate investors; (ii) draw on the unique political capital of the private sector to influence policymakers at the national level; (iii) support community-based monitoring of supply chains and investment impacts to foster real-time accountability of companies, investors, and policymakers; and (iv) establish the economic case for empowering local peoples and community women to govern rural lands and forests as a viable pathway to achieving development, climate, and conservation outcomes. As made clear in the Blue Skies listening exercise conducted by RRI throughout 2022 (see Box 2) communities are increasingly shifting their focus from securing rights to these rights and ensuring their ability to pursue their self-determined economic priorities.
- d. Monitor and report on global progress towards the recognition of community land, resource, and livelihood rights and global goals.** RRI will scale up and expand its historical role as the global hub for tracking and assessing progress on the recognition and realization of community land and resource rights to inform all stakeholders of national and global progress and to monitor progress on its global targets. By livelihood rights, RRI refers to those rights and capabilities that govern how land supports and sustains communities' socio-economic endeavors, wellbeing, and socio-cultural identity, which in turn supports communities' self-determination. This will include efforts to: (i) track national level and donor progress to recognize rights and scale up dedicated funding; (ii) expand and update core datasets on the extent and strength of communities'—and particularly women's—rights to land, forests, carbon, freshwater, and other related ecosystem rights; (iii) support bottom-up data collection and analysis to strengthen rightsholder-led advocacy, dialogues, and solution

development; and (iv) develop and regularly update a baseline assessment of community rights to govern their lands and resources and pursue their self-determined priorities. RRI will use this suite of analyses and monitoring tools to support coordination among key stakeholders and foster collective action towards a just, sustainable, and climate-resilient transformation of rural areas.

Box 2: 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
- The creation of a new Indigenous model of economy

For the full Blue Skies report and accompanying interviews, see [our website](#).

Program Results

In alignment with RRI's Theory of Change, the Path to Scale framework, and the strategic goals and objectives of the RRI Coalition, the following table (see Table 2 below) details the overarching results framework that will guide the Coalition's 4th Strategic Program (SP4) for the 2023–2027 period. Baselines, targets, and means of verification will be developed in an expanded results framework and annexed to the current strategy prior to adoption and endorsement by coalition Partners.

Table 2: SP4 Results Framework

Key Results	Indicators
Impact 1A. IP, LC, and ADP tenure rights over land and forests are secured and scaled up.	<ul style="list-style-type: none"> • # of hectares legally owned by or designated for IPs, LCs, and ADPs in key focus countries • # of community-based tenure regimes that ensure women's access, use, ownership, and decision making over collective lands in focal countries
Impact 1B. IPs, LCs, and ADPs, and women within these groups realize their self-determined priorities.	<ul style="list-style-type: none"> • # of community-led climate, conservation, or sustainable development initiatives supported or sanctioned by local/national governments
Outcome 1. IP, LC, and ADP organizations and networks are strengthened, better resourced, and more effective at coordinating actions to advance and realize their rights.	<ul style="list-style-type: none"> • # of rightsholder organizations and networks who are able to develop and resource their plans • # of rightsholder organizations and networks that achieve planned results
Output 1.1 IP, LC, and ADP organizational and network capacities are strengthened to advance their self-determined goals and priorities.	<ul style="list-style-type: none"> • # of IP, LC, and ADP organizations and networks that develop organizational-strengthening plans and strategies in alignment with their priorities • # of initiatives to strengthen the capacity, reach, and influence of IP, LC, and ADP organizations and networks
Output 1.2 Indigenous and community women and youth are actively supported and engaged in key decision-making processes at national and international levels.	<ul style="list-style-type: none"> • # of women's organizations and youth alliances engaged in local, national, and international policy and land-use decision-making processes • # of IP, LC, and ADP organizations and networks that adopt inclusive norms, practices, and governance institutions
Output 1.3 The global rightsholder community is better defined and unified to advance their rights and priorities.	<ul style="list-style-type: none"> • # of initiatives to advance the legal and institutional recognition of IPs, LCs, and ADPs—including Mobile Peoples—within the UN system • # of North-South alliances or initiatives pursued • # of global collaborations inclusive of IPs, LCs, ADPs, and Mobile Peoples
Output 1.4 Analytical support to IPs, LCs, ADPs, and women within these groups is expanded to better track and monitor progress, identify gaps or opportunities, strengthen synergies, and bolster advocacy and engagement.	<ul style="list-style-type: none"> • # of strategic analyses and tenure-tracking products produced • # of IP-, LC-, and ADP-led analyses and scoping studies realized • # of policy or core-messaging briefs produced

Key Results	Indicators
Outcome 2. Enabling conditions are built and sustained for rights-based reforms and social, political, and economic transformations.	<ul style="list-style-type: none"> • # of tenure or rights-based reforms and legal frameworks adopted or implemented by national governments
Output 2.1 National or regional roadmaps and assessments are developed to guide interventions and leverage opportunities.	<ul style="list-style-type: none"> • # of assessments or roadmaps produced
Output 2.2 Sector-wide coordination and planning is conducted to harmonize actions and investments.	<ul style="list-style-type: none"> • # multi-stakeholder convenings held • # of partnerships or joint initiatives pursued
Output 2.3 Rightsholder-led advocacy and engagement is supported to advance reforms and accelerate rights-based actions.	<ul style="list-style-type: none"> • # of rightsholder-led interventions conducted at national, regional, or global scales
Output 2.4 Livelihood rights and local economic pathways are identified and supported.	<ul style="list-style-type: none"> • # of dedicated analyses produced • # of initiatives developed to support locally led economies and livelihoods
Output 2.5 Rights-based approaches to climate, biodiversity, and development actions are defined, implemented, and monitored.	<ul style="list-style-type: none"> • # of tools and guidelines developed • # of organizations that adopt the Land Rights Standard • # of initiatives monitored by communities
Outcome 3. Public and private financing institutions raise ambitions, strengthen coordination, and harmonize funding streams in support of rights-based interventions and the pursuit of IP, LC, and ADP tenure and livelihood rights.	<ul style="list-style-type: none"> • Total funding allocated to (a) building enabling conditions for rights-based interventions, and (b) advancing IP-, LC-, ADP-, and women-led projects and initiatives • # of donors and philanthropies that prioritize IP, LC, and ADP rights across their funding portfolios
Output 3.1 Fit-for-purpose financing arrangements and due diligence requirements are mainstreamed by public and private financing instruments and institutions.	<ul style="list-style-type: none"> • # of dedicated tools or guidelines developed • # of public or private financing instruments that adopt and mainstream fit-for-purpose funding and reporting requirements across their IP, LC, and ADP financing portfolios

Key Results	Indicators
Output 3.2 RRI's funding ecosystem is expanded and scaled up to seize opportunities and mitigate risks.	<ul style="list-style-type: none"> • Total funding allocated to CLARIFI, disaggregated by source and purpose • # of rightsholder-led projects realized through CLARIFI support, disaggregated by region and purpose • # of rightsholder-led activities or initiatives supported by SRMs, disaggregated by region and purpose
Output 3.3 Convening platforms and mechanisms (Path to Scale, MegaFlorestais, and Interlaken Group) are leveraged to raise ambitions, strengthen learning, and scale up actions.	<ul style="list-style-type: none"> • # and type of institutions engaged in dedicated platforms and mechanisms • # of joint initiatives to advance rights at national, regional, or global levels

Risk Management

The assumptions that underpin this Strategic Program are tied to RRI's Theory of Change and the programmatic results outlined above. Table 3 presents the core assumptions, risks of non-compliance, and proposed mitigation strategies for the realization of key results and priorities. Learning generated through annual planning, monitoring, and reporting activities will be used to test and periodically refine or update risks and assumptions, as well as strengthen mitigation strategies over the 2023–2027 period.

Table 3: Risks and Mitigation Strategies

Risk Statement	Risk Assessment		Mitigation Strategies
	Likelihood	Impact	
RRI interventions do not achieve their intended impact.	Low	High	<ul style="list-style-type: none"> • Anchor interventions in national and international commitments and acknowledgements (e.g., UNFCCC COP26, 2021 UN Food Systems Summit, UNCCD COP15, CBD COP15). • Leverage the RRI Coalition's Partners, Collaborators, institutional supporters, and progressive corporations—together with the Coalition's bottom-up planning and implementation approach—to identify the most strategic investments and solutions pathways. • Align priorities and results with available resources and develop strategic partnerships and coordination platforms where appropriate for seizing higher-level opportunities.
Shifting political landscapes and donor financing priorities affect RRI's capacity to resource its program and/or key results.	Moderate	High	<ul style="list-style-type: none"> • Diversify and broaden funding, expanding outreach to philanthropies. • Communicate and strengthen RRI's added value to ensure donors choose RRI over other similar organizations. • Ensure strong alignment between RRI's program and global / regional funding priorities. • Demonstrate and effectively communicate RRI impact relative to key initiatives (e.g., CLARIFI) and propositions (e.g., Opportunity Framework). • Leverage the Path to Scale to raise ambition, commitments, and dedicated financial flows to support the financing needs of RRI and the broader land rights movement.

Risk Statement	Risk Assessment		Mitigation Strategies
	Likelihood	Impact	
Unsatisfactory land rights literacy and knowledge about actionable opportunities and fit-for-purpose financing hinder progress at scale.	Moderate	Moderate	<ul style="list-style-type: none"> • Leverage platforms, such as MegaFlorestais, Interlaken Group, Land Rights Now campaign, Landmark, and Land Rights Standard, and the Path to Scale network to socialize RRI's priorities and solutions. • Strengthen monitoring and reporting functions, better document change stories, and bolster communications and outreach. • Maintain credibility as a strategic convener and partnership broker among actors in the land and forest sectors, including developing country governments, financing institutions, the private sector, and global climate, conservation, and sustainable development initiatives. • Strengthen rightsholder capacities to coordinate and pursue evidence-based advocacy and solutions-oriented approaches. • Ensure effective representation and engagement of marginalized constituencies such as women, youth, and Mobile Peoples. • Strengthen sector-wide coordination on gender justice, youth, fit-for-purpose financing, livelihoods, climate and conservation, and others as appropriate.
Community tenure and livelihoods rights agenda remains peripheral to national and global climate, biodiversity and sustainable development priorities and approaches.	Moderate	Moderate	<ul style="list-style-type: none"> • Leverage RRI's global, regional, and country networks to engage with governments and international climate and conservation initiatives and organizations to incorporate tenure pledges and rights-based approaches in country-specific investments and commitments, such as Nationally Determined Contributions, National Adaptation Programmes, and National Biodiversity Strategies and Action Plans. • Strengthen the case for secure tenure rights and broader rights-based approaches through dedicated analyses and bottom-up research. • Support engagement with climate, development, and conservation organizations, standard bearers (e.g., FSC), as well as investors and corporations for the adoption and implementation of the Land Rights Standard. • Support community-based monitoring of actions and commitments at the country-level.

Risk Statement	Risk Assessment		Mitigation Strategies
	Likelihood	Impact	
Increasing competition for resources and attention from powerful intermediaries and non-traditional allies.	Low	Moderate	<ul style="list-style-type: none"> • Uphold, document, and communicate RRI's value added. • Maintain coalition-building and convening capacities to spearhead collaborative engagement among rightsholders, civil society organizations, governments, businesses, and the broader international community. • Accelerate global support for direct fit-for-purpose financing to local organizations and regrant at least 50 percent of RRI's budget increase to the same. • Broaden RRI's scope of engagement to include the full range of ecosystems that are customarily owned and managed by communities and prioritize support for local livelihoods and economies. • Consolidate partnerships and collaboration with complementary institutions, such as the Tenure Facility, to support synergistic investments and actions across scales.
Developing country support for tenure rights, economic reforms, and rights-based approaches remains inadequate.	Moderate	High	<ul style="list-style-type: none"> • Leverage RRI's convening power to build partnerships among communities, governments, and private investors. • Produce evidence-based analyses on the social, economic, and environmental benefits of rights recognition and the costs of missed opportunities. • Strengthen coordination with national and international platforms to better understand push-and-pull factors for government support of the land rights agenda, such as international climate and biodiversity commitments. • Regularly update the Opportunity Framework to guide in-country actions and priorities. • Extend RRI's engagement with public institutions beyond forest departments under MegaFlorestais, and with national and subnational parliaments and policymakers, including finance ministries.

Risk Statement	Risk Assessment		Mitigation Strategies
	Likelihood	Impact	
IP, LC, and ADP organizational capacities remain weak or inadequately developed to effectively plan, implement, and monitor interventions, and account for funds received.	Moderate	High	<ul style="list-style-type: none"> • Develop and mainstream fit-for-purpose granting protocols adapted to the nature, capacity, and development trajectories of local organizations. • Provide targeted capacity building support to IP, LC, and ADP organizations to plan, deliver, and report on activities, and funding received. • Work with members of the Path to Scale network to develop adapted guidance, tools, and funding strategies that are responsive to the capacity trajectories and fiduciary responsibilities of local organizations. • Support horizontal learning and exchanges among rightsholder organizations. • Identify and establish regional support networks—drawing on capacity-building experts and organizations—to address long-term capacity building needs.
The ability of IPs, LCs, and ADPs to leverage their tenure rights and pursue their self-determined priorities remains a struggle.	Moderate	High	<ul style="list-style-type: none"> • Pursue coalition-wide engagement and reflections on pathways to establish community-based, self-determined economies. • Expand research and analysis of factors underpinning local economic development, autonomy, and self-determination rights through bottom-up interventions and dedicated academic alliances to identify enabling conditions. • Map livelihood and self-determination pathways and opportunities in key focus countries. • Identify structural constraints and solutions to community self-determination. • Leverage strategic networking to mobilize a new set of unconventional partners to advance IP, LC, and ADP livelihoods and self-determination.

Risk Statement	Risk Assessment		Mitigation Strategies
	Likelihood	Impact	
Corporate and investor adoption of tenure due-diligence and rights-based standards remains marginal and inadequate to spur change at scale.	Moderate	High	<ul style="list-style-type: none"> • Support the expansion of the Interlaken Group's sphere of influence to raise awareness and demand for gender-inclusive legal recognition and protection of community land and resource rights and translate commitments into actual change across supply chains and sectors. • Support the adoption of rights-based principles and targets (e.g., the Land Rights Standard, the Path to Scale targets). • Expand country-level convenings to address outstanding tenure challenges, and strengthen social and environmental safeguards. • Engage progressive companies and investors to mainstream community-based monitoring approaches and protocols. • Explore viable models for Indigenous-based economies and food security, focusing on local market opportunities rather than global value chain contributions. • Advance opportunities for direct engagement among leaders of Indigenous and community networks and relevant private sector actors and forums to innovate solutions, resolve conflicts, and support land tenure reforms.
More direct funding flowing to rightsholder organizations to manage and conserve tropical forests and rural landscapes and advance their rights upsets existing power relationships and drives conflicts.	Moderate	High	<ul style="list-style-type: none"> • Prioritize collective action to mitigate risks and bring other parties on-side. • Leverage flexible funding mechanisms such as the SRM to support communities to respond to threats and access legal support. • Leverage networks with strategic players—such as the Interlaken Group, MegaFlorestais, and pro-bono lawyers—to advise and support communities and/or mitigate risks.

Budget Request

RRI is requesting \$75 million over five years—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. If funding were secured at this level, RRI would commit to regranting at least 50 percent of the SP4 budget increase directly to local organizations through its annual planning process and the Strategic Response Mechanism. 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.

Requested Value: \$75 million; \$15 million per year from 2023 to 2027.

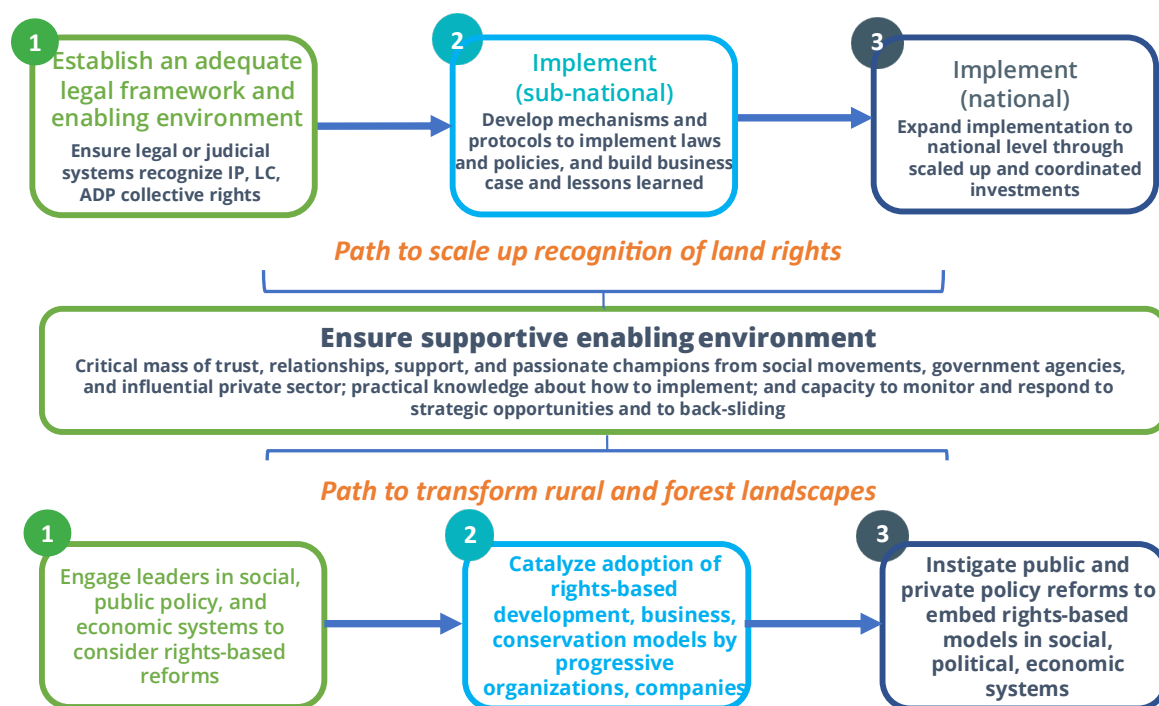
Table 4: Projected Annual Budget (millions of US\$)

Goal	2023	2024	2025	2026	2027
RRI Core and Global Programs, Research, Technical Assistance & Coordination, Communications, and Networking	9	9	9	9	9
Regranting to support local organizations via the Regional Programs and the SRM	6	6	6	6	6
Total	15	15	15	15	15

Appendix 1: The Path to Scale and Transformation: Securing Community Land Rights, Protecting Forests, and Advancing Social Inclusion

RRI posits a simple framework (see Figures 1 and 2 below) to understand and monitor the process by which governments recognize the land rights of Indigenous, Afro-descendant, and local communities and establish the conditions for those rights to be translated into sustainable social, environmental, and economic outcomes for local people, their countries, and the world. Put simply, there are two paths: one is the path to scale up the recognition of land rights, and the second path is to reform the social, economic, and political systems that enable the transformation of rural areas to rights-based conservation and development. There are three steps in each path beginning with the establishment of an adequate legal and regulatory framework for the recognition of rights; the implementation or adoption of those rights or practices at a regional level; and the full implementation or adoption at the national level. Countries are at various stages in this process, with some not having an adequate legal environment, others implementing at the regional level, and a smaller set implementing at the national level.

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



finance projects at the sub-national level (stage two). Other donors, such as RRI's SRM, are structured to finance strategic projects to build the legal frameworks (stage one) and sustain civil society and the enabling environment throughout the process. Transparent and proactive coordination among the donors active in different stages of the process would diminish duplication and enhance efficiency and impact.

Figure 2: Readiness Status for Implementation of Tenure Reform in 35 Tropical Forest Countries

Country	Legal Adequacy	Willingness: National	Willingness: Subnational	Capacity: Govt	Capacity: CSOs/Rightsholders	Overall
Bolivia	5	0	1	1	2	9
Brazil	5	0	1	2	2	10
Burkina Faso	5	4	2	1	1	13
Cambodia	5	2	1	1	1	10
Cameroon	3	2	1	1	2	9
CAR	3	4	2	0	1	10
China	5	2	1	1	1	10
Colombia	5	2	2	1	2	12
Congo, Dem. Rep.	3	4	2	1	2	12
Congo, Rep.	5	2	1	1	2	11
Costa Rica	5	3	--	2	2	12
Ecuador	3	2	2	1	2	10
French Guiana	3	2	1	1	1	8
Gabon	3	0	0	0	1	4
Guatemala	3	0	0	1	1	5
Guyana	5	4	2	1	1	13
Honduras	5	3	--	0	1	9
India	5	2	2	1	1	12
Indonesia	3	0	1	1	2	7
Kenya	5	2	1	1	2	11
Lao PDR	3	2	1	0	1	7
Liberia	5	4	2	1	1	13
Madagascar	3	4	2	1	1	11

Mexico	5	4	2	2	2	15
Myanmar	3	2	1	1	1	8
Nepal	5	4	2	1	1	13
Nicaragua	3	0	--	1	1	5
Panama	5	2	1	1	1	10
Peru	5	4	2	1	1	13
Sudan	0	0	1	1	1	3
Suriname	0	3	--	1	1	5
Tanzania	5	2	1	1	2	11
Uganda	3	2	1	1	1	8
Venezuela	5	0	0	0	1	6
Zambia	3	2	1	1	1	8

Indicator Score Key
Adequate
Partially Adequate
Inadequate

Overall Readiness Status
Satisfactory
Partially satisfactory
Unsatisfactory

--" indicates that subnational governments do not have relevant authority over land tenure in the country, and that only national-level government willingness was considered.

Appendix 2: RRI Governance and Coordination

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

RRI's Institutional and Business Arrangements

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

- a. **Partners** are organizations of rightsholders and their allies who are fully committed to advancing the rights and self-determined development of IPs, LCs, and ADs and to contributing to RRI and its success as an instrument to advance these goals. They are invited by the Board of RRG to join RRI based on their interest and commitment to RRI's mission,

goals, targets, and programs, as well as their strategic value to the Coalition. They commit their organizations to contribute to the functioning of RRI and to collaborate with other members of the Coalition to advance its goals. To maintain the effectiveness of RRI, the number of Partners is managed by the RRG Board. There are two types of Partners: 1) Organizations or networks governed by and representing rightsholders; and 2) non-profit organizations dedicated to supporting and advancing the interests and agendas of rightsholders. Priority for new members is given to IP, LC, and ADP organizations.

- b. **Collaborators** are national, regional, and global-level organizations with a commitment to RRI objectives who participate in the planning and implementation of RRI-sanctioned activities and strategies.
- c. **The Rights and Resources Group (RRG)** is the formal coordination mechanism of the Initiative that is legally structured as a not-for-profit organization in Washington, D.C. RRG's Canadian branch, the Rights and Resources Coalition Institute (RRCI), is a registered not-for-profit corporation based in Montreal. RRG has four fundamental roles: **1) provide coordination services for RRI; 2) provide leadership to RRI and its advocacy for RRI's mission and vision; 3) conduct globally relevant analytical and program work in collaboration with Partners; and 4) conduct other global-related work that contributes to the overall goals of RRI, in collaboration with Partners.** The core functions and responsibilities of RRG are outlined in the Memorandum of Understanding and include, among others: coordinating with Partners on all RRI-sanctioned activities and events; leading the global information campaign of the Initiative; undertaking global and regional analytical work that aggregates, synthesizes, and communicates the results of research to advance rights and tenure issues; managing the global strategic networking program; and supporting the country- and region-specific work conducted by RRI Partners and Collaborators. The RRI Secretariat staff is committed to building a diverse, equitable, and inclusive staff that is representative of the constituencies we serve. As of 2022, 60 percent of RRG's staff are women; of the Senior Management Team, 60 percent are women and 50 percent are non-US nationals.
- d. **Fellows** are individuals, internationally recognized in forestry, land and resource tenure, poverty reduction, and human rights who provide strategic guidance or collaborative work to RRI on an honorary basis and have proven their commitment to RRI's objectives. The Fellowship program adds to RRI's pool of credible expertise and experience, enabling long-term collaboration on subjects of mutual interest. They are nominated by Partners or RRG and are approved by the Board.
- e. The RRG **Board of Directors** is RRI's highest governing body. It consists of individuals from the RRI Coalition, leaders of community and rights-holder organizations, and individuals from relevant disciplines and organizations, with the majority being independent of Partner organizations. It meets at least twice a year to develop RRI strategy and ensure legal, fiscal, and managerial oversight. The Board monitors progress in achieving RRI's objectives. As of January 2023, the Board includes representatives from 10 countries. Six members are rightsholder representatives. 35 percent of members are women.

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

Linkages to the Tenure Facility

The International Land and Forest Tenure Facility, known as the Tenure Facility, was officially launched by RRI in 2014 after several years of consultation and engagement. Incubated by RRI until 2018, the Tenure Facility is now an independent institution based in Stockholm, Sweden. Working synergistically with the Tenure Facility to achieve real tenure security for rural communities, RRI will continue to support the Tenure Facility as a strategic instrument for tenure reform.

CLARIFI

In 2021, RRI, in collaboration with Funders, Partners, Collaborators, and other sector leaders, led the development of a new funding mechanism to support an expanded commitment of funding for land rights. The [Community Land Rights and Conservation Finance Initiative](#) (CLARIFI), aims to raise funding ambitions and strategically deploy public and private funds to scale up the formal recognition of community rights and priorities. CLARIFI will be organized as a distinctly funded entity, led by representations of rightsholders, and separate from RRI programs and activities. RRI mechanisms will support coordination among collaborators, partners, and other organizations seeking or receiving funding from CLARIFI, with the aim of increasing synergies and eliminating duplication of efforts.

Strategic Planning and Resource Allocation

The RRI Coalition plans and allocates resources on an annual basis within a strategic five-year plan. The Strategic Plan includes a logical framework and is endorsed by RRI's core donors. These strategic plans are also the basis for RRI's monitoring and evaluation system. Annual plans are complemented by the Strategic Response Mechanism, which enables rapid responses to unanticipated strategic opportunities to advance change, with grants from \$10,000 to \$100,000 which are allocated within 30 days of receipt of proposal. The concept note that was the foundation of RRI's 4th Strategic Plan (SP4) for the 2023–2027 period was developed in consultation with RRI's Partners, Fellows, and Collaborators.

Organizational Strengthening

The changing global environment and continuous growth of the RRI Coalition have placed increasing demands on the staff and resources of the RRI Secretariat (i.e., Rights and Resources Group, RRG) in recent years. To maintain the Coalition's leadership in the land rights movement, RRG has

undertaken steps to strengthen its performance over the coming years, including efforts to build its technical resource capacities, improve internal management structures, and increase operational efficiencies. RRG will also strengthen its relationships with coalition members and establish new collaborations to further its reach and influence at the national and international levels.

Planning, Monitoring, and Evaluation

As part of RRI's governance and coordination function, RRG has refined its approach to planning, monitoring, and evaluation in recent years to streamline its commitments, better report on results, and more effectively integrate lessons learned in annual planning and decision-making processes. For RRI's 3rd Strategic Plan (SP3), RRI sought to consolidate the aspirations and strategic objectives of the Coalition with the commitments and priorities outlined in its donor agreements. While donor requirements are unlikely to diminish in the coming years, increased efforts to harmonize existing and emerging donor priorities with the SP4 log frame will hopefully lead to further buy-in and support for a single performance management framework that is consistent with most reporting needs.

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

- **Annual planning cycle guided by a five-year strategic program.** To achieve its long-term objectives and results, RRI relies on an open annual planning process that is designed to take advantage of emerging opportunities, revise key assumptions, flag unanticipated challenges, and secure value for money from year to year.
- **RRI's internal monitoring and evaluation system.** RRI conducts annual self-assessments led by the teams responsible for RRI's thematic and regional program work at the country, region, and global levels. The resulting annual reports are essential for planning and reporting purposes. Independent monitoring of RRI's annual work programs and progress made toward the achievement of long-term results is a key feature of RRI's unique approach to monitoring and evaluation. In addition to measuring the overall state of progress, the biennial independent monitoring helps to validate self-reporting, test whether key programmatic assumptions remain relevant, and identify what changes, if any, RRI should consider from one year to another.
- **Program and institutional evaluations.** As outlined in its programmatic and institutional commitments, the Board of Directors may periodically call for an independent evaluation of RRI's work program or key institutional components, as required. Mid-term evaluations (MTEs), conducted halfway throughout each framework program, are a key output in this regard. The first MTE was completed in 2011 for the 2008–2012 framework period, and the second in 2015 for the 2013–2017 agreement. Most recently, the organization completed an MTE in July 2021 for the 2018–2022 framework period.

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

Internal Monitoring and Evaluation System

RRI's Internal Monitoring and Evaluation System is an integral part of its planning process. It includes a dedicated mechanism to track the implementation of its programs and draw lessons learned from among its Partners and Collaborators, as well as efforts to evaluate the effectiveness of RRI interventions and institutional responses. RRI uses self-assessments to determine whether planned interventions are strategic for maintaining progress towards results at the global, regional, and country levels and whether these results are helping to achieve RRI's mission. RRI also tracks compliance and outputs as indicators of progress for contracted activities.

RRI's success depends on the capacity of Partners, Collaborators, and others to foster positive change. By keeping abreast of new developments and opportunities, and critically self-assessing its impact, the Coalition positions itself strategically and provides the support change agents need to move their agendas forward.

Independent Monitor

The Independent Monitor (IM) biennially assesses RRI's progress toward stated results by conducting independent reviews of selected annual program reports, on-site visits of focal countries, participation in events, and interviews with key stakeholders. In addition to testing the critical assumptions that underpin RRI's work program, the IM reviews RRI's responsiveness to recommendations from previous IM reports and may bring attention to internal and external factors that are affecting performance. Among other things, annual IM reports:

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

Endnotes

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¹⁰ Rights and Resource Initiative, and The Tenure Facility. 2021. Scaling-Up the Recognition of Indigenous and Community Land Rights: Opportunities, Costs and Climate Implications. Washington, DC: Rights and Resources Initiative. doi: 10.53892/QMUD8864.; UNEP. 2020. Emissions Gap Report. Nairobi: United Nations Environment Program. Available at: <https://www.unep.org/interactive/emissions-gap-report/2020/>. Total global greenhouse gas emissions for 2019 totaled 59.1 GtCO₂e, with some 6.7 GtCO₂e from land use, land use change, and forestry. Projecting this level of global emissions from LULUCF over 10 years, for comparison purposes, yields 67 GtCO₂e. Thus, the range of potential avoided emissions from securing community rights to forests in countries ready for large to medium scale tenure recognition projects, expressed as between 1.1 to 7.4 GtCO₂e (with an average of 2.1 GtCO₂e), would represent between 1.2 and 11 percent of 10 years' worth of 2019 global emissions from LULUCF.

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