



20 years  
IN SOLIDARITY  
FOR CHANGE

A photograph of a man in a yellow shirt and a woven hat sitting on a barrel in front of a thatched-roof wooden structure. The man is holding a long wooden staff or tool. The structure has a thatched roof made of dried palm leaves and walls made of vertical wooden planks. The scene is outdoors with some greenery visible on the left.

*Strategic Priorities  
and Work Plans  
2025*

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*Cover photo: Indigenous People of the Yanetsha Native Community. Escormesh Community, Chanchamayo Province, Central Jungle, Peru. June, 2024. Photo by Daiana Gonzalez for RRI.*

# Letter from the President

Dear friends,

2025 marks a very special year for us as we celebrate our 20th anniversary. For our global coalition and its allies, this will be a key moment to recall the vision behind RRI's creation and the spirit that has anchored it through the years.

A lot has changed since we began in 2005 – but two things have remained constant: First, our commitment to always pay attention to the local realities and self-determined priorities of the Indigenous Peoples, local communities, and Afro-descendant Peoples whom we serve, and second, a profound faith in the staying power of collective action.

Two decades of this collective action have played a pivotal role in building the current international support architecture for Indigenous, local community, and Afro-descendant rights. Our interventions have achieved national legal reforms, confronted rollback of existing rights, and created unique spaces for disparate stakeholders to connect and collaborate to push for systemic reforms. We have created global funding and re-granting mechanisms for local organizations, trained communities in land mapping, research, and advocacy, and brought together unlikely allies from private, public, and development sectors through initiatives like Path to Scale and the Interlaken Group to fill key gaps in existing efforts to achieve reforms.

Importantly, we have fueled this progress by collecting concrete evidence linking community rights to sustainable development, climate, and conservation goals.

But even as the unflinching resilience of our communities continues to propel them forward, I feel the need for greater global solidarity for systemic and transformative change more urgently than ever. We need it to help them keep the fight going against immense challenges – from natural disasters, water scarcity, and extractive pressures on their lands to endless wars and mounting suppression of their defenders. We need it to keep their timeless Indigenous wisdom alive to sustain our planet's dwindling resources. And perhaps most urgently, we need it to empower their youth to take the reins and form the next generation of Indigenous and local community leadership.

This is no easy feat. But as the Haya people of Tanzania say, *"Many hands make light work."* And so together, our coalition stands stronger than ever in solidarity for change, with continued hope for a just and equitable future for all of the planet's peoples.

~ Solange Bandiaky-Badji



# RRI's Mission and Goals

The Rights and Resources Initiative (RRI) is a global coalition dedicated to advancing the land, forest and resource rights and livelihoods of Indigenous Peoples (IP), local communities (LC), and Afro-descendant Peoples (ADP), particularly the women and youth within them. It constitutes the world's largest rights-holder led coalition, with over 200 member organizations. RRI is driven by rightsholders who leverage its influence to amplify their voices and proactively engage governments, multilateral institutions, and the private sector.


RRI's mission is to support IPs', ADPs' and LCs' struggles against marginalization and for sustainable, self-determined development. It does so by promoting policy, market, and legal reforms that secure their rights to own, control, and draw benefits from their collective territories.

To these ends, RRI works toward three interdependent goals:

- ▶ Advance the legal recognition of community land and forest tenure rights and doubling the total amount of legally recognized areas by 2030.
- ▶ Secure the rights of IPs, LCs, ADPs, and particularly the women and youth within them, to govern all ecosystem products and services under their legal or customary control.
- ▶ Mobilize at least \$10 billion in new funding to advance rights in alignment with 2030 global climate and conservation goals.

Within the context of our ongoing Fourth Strategic Program (2023-2027), these goals are achieved by:

- ▶ Scaling up in-country engagement to support local organizations and advocacy in Africa, Asia, and Latin America.
- ▶ Catalyzing global ambitions, coordination, and innovation to scale up rights-based actions and investments to achieve 2030 global climate and conservation goals.
- ▶ Mobilizing key constituencies and leverage networks, data, and tools to drive support for community land tenure, governance, and self-determination.



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# Global Trends Affecting the Realization of RRI's Mission

2024 marked a critical turning point for the global rights movement, but less for what was achieved than what remains to be accomplished to meet the 2030 climate, biodiversity, and sustainable development goals. The challenges of securing a more just, sustainable and climate resilient world within an ever-diminishing window of opportunity cannot be overstated.

Already, [evidence](#) shows that we have crossed at least six of the nine planetary boundaries that safeguard Earth's stability, resilience, and life-support, and a seventh boundary condition (ocean acidification) is fast approaching its threshold. As a consequence, extreme weather events, droughts, floods and wildfires are now [ubiquitous](#). Water scarcity and crop losses now challenge food production systems across the globe and the hardest hit areas tend to be those least responsible for the crisis.



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Yet, despite these threats, [nature-negative investments](#) and greenhouse gas [emissions](#) keep rising while [deforestation](#) continues unabated. But Earth's ability to cope appears to be waning. The carbon sink is now showing signs of [decline](#), the amazon basin is nearing a [tipping point](#), and the [Atlantic Meridional system](#), which is responsible for moving heat energy around the planet, may soon collapse.

Behind the backdrop of this rapidly changing global environment is the equally significant transformation of the global political-economic structure. With over 70 national elections in the balance, 2024 was a decisive year for the future of multilateralism and national readiness to address increasingly interdependent social, political, economic and environmental challenges. Despite shifts in political power in places like the UK and Indonesia, results from major elections in India, the U.S., Europe and elsewhere point to a continued trend towards [democratic decline](#), [populism](#), and [nationalistic](#) ideals. There are now over 110 [armed conflicts](#) in

the world, and along with growing competition for [land](#) and [resources](#), rampant [food insecurity](#), and soaring [household costs](#), countries are experiencing continuous declines in [civil liberties and rights](#), increasing retaliations against [migrants](#), and rising [authoritarian rules](#) that threaten collective action.

Nevertheless, the need for deep [transformational change](#) has never been greater. As we enter the final years of the [Decade of Action](#), we will need to collectively find ways to raise ambition, keep governments accountable, and secure a transition towards a more just, inclusive and sustainable world. At a minimum, we need to overcome the underlying [structural issues](#) that sustain coercive powers and global economic pressure on people and the planet. This will require:

- ▶ A realignment of the [global financial architecture](#) that perpetuates recurrent financial crises.
- ▶ Repurposing of [harmful subsidies](#) that sustain fossil fuels and destroy nature.
- ▶ Broad-scale [tax](#) and [trade](#) reforms.
- ▶ Cross-sectoral integration of [equality and human-rights-based approaches](#) in all undertakings.
- ▶ Dedicated efforts to secure the [rights](#) of those who steward the world's remaining natural landscapes.

Despite critical gains for the advancement of IPs, LCs, and ADPs' rights during the UN's biodiversity conference (CoP16) in Colombia, countries [failed](#) to show ambition in their commitments or reach agreement on the financing needs of the challenges that lie ahead. More forcefully still, the UN climate conference in Azerbaijan, CoP29, fell dramatically [short of expectations](#), ending in disarray and calls for reform of the COP process. The meagre accomplishment of a forced endorsement of [carbon market standards](#) and the [unqualified adoption](#) of a derided financing target did little to meet the [demands](#) of the communities least responsible yet most impacted by climate change.

**Attacks on Defenders:** Between 2015 and 2023, there were over [5,300 attacks](#) on human rights defenders, about 78 percent of which targeted land and environmental defenders. But as communities, progressive legislators and corporations organize to confront such threats, the push for sustainability is leading to new and largely unforeseen risks. Exploding demand for minerals to sustain the so-called [green energy transition](#) has become a major driver of social and environmental impact across the Global South. And as governments and [corporations](#) turn to nature-based solutions to offset their GHG emissions and impacts on [biodiversity](#), the [total land area](#) that will be needed to service their interests is bound to collide with the rights and livelihoods of those who customarily own and manage those areas. In the absence of robust [regulatory measures](#) to secure their rights to self-determination and fair compensation, confidence in the integrity of these schemes is unlikely to be achieved.

**Funding for Tenure and Forest Management:** Global funding for community tenure rights and forest guardianship has increased, averaging \$517 million annually between 2020 and 2023, but remains inadequate to secure unrecognized land and forest claims. While funding mechanisms and commitments have expanded, much of the support is indirect and focused on narrow climate and conservation priorities, instead of broader social-ecological imperatives, such as rights, equity and sustainability, highlighting the need for improved coordination and direct funding.

Together, these interconnected factors can affect efforts to realize the rights of IPs, LCs, and ADPs, especially those of the women and youth within them, for the foreseeable future. As we consider the broader

context within which we operate, and the need to urgently create and leverage opportunities for a more just, equitable and sustainable future, RRI must work with partners and collaborators to:

- ▶ Leverage its convening power to broker collective actions on sector-leading issues;
- ▶ Mobilize and guide global financial commitments for direct, inclusive funding for rightsholders;
- ▶ Accelerate global progress towards the legal recognition and protection of collective tenure rights by strengthening enabling conditions and scaling-up the implementation of existing laws;
- ▶ Support governments, the private sector and civil society to advance rights-based approaches to climate, conservation and development prerogatives;
- ▶ Strengthen communities' livelihoods opportunities and pathways; and
- ▶ Prioritize bottom-up solutions, grounded in traditional knowledge and customary governance institutions.

# Year in Review

## RRI's Achievements in 2024

Our coalition members are collectively contributing to positive impact on tenure rights globally. While this work is long-term, requiring coordinated and collective action from actors working at many different levels, the good news is that there is concrete evidence that, together, we are moving the needle on secure tenure rights for IP, LC, and ADPs. Here is a snapshot of our achievements in 2024.

**In Indonesia**, we supported the Association of Indigenous Women of The Archipelago (Perempuan AMAN) in an Engendered Participatory Mapping project for Papua's communities. Perempuan AMAN strengthened its local chapters in the region, helping them complete their data collection and analysis for mapping. It also helped the women members develop their confidence and leadership skills. They have since engaged with their local governments to implement laws governing customary villages, and reached an agreement with the Jayapura Regency to protect women's livelihoods, give them access to government resources, and include them in planning for district-level livelihood programs.

**In Nepal**, we supported the Indigenous Women's Legal Awareness Group (INWOLAG), which comprises of 40 Indigenous women lawyers, to protect the rights of Indigenous communities in the Dhorpatan Hunting Reserve by pushing for the implementation of free, prior, and informed consent in the declaration of a buffer zone in and around the reserve. INWOLAG trained and organized the communities, their local officials, and Indigenous Women Human Rights Defenders groups to lead collective resistance to the buffer zone, and facilitated research on customary governance in the region to support their advocacy.

**In Latin America**, RRI and the Afro-Descendant Peoples' Coalition helped position Afro-descendant Peoples as crucial counterparts in conservation and climate change action. In June, we convened 400 participants from 17 countries to a first-of-its-kind event on [Securing Afro-descendant Peoples' Land Tenure Rights in Latin America and the Caribbean: An Effective Pathway to Conservation and Climate Change Action](#). Bringing together ADP organizations, government actors, civil society from Latin America and the Caribbean and their allies, the event positioned ADPs as key stakeholders in the UN Convention on Biological Diversity. Its [recommendations](#) for CBD COP16 in Cali culminated in [a historic win](#) for ADPs and opened a path for them to seek recognition in the UN Framework Convention on Climate Change.

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**In the DRC,** we supported the government in initiating its first-ever national strategy for conservation outside protected areas to help achieve global biodiversity targets. Protected areas currently cover 13 percent of the DRC's land mass. To achieve its 30x30 targets, the government now plans to move beyond protected areas and pursue a strategy that recognizes and integrates IPs and LCs as conservation partners and custodians of biodiversity. Our support was also instrumental in submitting proposed amendments to the DRC's conservation laws by a group of national parliamentarians. These amendments call upon the government to legally recognize Other Effective area-based Conservation Measures (OECMs) and Indigenous Community Conserved Areas (ICCAs); respect human rights within its governance framework for protected areas; and protect community defenders; recognize traditional complaint management mechanisms; and implement free, prior and informed consent.



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**In Liberia,** we catalyzed a regional network of Community Land Development Management Committees (CLDMCs). This has significant implications on the country's customary land governance, particularly in speeding up issuance of deeds and promoting inclusion of women and youth in land management and decision-making. We helped establish 138 CLDMCs in 14 of Liberia's 15 counties, managing millions of hectares of customary land. By establishing a comprehensive CLDMC directory and governance templates, the initiative also provided a strong foundational structure for community-based land management.

**As part of our global climate and conservation work,** we launched a new [policy brief](#) with McGill University and Namati on IPs, LCs, and ADPs' rights to carbon in their territories, updating and expanding data from [a 2021 RRI report](#) which assessed national legal frameworks across 33 countries and their extent of legal protections for communities. By identifying the gaps in current legislation and the state of current recognition and protection for community rights, [this new policy brief](#) served as a tool to help states and rightsholders prepare for carbon market initiatives. Both governments and rightsholders can learn from countries with clear carbon legislation that protects community rights, while rightsholders can use existing legal protections and pathways to better advocate for their rights as governments and carbon project proponents pursue carbon initiatives on their territories.

**To advance Rights and Livelihoods,** we helped Indonesia's Talang Parit Indigenous community achieve a [precedent-setting victory](#) with the Roundtable on Sustainable Palm Oil (RSPO) against P.T. Inecda, a palm oil company and subsidiary of the global tech giant, Samsung. The community used RRI's grassroots [community monitoring tools](#) to document palm oil sourcing violations on their customary territory and filed an official grievance with the RSPO. The RSPO corroborated the community's findings and instructed the company to participate in a dialogue with the Talang Parit to restore their rights to land, food security,

and livelihoods. Our collaborator, AsM Law Office, supported the community with training and resources to effectively participate in these negotiations.

**The Path to Scale**, RRI's network to scale-up global ambition to secure IP, LC, and ADP rights, collaborated with the Rainforest Foundation Norway to launch the [Path to Scale Funding Dashboard](#), an innovative tool that opens access to all publicly available funding data for IP, LC, and ADP tenure rights and forest guardianship since 2011. The dashboard centralized this data in a user-friendly online tool for the first time, providing donors, civil society, and rightsholders data to improve their monitoring, coordination, and advocacy. We launched the tool with a brief analyzing the [State of Funding for Tenure Rights and Forest Guardianship](#) from 2011-2023. The brief found that while annual global funding for IP, LC, and ADP tenure and forest guardianship went up by 36 percent compared to the previous four years, there was no systematic increase in direct funding to rightsholder-led organizations.

**To advance gender justice**, we strengthened the Women in Global South Alliance (WiGSA) through global convenings; supporting its members to attend national and international events; and conducting new research. We also brought 15 WiGSA women leaders from 11 countries [to Kathmandu, Nepal](#) to explore concrete actions to advance their advocacy and amplify their voices in national, regional, and global spaces. The leaders reviewed WiGSA's membership and decision-making criteria, identified new potential members, and elected an Interim Steering Committee.

Responding to women leaders' [Call to Action](#) and lack of data on direct funding to IP, LC, and ADP women's organizations, we led a bottom-up research effort to build a baseline for measuring funding reaching women's organizations. With WiGSA and IIED, we launched [a new brief](#) detailing preliminary findings at the UN CBD CoP16. The packed event received significant attention from global media ([Mongabay](#), [Delfino](#), [Context News](#), [El Tiempo](#), and [El Espectador](#)), [donors](#), and [allies](#).



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**To facilitate coalition members' learning**, we piloted a [new program](#) to better inform them on RRI's programs and thematic work. The program was a tremendous success with 58 active participants in a 6-week course. The Livelihoods Learning Community took participants on a journey where they consulted community members and mapped community assets in groups—human, social, natural, physical, and financial. All learning materials are [available](#) in English, French, Spanish, and Nepali.

**Within RRI's Tenure Tracking function**, we made significant strides towards increasing the accessibility of RRI's vast internal knowledge base through two external-facing platforms: the online [Tenure](#)



*The Tenure Tool now provides rightsholders and their allies with a centralized online resource to access the latest available Tenure Tracking data on collective rights to lands, forests, and natural resources.*



[Tool](#) and the [LandWise Law Library](#). The Tenure Tool now provides rightsholders and their allies with a centralized online resource to access the latest available Tenure Tracking data on collective rights to lands, forests, and natural resources. We also expanded the Tool with global, national, and regional water tenure data. We created an Internal [Law Library](#) to house legal documents collected over the past decade, systematically reviewing and cataloguing over 450 laws pertaining to IPs, LCs, ADPs, and women's rights to lands, forests, and freshwater in 35 countries in a searchable database. The consolidation of these legal references into a single resource will help us expand the scope of RRI's [LandWise Law Library](#).

**Global Engagement on Pastoralism:** Throughout 2024, we engaged with leading advocates and scholars on the tenure and mobility rights of pastoralists, including through a side event at the UN Permanent Forum on Indigenous Issues in April. We also built relationships with rightsholders and experts on this issue, and engaged with stakeholders who are coordinating the preparatory work for the 2026 International Year of Rangelands and Pastoralists. Working in partnership with representatives of eight pastoralist organizations from five different countries across Africa, RRI co-organized a side event at the UNCCD COP16 in Riyadh to elevate pastoralist voices in combating desertification and degradation.

**To support coalition-wide communications,** we designed and launched a new digital [Coalition Guide](#), an innovative online tool showcasing our coalition's global reach. We also piloted an initiative to globally **amplify our coalition members' advocacy campaigns**, selecting six campaigns to support in 2025 in collaboration with each regional program.

**We increased our use of video storytelling to illustrate the coalition's successes.** Examples include a [short film](#) showcasing a CLARIFI project in the DRC; a [documentary](#) highlighting the Adat Tamblingan Indigenous Peoples in Indonesia; and [a film](#) on our project in Massaha, Gabon. We also launched **six animated videos on carbon markets** in collaboration with Rainforest Foundation US.

## Funding Mechanisms

**CLARIFI:** Over its three years of grantmaking, the Community Land Rights and Conservation Finance Initiative (CLARIFI)—RRI's rightsholder-led funding mechanism—has successfully supported 100 projects, providing tailored assistance to 68 Indigenous, Afro-descendant, and local community-led organizations in 25 countries. In 2024, we also supported nine women-led organizations with over USD \$1 million in direct funding. Some examples of our achievements are below.

- ▶ In Latin America, we equipped 1,820 Indigenous, Afro-descendant, and local community leaders with essential skills in territorial governance, spatial monitoring, early warning systems, and executing sustainable practices like agroforestry and climate-resilient agriculture.
- ▶ We supported seven pastoralist organizations in Uganda, Tanzania, and Kenya with USD 1.95 million in funding to strengthen their land rights and conservation efforts, and rebuild livelihoods impacted by regional droughts.
- ▶ We built strong partnerships with Indigenous and local community-led funding mechanisms such as the Mesoamerican Territorial Fund, channeling funds to 16 local organizations in six Mesoamerican countries. Six of these organizations were led by women.
- ▶ In the DRC, we supported Indigenous Pygmy women who are historically marginalized and vulnerable to regional conflicts to improve their agricultural production. This reduced their reliance on neighboring Bantu communities and enabled them to support their families and communities through sustainable livelihood practices.

**Strategic Response Mechanism:** In 2024, RRI's [Strategic Response Mechanism](#) (SRM) funded 10 new projects in eight countries, building grassroots organizations' capacity and leadership, amplifying national advocacy campaigns, and effecting progressive legislation. Here are a few highlights.

- ▶ **In Colombia**, we supported the Black Communities Process of Colombia (PCN) and the National Land Agency (ANT) to ensure the inclusion of pending Afro-descendant land claims in the government's massive plan for titling. The project improved information management for titling applications that have been pending for decades. It also trained ANT staff to standardize document management and digitize information from communities' applications from 14 Departments in Colombia.
- ▶ **In the DRC**, we supported the Congolese Resources Institute to shape a community-led conservation strategy through national consultations with over 100 key stakeholders from civil society and government, including the DRC's main conservation authority. This initiative helped integrate IP and LC voices into conservation practices in protected areas.

# RRI Coalition Priorities in 2025



Carbon credits



Collective protection



Direct Funding



Gender Justice



Livelihoods



Security



Youth

## RRI's Planning Process

Every year, RRI plans and allocates its resources within a strategic five-year program informed by its coalition's collective priorities. This is informed by an ongoing contextual analysis of challenges and opportunities at country, regional and global levels, as well as in-depth consultations and ongoing discussions with coalition members and allies. All of these serve to ground the selection of annual and strategic priorities within the needs and realities of the communities we support.

This analysis and consultation throughout the year culminates in an open and bottom-up annual planning process that includes country and region-wide discussions in our focus countries, as well as a global strategy meeting with coalition members to discuss and endorse proposed priorities. This process is designed to take advantage of emerging opportunities, revise key assumptions, flag new challenges, and secure value for money from year to year.

In addition to annual regional and thematic strategies, RRI also has two distinct funding mechanisms that support the self-determined priorities and strategic opportunities identified by grassroots organizations. The first is the Strategic Response Mechanism, which enables rapid responses to unanticipated threats and strategic opportunities to advance change. The second is the Community Land Rights Conservation and Climate Initiative (CLARIFI), a rightsholder-led funding mechanism that strategically deploys grants to scale tenure rights and support climate and conservation activities led by IPs, ADPs, and LCs.

In October 2024, RRI held its global strategy meeting online with over 200 participants from across the globe—including coalition members, allies, and donors. The meeting reviewed results from our country and regional planning workshops and identified emerging priorities. The priorities summarized in this Program Book are the result of this global strategy meeting and our regional planning workshops.

## Overarching Priorities for 2025

In our planning discussions, members of the coalition agreed on the following overarching priorities for attention and support in 2025. These priorities will be reflected in RRI's advocacy efforts, strategic analyses, thought leadership, convenings, as well as through direct support for our coalition members and communities on the ground.

**CoP 30 and The Pledge We Want** – In 2025, RRI will devote significant energy to preparing for the UNFCCC CoP 30 in Brazil. With the historic IPLC Pledge made at CoP26 in Glasgow by the Forest Tenure Funders Group expiring in 2025, CoP30 – branded as CoP of the peoples – will have a heightened focus on IPs, LCs, and ADPs, presenting a strategic opportunity to promote and secure a new funding pledge that is more responsive to communities' feedback and lessons from prior years. RRI, leveraging the [Path to Scale Network](#) and new [resources to track](#) donor support for tenure rights, will support coalition members to develop an advocacy roadmap ahead of the CoP. RRI will also promote a global advocacy campaign to scale-up direct funding for rightsholders, called [The Pledge We Want](#), in support of our [target](#) of mobilizing \$10 billion to support the recognition of an additional 400 million hectares of forests for communities by 2030.



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**Scaling up tenure rights and engagement in the Congo Basin** – For the past 15 years, RRI has played a leadership role in advancing collective tenure rights in the Congo Basin through targeted advocacy, constructive engagement with governments at national and regional levels, and strengthening capacity of Indigenous and local communities’ networks and organizations. Since 2022, with support from the Bezos Earth Fund, we have channeled direct support through our funding mechanism, CLARIFI, to 13 rightsholder-led organizations in the region for defense and advancement of collective tenure and livelihood rights. This included support for the first Indigenous and local community women’s forum in Central Africa and the Congo Basin, which led to the adoption of a roadmap to secure women’s tenure rights and support their climate and conservation priorities.

CLARIFI will also scale up direct funding to IP and LC organizations in 2025, culminating in a learning and strategic planning workshop at the end of the year to document and disseminate achievements and lessons. We began implementing a four-year project in 2024 supported by the Swedish Embassy in the DRC, aimed at piloting a new Land Information System with the national government as part of the country’s land reform. This project strengthens the capacity of IP and LC to map and register tenure claims for their customary territories, while also improving land use planning, monitoring and livelihoods. In 2025, with support from the Central Africa Forest Initiative (CAFI) in collaboration with the *Dynamique des Groupes des Peuples Autochtones* (DGPA) and the DRC’s Network of IPs and Local Population for the Sustainable Management of Forest Ecosystems (REPALEF in French and member of REPALEAC) to advance implementation of the DRC Indigenous Pygmy People’s Law.

RRI will also collaborate with REPALEAC, the Global Alliance of Territorial Communities (GATC), and the Christensen Fund to organize the Three Basins Summit in Congo-Brazzaville as a major convening for IP partners from the Amazon, Congo, and Borneo-Mekong-Southeast Asia basins in the lead up to CoP30.

**Mobilizing Youth** – The importance of mobilizing and amplifying the voice of the next generation of Indigenous, Afro-descendant, and local community youth in the fight for tenure rights and climate protection is gaining momentum across the coalition. RRI has been strengthening the capacity of youth networks to engage in decision-making spaces for conservation and climate change and will amplify this work in 2025. We will also work on developing new avenues to increase youth engagement internally in RRI’s governance, while sponsoring a youth-led delegation to CoP 30 in Brazil.

In the second half of the year, we will partner with Asia's Indigenous and community youth movement to host a global summit for IP, ADP, and LC youth organizations from Africa, Asia and Latin America to exchange learning and lay the grounds for RRI's global youth strategy. The Latin America program will update and disseminate a training program on collective land rights for youth with their input. The Africa program will also increase its support to developing the capacity of Indigenous and local youth movements in its focus countries. As a culmination of these efforts, we will document and disseminate its lessons learned on youth engagement, with a view to developing a coalition-wide youth vision statement and strategy.



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**Advancing Community Livelihoods** – RRI is deepening its understanding around the crucial connection between tenure rights, reduced deforestation, livelihoods, and improved local economic outcomes. In 2023, the coalition adopted its [Livelihoods Vision](#) to advance collective rights and livelihoods. In 2024, RRI prepared a retrospective study on its livelihoods-related programming since 2012. As a result, the coalition adopted a new theory of change and strategy on livelihoods, with a particular focus on community women and youth. In 2025, RRI will deepen its research and produce a framework to track national-level progress on the enabling conditions and rights required for communities to pursue their local economic development priorities.

We will also continue to support [Community Monitoring](#) as the basis for supporting tenure rights and more balanced negotiations between communities, government, private sector, and other stakeholders. All RRI programs and CLARIFI will expand their livelihood activities in 2025, including a study by the Latin America Program on best practices and lessons from women's collective enterprises and market access.

**Gender Justice and advancing women's tenure rights** – Gender Justice is a cross-cutting theme and a stand-alone program area at RRI, reflecting its importance to the realization of global climate and conservation goals. Indigenous, Afro-descendant and local community women continue to face structural barriers at all levels to exercise their leadership and realize their tenure rights. RRI remains committed to advancing women's land and forest tenure rights by strengthening women's networks and organizations' advocacy strategies, amplifying their voice at all levels of decision-making and promoting their direct access to funding. RRI has been instrumental in supporting and accompanying the Women in Global South Alliance (WiGSA) since its inception. Based on WiGSA's Call to Action for gender inclusive climate finance, in



2024 RRI launched its research study, [“Is Global funding reaching Indigenous, Afro-descendant and Local community women?”](#) at the CDB COP-16 in Cali, Colombia.

In 2025, RRI will continue this research by undertaking case studies on direct funding to women’s organizations in partnership with three WiGSA member organizations. It will also continue WiGSA’s consolidation and expansion and, as part of a peer learning strategy, conduct an exchange between women’s organizations in Asia and Latin America on advancing collective tenure rights.

**Land Defense and Collective Protection** – Threats and violence against rightsholders and land defenders, land grabbing and rollbacks, increased militarization, accompanied by reduced civic space in many countries of the Global South, are all issues raised with increasing urgency by coalition members. In response - and in collaboration with Protection International - RRI co-facilitated a workshop for Indigenous, environmental, and land defenders and allied organizations on the concept of “collective protection” during 2024 New York Climate Week. In 2025, RRI will continue to identify and support strategic analysis on collective protection – highlighting capacity needs and information gaps - as well as piloting initiatives at the local level. A convening on ‘Territorial Defense’ will be organized by RRI’s Latin America Regional Program, while the Asia Program will support the expansion of a network of Indigenous women rights defenders.

**Carbon Markets** – RRI members are increasingly expressing the need for more information around their rights in the complex landscape of market-based solutions. In 2024, RRI provided an update on Carbon Rights in Key Tropical Forest Countries in collaboration with researchers at McGill University; delivered training to partners and collaborators in Africa on carbon markets; and documented community experiences using a carbon market assessment framework we developed in collaboration with CIFOR. In 2025, RRI will continue to coordinate and advocate on market-based solutions to inform international standards and guide national legislation. More specifically, we will promote the establishment of a pooled fund for rights-holders’ access to legal, technical, and funding support for engagement with market-based solutions. RRI will also support the expansion of its research on community experience with carbon markets to cases in Africa and Asia as well as Latin America.

**Direct and Fit-for-Purpose Funding** – RRI is a strong proponent of direct and fit-for-purpose funding to communities in support of their tenure and livelihood rights. This was the main driver behind RRI’s creation of CLARIFI in 2022, and RRI’s more recent efforts to advance funding transparency with the launch in 2024 of the [Path to Scale Funding Dashboard](#) and accompanying [State of Funding for Tenure Rights and Forest Guardianship](#), launched with Rainforest Foundation Norway. Priorities around direct funding for RRI in 2025 will include refining CLARIFI’s fit-for-purpose principles, systems, and tools for grant-making; updating the Path to Scale funding dashboard and related analysis on the effects of direct funding; producing a study on forest tenure pledge achievements; and mobilizing support for the localization agenda for bilateral finance.

**RRI’s 20<sup>th</sup> anniversary** – In 2025, RRI celebrates its 20<sup>th</sup> anniversary. At this critical inflection point, RRI will celebrate its achievements, reflect upon lessons learned and its strategic relevance, and reaffirm its commitment to tenure and livelihood rights for IPs, LCs, and ADPs. To inform this process of review and renewal, the coalition will conduct a governance review and update membership agreements, carry out a mid-term review of its fourth strategic plan, and lead a “visioning” process for its next planning cycle. We will develop a 20-year retrospective on RRI’s contributions as well as a deep dive into results achieved

through our Strategic Response Mechanism (SRM). We will also review our operational policies and systems to ensure the coalition's ongoing effectiveness and efficiency in 2025 and beyond. Finally, RRI will conduct a "Blue Skies" brainstorming exercise to reimagine its Tenure Tracking portfolio, with a goal to ensure that its data and analyses remain strategic to serve coalition members' advocacy and to support locally led research by young Indigenous and local researchers.

*The next section presents summaries of our strategic priorities by geographic and thematic focus. See the final section for detailed workplans for each program.*

# *Regional and Thematic Priorities for 2025*



*Cauca,  
Colombia.  
Entrepreneurship  
Asociación Enredarte*

## Regional Priorities

Through its network of over 200 coalition members, RRI supports regional programs in Asia, Latin America, and Africa. Through these programs, RRI connects IP, ADP, and LC leaders and organizations, with governments, the private sector, and other civil society actors at local, national and regional levels to advance collective land tenure and livelihood rights, and to share lessons, innovations, and insights. The following snapshots reflect RRI's 2025 program priorities by region.

### Asia

RRI's Asia Program currently focuses on supporting land rights reforms and advocacy in India, Indonesia, and Nepal. It will work on the following priorities in 2025.

Youth engagement has been gaining significant ground regionally in Asia. The Asia Program will work to strengthen the capacity of youth – their organizations, leaders, and networks – to engage in international decision-making spaces on climate change and conservation. We will host a global youth summit bringing together youth leaders from Asia, Africa and Latin America to formulate a roadmap for advancing their advocacy strategies. We will also facilitate two regional Indigenous youth networks to strengthen their skills and collaboration on climate initiatives, and organize special networking opportunities with donors for youth leaders to demystify the grant-making process for them. Finally, in each focus country, we will amplify young leaders' voices and capacities for action in climate actions.



*Youth engagement has been gaining significant ground regionally in Asia. The Asia Program will work to strengthen the capacity of youth – their organizations, leaders, and networks – to engage in international decision-making spaces on climate change and conservation.*



**Additionally, we will organize the following convenings at global and regional levels :** (i) A learning exchange in collaboration with the Gender Justice and Latin America Programs, bringing together IP organizations from Nepal and countries in Latin America as a follow up activity to the WIGSA Meeting held in Nepal in 2024, and (ii) A regional convening of coalition members at the Asia Land Forum (ALF) network to serve as a platform to seek solutions of realizing land rights across the region.

**Nepal:** We will seek to build capacities of at least six IPs and LCs organizations and networks in Nepal, including expanding a national network of Indigenous Women Human Rights Defenders (IWHRDs). This effort will drive effective collective engagements in policy areas like forestry, national parks and conservation; enforcement of free, prior, and informed consent; voluntary carbon markets; and collective ownership titling. To advocate for Indigenous territorial claims, we will help coalition members develop and pilot

a roadmap for mapping their territories. We will also foster a deeper understanding of similarities and differences between IP and LC policy positions and approaches through practical collaborations on common priorities. At the community level, we will support rights-based initiatives for livelihood, conservation, and climate actions.


**Indonesia:** Beside strengthening capacities of five coalition members, RRI will work closely with three networks on the issues of tenure reform, biodiversity conservation, and marine resources. We will support development of strategies and policy engagements around RRI's priority themes on recognition of IP rights; conservation of marine and aquatic resources; promoting agrarian reform to advance tenure rights; and voluntary carbon markets. RRI will also continue supporting a robust emergency response system for Indigenous and local communities facing harassment and criminalization. Additionally, we will support coastal and marine communities to develop participatory mapping approaches and in new livelihood and conservation initiatives.

**India:** RRI will focus much of its support in India on helping three state-level Adivasi networks engage in key policy processes, including a national Adivasi policy, implementation of India's 2006 Forest Rights Act, and conservation. We will support these networks to expand their reach, develop roadmaps, and engage in national policy discussions with local governments on implementing the Forest Rights Act. The program will also continue to monitor and document policy performance and land conflicts, along with supporting storytelling capacity building for youth groups and networks, and two new livelihood and conservation initiatives at the community level.

## Africa

RRI's Africa Program will focus on supporting land rights reforms and advocacy in the following sub-regions and countries: the Congo Basin (mainly in the Democratic Republic of Congo, Republic of Congo, and Gabon); Liberia, East Africa (mainly Kenya, Uganda, and Tanzania); and Madagascar.


The program will support organizations led by IPs and LCs in Africa, particularly their women and youth, to participate in various global and regional convenings on climate and conservation, including: the Three Basin Summit on Community Conservation in the Republic of the Congo by REPALEAC and the Global Alliance on Territorial Communities; the UNFCCC COP 30 in Brazil; the 2025 Global Youth Forum in Asia; and a sub-regional convening on pastoralism organized by RRI and CLARIFI. Each of these opportunities will strengthen African rightsholders' capacity, knowledge exchange, and joint advocacy.



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*The program will support organizations led by IPs and LCs in Africa, particularly their women and youth, to participate in various global and regional convenings on climate and conservation.*

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In addition, the Africa Program will support the Fifth regional convening of the Network of National Land Institutions for Community Rights (ALIN), which is spearheaded and coordinated by RRI. We will also support the Resource Conflict Institute (RECONCILE) to organize a sub-regional conference for pastoralist communities, governments, and institutions to discuss collective land rights, land governance and regional policies affecting pastoralists and mobile Indigenous Peoples.

**The Congo Basin:** RRI will continue providing direct support to IPs, LCs, and women-led organizations and their respective networks to protect community land rights, improve coordination, promote community conservation models and rights-based conservation in the existing protected areas, and strengthen local livelihoods. RRI will also continue its support to coalition members on direct engagement with government authorities and parliamentarians on policy and legal reform, including: the implementation of the community forestry processes; implementation of the Indigenous Pygmy Peoples' Law and forest law; reform of the nature conservation law and the forest code; finalization and implementation of the national strategy of conservation outside protected areas in DRC; and elaboration and implementation of the existing national land policy.

**East Africa:** RRI's support to partners in Kenya will focus on advocacy around the implementation of the Community Land Act, registration of community lands, pastoralist rights, and the status of historical land injustice claims submitted to the National Land Commission (NCL). Further ongoing support to our Kenyan coalition members will involve strengthening their capacity for community governance, mapping, and land registration, as well as their advocacy for legal enshrinement of free, prior, and informed consent. Our engagement in Uganda, Tanzania, and at the regional level will be supported through CLARIFI.

**Liberia:** RRI will continue its support to Liberian civil society organizations (CSOs) through the Palm Oil Working Group, helping the group raise community awareness around the country's 2018 Land Rights Act and National Palm Oil Strategy. It will also work to strengthen community monitoring in the oil palm sector to ensure responsible land investments and strengthen community livelihoods, particularly for women. We will provide direct support to coalition members and communities in targeted engagements with government authorities to accelerate the issuance of community land deeds. RRI will also strengthen community-led conservation and improve communities' understanding and advocacy around a rights-based legal framework to regulate carbon markets.

**Madagascar:** RRI will continue to directly support Madagascar's local communities to build their knowledge and capacity on sustainable land management, land rights advocacy, and conflict resolution, with a focus on free, prior, and informed consent and the role of women. Our efforts will also focus on formal rights recognition for the Indigenous Mikea Peoples as well as strengthening local land governance, legal frameworks, integrating customary land rights into policy and legal reforms, and enhancing IP and LC engagement with government.

## Latin America

RRI's Latin America Program works from a regional perspective that includes the following countries: Mexico, Nicaragua, Guatemala, Honduras, Panama, Costa Rica, Colombia, Ecuador, Peru, Bolivia, Brazil, Suriname, and Dominican Republic. It is now extending its focus to include Caribbean Island states and countries. In 2025, the Latin America Regional Program will focus on the following priorities.

### **Strategic analysis:**

1. Document best practices and learning around women's collective enterprises and market access, with a focus on finance, business models, marketing, and training for Indigenous, local and Afro-descendant, women-led enterprises.
2. Generate new quantitative and qualitative evidence on the region's conservation and climate adaptation strategies to inform advocacy and decision-making, including: i) the status of territorial rights recognition for ADPs; ii) women and youth perspectives on biodiversity conservation and climate change mitigation; and iii) the status of collective oceanic rights recognition in marine territories for IPs, LCs, and ADPs.

### **Organizational strengthening, advocacy, and networking:**

1. Raise awareness around the Land Rights Standard and support IPs, LCs, and ADPs in adopting and using the Standard in their negotiations with external actors on voluntary carbon markets.
2. Update the Latin America youth training program on collective land tenure – developed with youth leaders – while continuing to support youth participation in regional and global decision-making spaces.
3. Strengthen existing regional communication platforms between coalition members and partners to share information and lessons.

### **Advancing enabling conditions for collective tenure rights:**

1. Build a common regional agenda for partners for joint advocacy in major regional or global events including COP 30.
2. Develop a roadmap to position the conservation priorities of IPs, LCs, and ADPs in decision-making forums.
3. Convene coalition members on collective protection mechanisms to identify and shares strategies on the protection of territories, communities, and leaders at risk.
4. Convene peer learning exchanges for IP/LC/ADP women on economic and livelihood activities.

## Thematic Priorities

### Gender Justice

RRI's Gender Justice program works to scale-up efforts around the world to secure Indigenous, Afro-descendant, and community women's tenure rights, voices, and leadership with respect to community lands and forests. In 2025, it will focus on the following priorities.

- ▶ **Continue strengthening the Women in Global South Alliance for Tenure and Climate (WIGSA)'s** organizational structure and priority-setting to leverage its growing visibility and funding.
- ▶ **Organize a peer learning exchange to equip Indigenous, Afro-descendant and local community women from Asia and Latin America** with knowledge and tools to advance their rights, following recommendations emerging from the 2024 WiGSA annual meeting held in Nepal.
- ▶ **Support and position women to participate in international spaces**, including but not limited to, the CSW69, Beijing +30, and the UNFCCC CoP30 in Brazil.
- ▶ **Expand the evidence base and analysis around women's access to direct funding through pilots with three WiGSA member organizations.** These pilots will inform the coalition's international advocacy efforts to scale up direct funding for women.

### Rights and Livelihoods

The Rights and Livelihoods program works with a broad array of stakeholders to advance community-led economic and livelihood approaches, as well as operational and policy guidance to scale up government action and investor support. In 2025, the program will focus on the following priorities.

- ▶ **Advance implementation of RRI's Livelihoods Strategy** by integrating a common approach to livelihood rights across other RRI programs while deepening strategic analysis based on evidence to inform and guide RRI advocacy for improved livelihoods.
- ▶ **Develop a global opportunity assessment of landscapes and key geographies where RRI's networks and priorities overlap.** This will aim to test landscape models for coordinating private and public funding to pursue the mutually reinforcing objectives of secure tenure, reduced deforestation, and improved livelihoods.
- ▶ **Advance knowledge and practice on Community Monitoring through peer learning exchanges** across regions while continuing to strengthen national and community level monitoring processes. This will provide a basis for advancing secure tenure and balancing negotiation between communities, government and other stakeholders.

### Rights, Climate, and Conservation

The Rights, Climate and Conservation Program engages in research and dialogue with international climate instruments and policymakers to ensure that rights are not just included as a safeguarding measure to prevent human rights violations but embraced as a key solution. In 2025, the program will focus on the following priorities.



- ▶ **Scale up and expand evidence generation and reporting on community experiences with voluntary carbon market initiatives** by extending the scope of RRI's survey and data analysis in Latin America to communities in Africa and Asia.
- ▶ **Support mobilization around the establishment of a pooled fund** to provide legal, technical, and commercial support to rightsholders on carbon market initiatives.
- ▶ **Raise awareness and understanding of the Land Rights Standard among IPs, LCs, and ADPs** based on a curriculum to be piloted, refined and disseminated in 2025.
- ▶ **Prepare a study on the legal and policy frameworks needed for rights-based conservation** to assess gaps and opportunities for community-led conservation across 30 countries. The study will inform a report outlining successful pathways for community-led conservation.
- ▶ **Assess new biodiversity credit schemes** and their alignment with high integrity standards and safeguards with a goal to inform rightsholders' advocacy on this subject.

## Tenure Tracking

RRI's Tenure Tracking program monitors the legal recognition of IPs, LCs, and ADPs—including their women' rights to forests, land, and natural resources through databases that examine both quantitative and qualitative aspects of rights recognition. In 2025, the program will focus on the following priorities:

- ▶ **An update to RRI's flagship database on women's rights to community forests** will report progress on the legal rights of IP, LC, ADP women to use and benefit from collective forests in 35 tropical countries, and measure progress since 2016.
- ▶ **Upgrading RRI's online tenure tool** to include the land and water rights nexus, highlighting women's rights. We will also prepare a policy brief on the Water-Land Nexus in 2025. Alongside the [LandWise Law Library](#), these tools will enhance RRI's repository of data and analysis serving advocates for IP, LC, and ADP tenure.
- ▶ **An update to RRI's Depth of Rights data** will demonstrate the status of tenure rights recognition in the national legislation of 35 tropical countries, measuring progress since 2012.
- ▶ **An update to RRI's Forest Area data** will highlight new changes in global forest ownership in 61 countries since 2018.
- ▶ **An analysis of pastoralist tenure and mobility rights** will help us develop a methodology and framework to assess the tenure and mobility rights of Pastoralists and Mobile Indigenous Peoples. This analysis will lay the groundwork for a study forthcoming in 2026, designated as the International Year of the Pastoralists by the UN.

## Initiatives to Promote Direct Funding for Rightsholders

### CLARIFI

Since 2022, the Community Land Rights and Conservation Finance Initiative (CLARIFI) has awarded over 100 grants to 83 partners in 27 countries. In 2024, it also supported nine women-led organizations with over USD \$1 million in direct funding. Results from 34 completed projects to date demonstrate new government recognition of Indigenous governance and granting of community forestry concession titles, with 655,000 new hectares mapped and delimited through participatory processes. CLARIFI also progressed significantly in consolidating its legal, governance and operational capacity.



*Results from 34 completed projects to date demonstrate new government recognition of Indigenous governance and granting of community forestry concession titles, with 655,000 new hectares mapped and delimited through participatory processes. CLARIFI also progressed significantly in consolidating its legal, governance and operational capacity.*



This important work will continue in 2025 with a focus on RRI's strategic geographic areas—Southeast Asia (particularly in Indonesia), the Congo Basin, Eastern Africa, the Amazon Basin, and Mesoamerica—while addressing a variety of ecosystems, including tropical forests, dryland forests, and mangroves. Fundraising for CLARIFI will prioritize RRI's six thematic areas in line with rightsholder-led priorities, with a particular focus on supporting women- and youth-led initiatives. Specifically, CLARIFI will focus on the following priorities.

- ▶ **Finalizing legal/governance structures and provisions** that reflect CLARIFI's mission, goals and vision while aligning with best practice in non-profit performance management.
- ▶ **Expanding management and operational capacity** to oversee an increasing volume of grants. This includes recruiting new personnel in project management, MEL, finance and administration.
- ▶ **Raising more public and private funding** with an aim to significantly expand the volume of direct grant-making to IPs, LCs, and ADPs, with a special focus on women and youth-led organizations.
- ▶ **Further refining and evolving grant-making**, administrative and MERL procedures, systems, guidance and tools to align with fit-for-purpose principles that balance donor accountability requirements with evolving grantee capacities and needs.
- ▶ **Prioritizing learning by organizing three regional grantee learning forums** while documenting, disseminating and using emerging evidence for ongoing improvement.

- ▶ **Developing a conceptual framework to support the capacity strengthening of grantees** in keeping with CLARIFI's theory of change, along with processes and tools that align with fit-for-purpose grant-making.
- ▶ **Developing and implementing medium-term communications and fundraising strategy** for public and private sector funders in keeping with CLARIFI ambitions and resources.

## Path to Scale

The Path to Scale is an informal network of individuals from donor organizations, financial mechanisms, and their intermediaries committed to scaling up legal recognition of land and resource rights of IPs, LCs, and ADPs to a level necessary to achieve the 2030 global climate and biodiversity targets. In 2025, the initiative will focus on the following priorities.

- ▶ **Improving funding transparency** by updating the [Path to Scale Funding Dashboard](#) and State of Funding study to update and track progress on existing commitments, as well as informing advocacy for new pledges to support IPs, LCs, and ADPs.
- ▶ **Localizing bilateral finance** by supporting the Path to Scale network's Localization Working Group to track progress on the adoption and implementation of USAID localization agenda, including organization of convenings with rights-holder led funding mechanisms to discuss operational opportunities and challenges.
- ▶ **Support RRI's campaign, *The Pledge We Want*** by mobilizing collective development of the analyses, principles and targets to inform a more inclusive and rights-based pledge at the upcoming UNFCCC CoP30 in Brazil to replace the expiring Forest Tenure Funders Group Pledge from CoP26. The [campaign website](#) will provide an online library of analyses and think-pieces to coalition members, allies, and donors on direct funding in the lead up to CoP30.
- ▶ **Support the development and implementation of a roadmap to COP 30**, including leveraging the network's political capital and supporting multi-stakeholder convenings and side-events at regional and global events.

## Events Planned for 2025\*

<b>Global</b>	<ul style="list-style-type: none"> <li>▶ RRI 20th Anniversary Award Ceremony and Conference, Washington DC</li> <li>▶ International convening to support IP, LC, and ADP in carbon market initiatives (location to be announced)</li> </ul>
<b>Asia</b>	<ul style="list-style-type: none"> <li>▶ Global Youth Summit, Bali</li> </ul>
<b>Latin America</b>	<ul style="list-style-type: none"> <li>▶ Convening on Territorial Defense, Latin America (location to be announced)</li> <li>▶ Peer to peer bilateral learning exchange for WiGSA members from Asia and Latin America (location to be announced)</li> </ul>
<b>Africa</b>	<ul style="list-style-type: none"> <li>▶ Three Tropical Basin Summit on Community Conservation, the Republic of Congo, Brazzaville, Republic of the Congo</li> <li>▶ Fifth Regional Meeting of the African National Land Institutions Network, Sierra Leone</li> </ul>

\*Note: Check our [website](#) for final dates and locations for all RRI events.

## Publications Planned for 2025

<b>Strategic Analyses</b>	<ul style="list-style-type: none"> <li>▶ RRI's Past, Present, and Future: Achievements, Lessons, and Reflections</li> <li>▶ Baseline Analysis of Enabling Conditions to Advance Collective Rights-Based Livelihoods</li> <li>▶ Update of RRI's Depth of Rights Data</li> <li>▶ The State of Community Women's Forest Rights (2017-2024)</li> <li>▶ A Study of Community Conservation in Africa</li> <li>▶ Global Trends in Forest Tenure (2002-2024)</li> <li>▶ Study with the Women in Global South Alliance: Three Pilot Projects Tracking Global Funding Reaching Women</li> <li>▶ Analysis on Legal Counsel and Support Mechanism for Communities in Carbon and Biodiversity Markets</li> <li>▶ Report on Implementing GBF Target 3 through Rights-Based Conservation</li> </ul>
<b>Policy Briefs</b>	<ul style="list-style-type: none"> <li>▶ Policy Brief on The Water-Land Tenure Nexus</li> <li>▶ Collective Protection for Defenders of Rights</li> </ul>
<b>Assessments</b>	<ul style="list-style-type: none"> <li>▶ 10 Years of RRI's Strategic Response Mechanism: Achievements and Lessons</li> <li>▶ Results and Lessons from CLARIFI's First Phase</li> <li>▶ An Assessment of RRI's Megaflorestais Network</li> <li>▶ Global Mapping and Opportunity Assessment for the Interlaken Group</li> </ul>

# Regional Programs



Indigenous  
Pygmy Peoples,  
Democratic Republic of  
the Congo, 2024. Photo by  
EnviroNews DRC for RRI.

# Asia

*RRI's Asia Program currently focuses on supporting land rights reforms and advocacy in India, Indonesia, and Nepal.*



Indonesia, 2022. Photo by Jacobo Maentz for RRI

## Current State of Play

Asia is home to 333.6 million—or about 70 percent—of the world’s Indigenous population. And yet, once data on China is excluded from the regional numbers available, the land owned by IPs in Asia is [only 0.8 percent](#), the lowest percentage of community ownership across Asia, Africa, and Latin America. Hence, collective rights recognition remains a critical agenda for RRI in this region.

Vibrant social movements led by IPs and LCs, along with their allies in civil society, have been the primary drivers of tenure reforms and the recognition of rights across Asia. Their struggles have brought increasing attention to IPs’ and LCs’ rights as a development, climate, and conservation priority at both the global and local levels. In the last year, however, the contexts that social movements have found themselves operating in have not been the easiest.

## Challenges

Throughout the region, political shifts and transitions are ongoing with presidential elections and new governments forming in our three focus countries: India, Indonesia, and Nepal. While new administrations are still settling, IPs, LCs, and their organizations are continuing to engage with their governments to prevent the rollback of policy and program gains that have already been realized, and to advance new and emerging priorities.

The political transitions have made it more challenging for IPs and LCs to consistently engage with their governments. While changes in administrations are typically accompanied by shifts in policy priorities of each government, these shifts have not always been in the favor of IPs and LCs. If anything, these political transitions have often served to *prevent* accountability from the previous governments. For example, in the case of Indonesia, it is expected that Prabowo Subianto’s government will follow the policy leads of the Jokowi administration, which ended its two five-year terms with lackluster performance on key areas of recognition of IP and LC claims to land, territories, and resources; the recognition of customary forests; and even the transfer of lands claimed by peasant organizations as part of the [agrarian reform movement](#).

On the socioeconomic front, key policies that promote rights-based reforms in Asia have stalled, hitting roadblocks in implementation and negatively impacting the socioeconomic situations of IPs, LCs, and other already marginalized groups. National economic policies tend to favor programs that are extractive and require large investments (mining, huge energy and infrastructure projects, monocrop cultivation, and even the promotion of tourism initiatives within national parks, to name a few). While some have argued that many of Asian countries have made big moves toward renewable energy technologies, many of these technologies are still resource (land) intensive. This has meant that most priority national economic policies continue to instigate conflicts over land and resources, and consequently, the continued immiseration of the IPs, LCs, tribal and forest dwelling communities, and other marginalized groups. An unfortunate consequence of governments’ determination to push these national economic policies forward is that IPs and LCs have remained the targets of militarization and harassment, evictions, and displacement. Human rights and environmental defenders from these communities also continue to be threatened by government authorities and private sector actors.

Another consequence of the continuing immiseration of IPs and LCs because of priority national economic policies is that communities have become more vulnerable to those asking them to engage in carbon markets. The tightening economic situations that they find themselves in have pushed an increasing

number of communities throughout the region to sign-off on carbon projects within their territories without fully understanding the issues and consequences.

## Opportunities

Despite the bleak outlook on both the sociopolitical and socioeconomic fronts, the vibrant movement of IPs and LCs in Asia represents the greatest opportunity in the region today. There is a clear opportunity for supporting and strengthening the organizations and networks of IPs and LCs, especially the women and youth within these communities, to more effectively engage with governments on the different policy agendas that are important to them. Women have been at the forefront of defending environmental and human rights, and RRI's Asia program clearly has the chance to continue supporting this work. There are also opportunities to continue supporting the youth within the region to pursue their agenda around tenure reform and climate action.

IPs and LCs in Asia persist with rights-based practices and approaches at the community level even if these do not have the full backing of governments. They have long maintained the attitude that they will have to continue engaging with their governments until fundamental legal and policy frameworks are in place. In Nepal, this means formal government recognition that IPs and LCs can own their lands, territories, and resources. In Indonesia, this means the passage of a long-awaited IP law. And in India, this refers to the passage of the National Tribal Policy that details tribal communities' rights and entitlements.

IPs and LCs further maintain that there exist solid opportunities for shaping policy frameworks and programs related to national forestry, conservation and biodiversity, and tenure rights. There is a keen awareness of the need to resolve many conflicting issues in the legal/policy provisions, especially across government levels and structures. In some cases, this means exploring the different spaces that can be capitalized on for advancing rights-based reforms. For example, young people involved in Asia's youth program recognize that the different climate commitments made by governments have opened up spaces for citizens—especially young people—to engage with how governments perform in relation to their commitments at the national and international levels. In other cases, opportunities to engage appear alongside policy revisions that governments have introduced to existing policy frameworks. For example, in Nepal, this includes proposed amendments to current regulations governing national parks.

These emerging opportunities for supporting IPs' and LCs' involvements in policy engagements must accompany complementary support to rightsholders for their community-based initiatives related to conservation and biodiversity and sustainable livelihoods. In this regard, we see huge opportunity to deepen IPs' and LCs' understanding of fast emerging issues, most notable of which are carbon markets. Doing so would help to ensure that IPs and LCs act on these new issues with a common understanding of how to navigate them in a manner that also strengthens their own resilience.

### **As a response to opportunities and challenges in the region, coalition members agreed on the following strategies as the way forward in 2025:**

- ▶ Intensify efforts to consolidate and strengthen the ability of IPs and LCs, including women and youth, to advance their policy and program agendas.
- ▶ Better nuance how they can more effectively engage and advocate with governments at all levels, given the continuing shifts and transitions still taking place in Asia.



- ▶ Continue to pursue rights-based conservation and biodiversity, livelihoods, and climate initiatives at the community and local levels to demonstrate viable alternatives to government policies and programs that undermine the rights of IPs and LCs.

These strategies translate to the workplan provided in greater detail in the subsequent section.

## Workplan for 2025

### **Strengthen youth networking and engagement at both country and global-level climate platforms in three related areas of work:**

- ▶ Support youth groups and networks to engage in global platforms on climate action. We will link their engagements in global platforms with local initiatives at the country level.
- ▶ Organize a Global Youth Forum for youth from Asia, Africa, and Latin America. This forum will be the space for youth from across RRI's regional and global programs to formulate a roadmap for youth work within the coalition.
- ▶ Provide capacity building support for Indigenous and local community youth so that they can effectively do what they have prioritized at both the country and global levels on tenure reform and climate action.

**Strengthen support for IPs and LCs to be more effective at advancing their interests in relation to what they have identified to be their most important policy themes and issues.** For each of the priority countries (India, Indonesia, and Nepal) there are three broad areas of work that the program will prioritize in 2025:

- ▶ Support coalition members with policy engagements in policy and decision-making spaces around the themes and issues most meaningful in their contexts. These include policy frameworks on forestry, national parks, conservation, biodiversity, and sustainable livelihoods; the continued challenges that plague the implementation of FPIC principles; the fast-growing concerns about voluntary carbon markets; and the concerns of environmental and human rights defenders. This also includes supporting new policy areas such as tenure reform for IPs and LCs given that there are no legal frameworks that provide for the titling of community claimed/held lands.
- ▶ Support partners' and collaborators' rights-based initiatives at the community/local level for livelihood, conservation and biodiversity, and climate actions. This will include supporting both existing and new initiatives that respond to the needs and aspirations of these communities, including women and youth. In particular, we will support the emergency response systems that enable communities to be more resilient to harassment and attacks by the state and private sector interests as well as learning how to plan and design activities intended to detail how specific projects can and should be pursued (for example, mapping of Indigenous territories in Nepal). This will also include at least one youth initiative at the country level on climate action.
- ▶ Support collaborations between and among coalition members at the national level.

## Promoting reflection, learning, and exchange

- ▶ The Asia program will contribute toward regional convening of partners and collaborators part of the Asia Land Forum (ALF) to consider the theme of “Securing Land Rights for a Sustainable and Equitable Future.” This will serve as a platform for creatively seeking solutions to the challenges of realizing land rights throughout the region.
- ▶ We will also enable learning and exchange on shared priority concerns and issues between women IP organizations from Nepal and Peru. This is a follow up to direct conversations between Indigenous women’s groups from within the WiGSA network for peer-to-peer learning and exchange.

## Risks and Mitigation Strategies

Key Program Risks	Impact if it Occurs	Mitigation Strategies
The democratic spaces for engagements by civil society in general, and IPs and LCs in particular, are increasingly under threat in Asia. While this—on its own—is a dangerous situation, it becomes more risky given contexts where critical reforms are needed. If rightsholder groups, their organizations, and their networks/coalitions are unable to effectively advocate for critical reforms because of shrinking democratic spaces, they can expect to deal with long-term negative consequences.	Medium	Encourage and support IP and LC networks to engage with government and other stakeholders. Support key policy reforms so that these issues receive consistent attention while noting that IPs’ and LCs’ engagements will require innovative approaches to be most effective. This would include creative application of “insider-outsider” strategies.
Land and natural resource-based conflicts continue unabated throughout the region. Most of the national economic development policies of governments in Asia threaten customary territories. These policies also result in militarization and harassment, evictions, and displacement. IP and LC human rights and environmental defenders continue to be under threat from government authorities.	Medium	We will respond to conflicts by providing emergency support for affected communities. This may include support for evacuating conflict-affected areas or legal support, as needed; documenting the conflicts of communities that have been negatively affected; undertaking media campaigns and elevating issues to the regional/global levels, as appropriate; and strengthening the network of environmental and human rights defenders. It is important to keep engaging with government authorities to secure the broadest support possible for the communities that have been negatively impacted by these conflicts.
There is the risk that elders do not support young people and their initiatives in meaningful and empowering ways. Where youth do not receive the support and encouragement of elders, they may find it difficult to sustain their initiatives.	Medium	RRI’s Youth program should be guided by one of the principles promoted by the <a href="#">Asia Youth Report</a> —that youth work is always inter-generational. Youth work cannot happen without corresponding work and support of elders. This may require that, as the Youth program continues to invest in strengthening the capacities of young people, it supports elders too.

# Latin America

*RRI's Latin America Program works from a regional perspective to offer strategic analysis; strengthen organizational structuring, advocacy, and networking; and advance conditions for collective tenure rights.*



Shankivironi Community, Ashaninka Indigenous Peoples, Selva Central Region, Peru. June, 2024.  
Photo by Juan Llaca

## Current State of Play

Latin America continues to have the highest level of progress on legal frameworks recognizing collective land tenure. The second edition of RRI's 2023 flagship report [Who Owns the World's Land?](#) shows that 397.88 million hectares are now owned by or designated for IPs, ADPs, and LCs in Latin America. However, as of 2020, 175.10 million hectares of community lands still lack recognition and the pace of progress dramatically slowed between 2015 and 2020: only 21 million hectares, or [less than 1 percent](#) of the 16 countries studied in the region, were recognized as being owned by or designated for communities.

To support national and international advocacy for securing ADPs' tenure rights in the region, the coalition produced [the first-ever GIS data](#) of Afro-descendant Peoples (ADPs)' territories. We found that while ADPs have gained legal recognition to only slightly more than [8.3 million hectares](#) in six countries (Bolivia, Brazil, Colombia, Ecuador, Honduras, and Nicaragua), an additional 5.2 million hectares are claimed in six countries (Bolivia, Brazil, Chile, Colombia, Ecuador, Surinam). Only four countries have developed dedicated national or sub-regional legal tenure regime system for ADPs (Brazil, Colombia, Ecuador, and Honduras).

Unfortunately, the region has not escaped the global trend of regression in democracy and rights. Following a year of elections with uneven results, moves toward [authoritarianism and political polarization](#) continue. Nicaragua, Venezuela, Peru, [Ecuador](#), and [El Salvador](#) continue to experience political crises which have significantly affected the rights of IPs, ADPs, and LCs through an increase in [land grabs, human rights violations, displacement, and migration](#). The region continues to lead in [the killing of land and environmental defenders](#), with 85 percent of cases documented globally in 2023 occurring in Latin America. IPs and ADPs are being disproportionately targeted, accounting for 49 percent of the total number of murders. At the same time, progressive governments elected in the last three years in Brazil (Luiz Inácio Lula da Silva) and Colombia (Gustavo Petro) continue to struggle to govern effectively due to very active and aggressive political right-wing opposition.

Despite best efforts, there have been mixed results when addressing deforestation in the Amazon. By [some estimates](#), deforestation increased from 2012 to 2022 which saw approximately 1.98 million hectares of forests cleared. Brazil alone lost 1.4 million hectares, followed by Bolivia (245,177 hectares), Peru (144,682 hectares), and Colombia (97,417 hectares). However, there are already signs of hope emerging from Brazil and Colombia: in Brazil in 2024, deforestation is [40 percent less](#) than it was in 2023. In Colombia, it is [36 percent less](#). Despite this progress, the Amazon region still faces growing threats from forest fires, with alerts in the Amazonian region of Peru, Bolivia, and Brazil [79 percent higher](#) than average for this time of year. These fires contribute to a feedback loop, emitting carbon that fuels climate change which then produces the conditions necessary to start more fires, contributing to biodiversity loss and increasing the risks to IPs', ADPs', and LCs' territories.

Furthermore, understanding carbon markets continues to be top a priority for IPs, ADPs, and LCs in Latin America, as more projects are put into place and communities push for clarity on the process and impact of these projects on their territories and communities. The implementation of REDD+ projects has created deep divisions among some IP communities as documented cases in the Amazon region are beginning to show the impacts of carbon offset projects on the ground.

## Emerging Opportunities

The year 2025 presents a critical opportunity to position IPs', LCs', ADPs', and their women's collective tenure rights in international spaces and to advance the recognition of these rights at national levels. During the CBD CoP16 in October in Cali, Colombia, [crucial steps](#) were taken by the host country to recognize IPs as environmental authorities in their territories. They also pushed to recognize ADPs as rightsholders in the Convention on Biological Diversity, which gained momentum when the [OAS Permanent Council's Resolution](#) voted in favor, creating opportunities to increase pressure on other governments in Latin America to establish similar measures in conservation and rights-recognition at the upcoming UNFCCC CoP30 in Brazil.

Organizations in Latin America have their eyes set on UNFCCC CoP30 as a critical moment to advocate for their collective rights. While each organization will have their own advocacy plans, our regional coalition will develop a common agenda to strengthen advocacy efforts by uniting diverse actors around common goals. One priority area for the coalition will be positioning community conservation efforts as a missing piece in official government conservation actions. In 2025 RRI will convene coalition members to further define a roadmap to advance the recognition of community conservation categories within national conservation policies.

Following [RRI's June 2024 international event](#) with the Afro-descendant coalition, the Afro-descendant Summit, the resolution of the OAS, the CBD party's negotiations and joint statement published by Brazil and Colombia, and the support of the African Union, there is a great chance that ADPs' demands to be recognized as rightsholders with their own agenda and have the ability to be present in international spaces on conservation and climate change are achieved. These advances in the CBD will pave the way for recognizing ADPs in the UNFCCC and the entire UN Convention system.

RRI's Latin American coalition continues to be interested in understanding the long-term implications of carbon market mechanisms and how coalition members can protect their rights under the pressures of carbon market projects arriving in their communities. Positions and perceptions about carbon markets among IPs, LCs, and ADPs differ widely. To support the coalition with the tools and knowledge needed to safeguard their interests and rights, we will continue to leverage the [Land Rights Standard](#). Following a socialization process in 2024, RRI will continue to motivate communities and organizations to adopt the Standard and use it in their engagement with external actors.

In 2025 RRI will build on the momentum and energy of youth initiatives, especially the [2023 Youth Manifesto](#) and the training program on collective land rights developed with youth representatives in 2024. In 2025 the Latin America program will develop an updated training program and continue incorporating youth leadership and engagement in regional and global activities. Youth from Latin America and the Caribbean will also participate in the International Youth Summit happening in Asia in July to share experiences and contribute to defining RRI's global youth strategy.

RRI will continue its multifaceted approach to advance women's tenure rights and economic initiatives. Following case studies of Indigenous women's collective enterprises in [Colombia](#) and [Peru](#), published in 2024, and years-long support of women's economic initiatives in Mesoamerica with the Coordinadora de Mujeres Líderes Territoriales de Mesoamérica (CMLT), RRI is expanding engagement with women entrepreneurs. In 2025 coalition members in Latin America will build upon the existing connections

among grassroots women's groups and collective enterprises to exchange cultural practices and develop a roadmap to further strengthen their market presence.

The Latin America program has supported the identification, development, and coordination of IP, ADP, LC, and women-led projects under CLARIFI, providing funding to 47 projects in the region since 2022, 19 of which started in 2024. In 2024, under new BMZ funding, CLARIFI is supporting five projects in Latin America (Mexico, Honduras, Costa Rica, Colombia, and Ecuador) to secure IP, LC, and ADP land tenure rights; develop rights-based conservation and landscape restoration community-led initiatives; develop community forestry policy; and strengthen women's territorial governance and local economies.

Also in 2025, the Latin America and Rights and Livelihoods programs will collaborate to introduce RRI's work on Community Monitoring (CM) in the region by bringing the experiences and lessons learned from Liberia and Indonesia. An initial workshop will be held in Ecuador with ADP organizations from Ecuador and Colombia. Additionally, the Latin America program will collaborate with the Asia and Gender Justice programs to develop a bilateral peer learning exchange between the National Organization of Andean and Amazonian Women of Peru (ONAMIAP) and the National Indigenous Women's Federation (NIWF) in Nepal on issues related to women's organizational process, challenges, and strategies to strengthen women's rights-based agendas.

## Emerging Ideas and Priorities for 2025

- ▶ **Build a regional common tenure rights-based agenda for impactful advocacy in at least one major regional event (UNFCCC CoP30).** RRI's regional coalition will come together to establish linkages among the main points of the diverse agendas of IP, ADP, and LC organizations, women, and youth in the region. This common agenda, built with representatives of the different groups, will allow for more effective joint advocacy and will take advantage of opportunities in the region to position agendas in global and regional spaces such as the UNFCCC CoP30 in Brazil.
- ▶ **Conduct a study to characterize the type of interactions IP, ADP, and LC women's collective enterprises have with markets.** Building on RRI's 2024 case studies on Indigenous women's collective enterprises in Colombia and Peru that demonstrated the contributions of women's enterprises to the well-being of their families, local economies, and community development, RRI will conduct a new study to identify successful cases and lessons learned in marketing, financing, business models, and training for IP, ADP, and LC women entrepreneurs.
- ▶ **Organize exchanges for peer-learning among women to strengthen their interactions and commercialization strategies.** While taking into consideration the results of the characterization study, we will host a meeting with RRI coalition members on women's economic initiatives to generate a joint roadmap to strengthen these initiatives within the market through marketing and financing.
- ▶ **Organize a virtual meeting for coalition members to learn more about the mechanisms for the protection of territories, communities, and leaders at risk.** Collective protection strategies and mechanisms are a critical priority for coalition members given the high risks environmental leaders and communities face. Indeed, more than 80 percent of the killings of land and environmental leaders globally are from Latin America, which is a trend that continues to grow annually. RRI will organize an exchange of experiences for coalition members to learn strategies from one another and conduct a virtual training on the Escazú Agreement.
- ▶ **Implement a youth train-the-trainer program on land rights in 10 countries.** Following the updating of training modules on legal frameworks related to land rights in 2024, RRI will conduct a

train-the-trainer workshop for youth from 10 countries in Latin America, who will then bring what they have learned and share it with their communities.

- ▶ **Conduct a literature review on carbon markets in Latin America** in relation to the respect/violation of territorial rights and organize a workshop to discuss the study's findings in anticipation of UNFCCC CoP30.
- ▶ **Conduct a scoping analysis of existing GIS systems.** To assess the current state of the GIS systems developed and used by organizations in the coalition, RRI will conduct a scoping analysis to document their capabilities and management needs.
- ▶ **Expand peer learning exchanges among IP, LC, and ADP women to equip them with the knowledge and tools needed to advance their rights agenda at local and national levels.** Emerging from the [2024 WiGSA strategic meeting](#), a bilateral exchange between Indigenous women organizations in Asia and Latin America is planned for the first half of 2025 and will focus on shared experiences to overcome barriers women's organization often face and position their rights-based agenda vis-à-vis mixed organizations. This bilateral exchange will strengthen advocacy on multiple levels and ensure that RRI is responsive to the needs and priorities of IP, LC, and ADP women at local levels while aligning advocacy efforts at the global level. This activity will be developed in collaboration with the Gender Justice, Asia, and Latin America programs.
- ▶ **Support IP and LC women's local economic initiatives in Mesoamerica.** RRI will continue to support at least two women's strategies related to food security and local economies in Mesoamerica.
- ▶ **Generate new quantitative and qualitative data supporting the ADP movement.** We will produce an analysis of the status of the recognition of ADPs' territorial rights in new countries and collective oceanic rights over maritime territories, continue mapping maritime territories, and support various GIS training initiatives.
- ▶ **Strengthen existing regional communications platforms to improve information sharing.** Currently many coalition members produce and have access to important information but face challenges in communicating amongst each other. RRI will support a regional effort to disseminate information through existing communications platforms and strengthen advocacy efforts and improve access to and utilization of tools and resources by a broader number of IP, ADP, and LC organizations and their members as opposed to a limited group of leaders.
- ▶ **Advance community rights-based conservation approaches** by recording experiences in biodiversity conservation and climate change mitigation and applying a gender and intergenerational perspective, including the status of IP and LC tenure rights in maritime territories, to influence UNFCCC CoP30.
- ▶ **Produce a roadmap to position IP, ADP, and LC conservation categories.** Despite the growing demonstration of IP, ADP, and LC contributions to biodiversity conservation and climate change mitigation, their conservation strategies are not yet recognized, valued, or supported at scale, and national and international organizations continue to impose conservation categories and schemes without the consent or participation of the peoples and communities that inhabit strategic biodiverse areas. RRI will organize a dialogue among IP and ADP organizations to revise their strategies on conservation categories and territorial recognition to enable the creation of a roadmap to position IP, ADP, and LC conservation categories in decision-making spaces at the national, regional, and global levels to effectively advance rights-based conservation approaches, including at the IUCN World Conservation Congress in Abu Dhabi in 2025 and at CBD CoP17 in 2026.

# Risks and Mitigation Strategies

Key Program Risks	Impact if it Occurs	Mitigation Strategies or Contingency Plans
Land dispossession: local and national policies favoring extractive economies, illegal mining, fires, etc.	Medium (challenging, but workable)	RRI will leverage its network of IP, ADP, and LC grassroots organizations, NGOs, and communications organizations focused on defending land rights.
LA accounts for 85 percent of global murders of land and environmental defenders. According to Global Witness (2023), 70 percent of these murders occur in Brazil, Colombia, Honduras, and Mexico.	Medium (challenging, but workable)	RRI will organize meetings with coalition members to raise awareness of mechanisms for the protection of land and environmental defenders.
Authoritarianism in some countries has created challenges for civil society and threatens the actions of grassroots organizations.	Medium (challenging, but workable)	RRI will work with organizations and their allies to find paths for implementing their rights-based agendas; for example, by working with sub-national public institutions in countries where the national government is more hostile to civil society.



# Africa

*RRI's Africa Program will focus on supporting land rights reforms and advocacy in the Congo Basin (mainly in the Democratic Republic of Congo, Republic of Congo, and Gabon); Liberia; East Africa (mainly Kenya, Uganda, and Tanzania); and Madagascar.*



Democratic Republic of the Congo, Congo Basin.  
2024. Photo by EnviroNews DRC for RRI.

## Current State of Play

According to RRI's 2023 flagship report [Who Owns the World's Land?](#) IPs and LCs claim ownership to approximately 80 percent of the total land mass of Africa, but only 15 percent of these lands are formally recognized. This same report found that between 2015 and 2020, Sub-Saharan Africa witnessed the most notable acceleration of legal recognition of community land rights of any region, with the total area owned by IPs and LCs increasing by 12 percent (a gain of 35 million hectares). The potential to secure more community lands is even greater if existing laws are fully implemented.

The implementation of the Kunming-Montréal Global Biodiversity Framework, in particular Targets 2 and 3, are a priority in Africa where countries are passing various reforms, including the recognition of Other Effective area-based Conservation Measures (OECMs), to meet their climate and biodiversity commitments. Coalition efforts continue to promote and protect community-conserved areas as a rights-based conservation alternative to state-protected areas. The continent has an abundance of resources and opportunities and is in a key period of energy transition, biodiversity conservation, and the fight against climate change. As a result, it is witnessing increased conflicts over the control of natural resources and conservation efforts.

Carbon markets, often promoted by the West to incentivize emission reductions through afforestation and renewable energy projects, are a cause for concern in Africa because of land grabbing and the exploitation of communities, worsened by the lack of adequate legislation on carbon in most countries. Furthermore, being the youngest continent with an estimated 60 percent of the continent's population under 35, the demand for access to land, resources, and development opportunities by youth remains a critical issue.

Despite increasing conflicts and challenges, Africa remains a priority region for philanthropic donors, mainly in the Congo Basin which is the principal destination for major land-based investments. The continent now has unprecedented opportunities to secure the full recognition of the collective rights of IPs and LCs, especially in relation to the ongoing land reforms in several countries. More specifically:

### The Congo Basin

- ▶ Several key reforms are underway in **the DRC**: the 2023 law on carbon credit sales; the 2022 [law on the promotion and protection of the Indigenous Pygmy Peoples](#); the 2023 [draft land-use planning bill](#); community forestry expansion; and the development of a land plan with measurable objectives. The Land Information System (SIF) is being implemented across Decentralized Territorial Entities (ETDs) alongside forest policy and conservation strategies for protected and non-protected areas. An amendment to the national conservation law (Law 014/003) has been introduced to include OECMs and free, prior and informed consent (FPIC). The DRC government and the Central African Forest Initiative (CAFI) signed a second agreement worth US\$500 million to place millions of hectares of forestlands under community management by 2030. Ongoing Bezos Earth Fund-supported initiatives and new RRI grants from the Swedish Embassy and CAFI offer strategic opportunities to implement reforms, secure community rights, and promote conservation and livelihoods.
- ▶ After the 2023 state coup, **Gabon** adopted a new Constitution on November 16, 2024, cementing the country's aim to redefine its legal framework. This change provides path-breaking opportunities for progressive reforms in several sectors, including land, forest, conservation, and sustainable development. Ongoing [CLARIFI-supported initiatives](#) are influencing reforms, particularly climate

policies, land-use plans, and community forestry with the aim of amplifying community contributions to national conservation efforts while enhancing IP and LC rights.

- ▶ In the **Republic of Congo**, although strategic legal reforms are progressing slowly, the existing framework and government priorities to tackle climate change through resilience and the restoration of degraded land provides a range of opportunities to secure and conserve community land in line with OECMs and other rights-based approaches to conservation. The country will host the first-ever Global IP Summit of the three basins (Congo, Amazonia, and Mekong-Borneo) in March 2025, offering a strategic advocacy opportunity for IP and LC rights. Ongoing [CLARIFI-funded activities](#) in the country are also being leveraged to ensure the implementation of community rights in line with the 2011 IP Law, and to promote community conservation by mapping community forestlands and supporting climate-resilient agriculture.
- ▶ In the **Central African Republic**, several reforms are ongoing but progressing more slowly than in other countries. This is primarily due to limited technical and funding resources and political tensions. The CLARIFI-supported initiative currently ongoing in the country will continue to support the implementation of community forestry; the restoration of degraded land; and the promotion of the livelihoods of IPs and LCs, including pastoral groups.
- ▶ The adoption of the [new forest regulation](#) in **Cameroon** is also opening the door for RRI's comprehensive re-engagement and is a strategic opportunity to support the implementation of policies that protect community land rights and promote sustainable forest management.

## Madagascar

In **Madagascar**, an energy and water crisis worsened by climate change and aging infrastructure is causing economic disruptions and increasing social unrest, [prompting the government](#) to address the crisis. In October 2024 the government presented Phase II of the National Land Program to strengthen land security and management, supporting the 2015 land policy that recognizes community land rights and fosters dialogue on land governance. Despite legal recognition, IPs like the Mikea continue to face insecure land tenure. Decentralized land management has led to land allocations to private companies without FPIC which undermines local decision-making and disproportionately affects women and youth. Protected areas created for carbon credit projects, such as those managed by Rio Tinto QMM, have reduced communities' food production and access to forest products, worsening food insecurity and poverty.

## East Africa

In 2024 the **Kenya** GDP growth rate slowed to 3.6 percent, influenced by the lingering effects of severe drought conditions, elevated commodity prices, and tighter global monetary policies. Kenya's development ambitions in infrastructure, green energy, and agribusiness are placing significant pressures on community lands as the country strives to achieve middle-income status by 2030. Despite the legal recognition of community land rights in the 2010 Constitution and 2016 Community Land Act, weak implementation and lack of political will are continuing to cause injustices against communities. Kenya's carbon trading initiatives, introduced in the 2016 Climate Change Act, are accused of causing land grabbing and the exploitation of communities.

In 2025 there will be an opportunity to assess and strengthen ongoing CLARIFI-supported initiatives in Kenya, **Uganda**, and **Tanzania**, focused on advancing pastoralists' rights, management, and governance, with an emphasis on women's inclusivity. Securing community tenure rights is crucial for realizing the

environmental, social, and economic benefits of pastoralism. The RRI coalition's efforts will continue to focus on securing land tenure, enhancing governance, promoting rangeland restoration, supporting community-led economies, and preparing for global discussions in the lead up to the UN's International Year of Rangelands and Pastoralists in 2026.

## Liberia

Since October 2023, Liberia's new president has been appointing leaders to the Liberia Land Authority (LLA) and pushing for the implementation of the 2018 Land Rights Law. This progressive law provides a historic opportunity for communities to assert control over their customary land and engage with the government and private sector on equal footing. It recognizes the customary land rights of rural communities, including women, and mandates FPIC for activities taking place on community lands. However, despite the completion of regulations, there are still delays in the issuance of land deeds and the adjudication of boundary disputes. Some of the ongoing challenges in the country include slow land formalization, limited capacity within both the government and communities, and the risk of land being turned into concessions or protected areas.

The National Oil Palm Strategy and the five-year National Action Plan on Business and Human Rights present significant opportunities for communities to benefit from reforms in the oil palm sector, but the combination of weak engagement with national-level stakeholders and lack of funding are proving to be major obstacles to the implementation of these strategic tools. The government is conducting opaque discussions with some private companies about a carbon credit project, which may sign away millions of hectares of community lands for 30 years. This threatens the livelihoods of millions of IPs and LCs, and would extinguish community land ownership in targeted areas and violate community rights to FPIC.

### **To respond to opportunities and challenges in the regional context, the following strategies are priorities for the African coalition in 2025:**

- ▶ In collaboration with the African Land Policy Center of the Africa Union and the Sierra Leone Land Authority, the RRI coalition and the African Land Institutions Network (ALIN) will host its fifth regional conference in Sierra Leone to strengthen the implementation of collective land rights across the continent.
- ▶ The coalition will continue to support the implementation of CLARIFI activities in the Congo Basin, East Africa, and across the continent. In addition to national and regional-level advocacy and multi-stakeholder engagement, the implementation of CLARIFI-funded projects will continue to help scale up direct access to funding for local organizations (including women and youth); increase the recognition of IPs' and LCs' land and resource rights; and strengthen community-led conservation and livelihoods. In particular, our work on pastoralism in East Africa will inform a forthcoming study led by RRI's Tenure Tracking program on pastoralists' and other mobile peoples' tenure rights.
- ▶ The coalition will facilitate knowledge-sharing through the release of a critical analysis on community-led conservation in Africa. It will build on the [final communiqué](#) from [Africa's first-ever Community-led Conservation Congress](#), held in October 2023 with the Alliance for Indigenous Peoples and Local Communities for Conservation in Africa (AICA), and follow up with actions agreed upon at the recent regional workshop on carbon markets held in Madagascar in October 2024.
- ▶ The [Declaration](#) and [Roadmap](#) from the [First Forum of Indigenous and Local Community Women in Central Africa and the Congo Basin](#) held in Brazzaville, Republic of Congo in May 2023—a collaboration between RRI and REPALEAC—as well as other key engagements with strategic actors will be leveraged

to achieve the desired outcomes of ongoing and future CLARIFI projects and strengthen communities' capacities to directly access and effectively manage climate, forest, and conservation funding.

- ▶ We will support the Global Alliance of Territorial Communities (GATC) via REPALEAC to host, for the very first time, the Global IP Summit of the three basins (Congo basin, Amazonia, and Mekong-Borneo) to devise common advocacy and action strategies to defend their forests, rights, and lives. Outcomes from the summit will contribute to RRI's overall UNFCCC CoP30 strategy.
- ▶ Leveraging [Our Call to Action](#), the [Women in the Global South Alliance](#) (WiGSA), and REFACOF's capacities—while taking advantage of the upcoming Global IP Summit of the three basins—the coalition will strengthen advocacy for policy reforms that secure women's rights at national and regional levels. This includes organizing a women-led pre-summit in March 2025 in Brazzaville, Republic of Congo, prior to the Global IP Summit.
- ▶ The coalition will support youth movements at all levels to enable and strengthen their participation in decision-making processes to influence reforms on land rights, climate change, and conservation. By leveraging the power of the coalition and data, we will create RRI's Africa youth strategy. In particular, youth within existing RRI partner and collaborating organizations will be supported to participate in RRI's International Youth Summit taking place in Asia in July 2025.

## Workplan for 2025

### At the regional level

- ▶ We will organize the Fifth Regional Conference of National Land Institutions on Securing Community Land Rights in Africa (ALIN) in Sierra Leone. This conference will directly contribute to strengthening the implementation of collective land rights across the continent with the influence of IP and LC organizations.
- ▶ A regional virtual event will be organized to launch and share the key findings of the Africa community conservation report. A product of local collaboration and sharing, the report will showcase community conservation success stories, thus comforting local capacities and actions.
- ▶ IPs, LCs, and women organizations will be supported to participate in the Global IP Summit of the three basins in Brazzaville, Republic of Congo, as well as at other global convenings related to conservation and climate such as at UNFCCC CoP30 in Brazil. A women-led pre-Global IP Summit gathering will also be organized to strengthen women's participation at the summit. This convening will help build capacities and strengthen the voices of women in global discussions.

### DRC

- ▶ Direct support will be provided to IPs, LCs, and their women's organizations to protect their rights, promote their conservation models, strengthen local livelihoods, and expand local capacities through CAFI, Swedish Embassy, and CLARIFI grants.
- ▶ Various community-led initiatives, in coordination with government actors, will be supported for the betterment of conservation outcomes, tenure security (via the implementation of the land information system), community forestry, ecosystem restoration, and local livelihoods.

### Kenya

- ▶ We will support collaborators' direct engagement with government and other key actors to strengthen the tenure security and IPs and LCs by advocating for the legal recognition of FPIC to ensure community voices are central in land governance matters, including the implementation of the 2016 Community Land Act

and in biodiversity conservation. Capacity-building initiatives to strengthen coalitions, facilitate multi-actor dialogues, build community governance institutions, and map and register community lands to secure land rights and promote community conservation and sustainable community livelihoods will be supported.

## Liberia

- ▶ We will provide continuous support to the CSOs working on land issues and the Oil Palm Working Group to increase awareness of the 2018 Land Rights Act, the National Oil Palm Strategy, and the National Action Plan on Business and Human Rights.
- ▶ We will support collaborators to conduct multi-stakeholder engagements, strengthen community conservation, and enhance their understanding of carbon trading and how to protect their rights.

## Madagascar

- ▶ We will strengthen local land governance, with a focus on enhancing legal frameworks, integrating customary land rights into reforms, and strengthening engagement and coordination between organizations and government institutions in the implementation of phase two of the country's National Land Program.
- ▶ We will provide direct support to local communities for capacity-building, including training on sustainable land management, defending land rights, and conflict resolution actions, with an emphasis on the importance of FPIC and gender.

## Risks and Mitigation Strategies

Key Program Risks	Impact if it Occurs	Mitigation Strategies or Contingency Plans
There is a rise in repressive measures by governments in the region, resulting in diminished civic spaces, a rollback of rights (including issues related to carbon offsetting schemes and the eviction of communities from their lands), and the criminalization of land rights defenders.	Medium	We are supporting capacity-building and mobilizing stakeholders committed to tackling legal challenges and safeguarding land rights defenders at both local and national levels.
Constant involvement of government administration and the lack of capacity of decentralized administration entities are holding back reforms and the implementation of legislation.	Medium	We will support media dissemination of all advocacy processes targeting reform, which will provide a basis for re-launching discussions with new appointees. Collaborative approaches, such as teamwork and capacity-building, will be cross-cutting.
Political instability threatens CSO involvement. Some countries are going through a period of political instability with scheduled elections and others are experiencing tensions within government institutions or security. This situation engenders a climate of mistrust and uncertainty, which can dissuade CSOs from actively engaging in advocacy and community action.	High	We will help strengthen CSO networks by building strong alliances between CSOs and creating spaces where they can share resources and information. We will support awareness-raising and advocacy by informing political decision-makers about the importance of civic engagement and CSO rights.

# CLARIFI

*Results from 34 completed projects to date demonstrate new government recognition of Indigenous governance and granting of community forestry concession titles, with 655,000 new hectares mapped and delimited through participatory processes. CLARIFI has successfully supported 100 projects so far, with tailored assistance to 68 locally-led organizations in 25 countries.*



Participants of a training workshop on Early Warning and Action System in Bajo Quimiriki, Peru. Photo by AIDESEP, Peru for RRI

## Current State of Play

In recent years, global attention and funding for IPs, LCs, and ADPs has surged, particularly around land tenure and forest stewardship. What sets The Community Land Rights and Conservation Finance Initiative (CLARIFI) apart from other funding mechanisms is its broad focus, scale, and holistic approach across all ecosystems. Building on RRI's 20 years of experience in grantmaking, and Campaign for Nature's advocacy for rights-based conservation, CLARIFI represents the next generation of an Indigenous-led movement trying to halt biodiversity loss and combat climate change while supporting the rights of over 1.8 billion Indigenous and local peoples. CLARIFI's work goes beyond project-based support to foster long-term community and organizational resilience. However, challenges and opportunities continue to shape its landscape.

## Increased Funding with Limited Systemic Change

The last few years have seen an increase in funding for collective tenure rights, primarily in the context of climate and biodiversity conservation. Despite this increase, there is no evidence of a systematic shift in how funding is delivered to rightsholder-led organizations. Most funds continue to be funneled through intermediaries, and only a small fraction reaches the communities themselves in a direct or flexible form.

- ▶ **Implications for CLARIFI in 2025:** CLARIFI's fundraising strategy will need to focus on mobilizing \$33M by 2025 from both public and private donors; directly supporting rightsholder organizations; and scaling up rightsholder-led funding mechanisms. Our aim is to support community organizations, emerging regional funding mechanisms, and women- and youth-led groups aligning with CLARIFI's priorities. CLARIFI will advocate for direct, fit-for-purpose funding, guided by the broader Shandia vision.

## Emergence of Rightsholder-led Funding Mechanisms

Since 2020, there has been a rise in rightsholder-led and governed funding mechanisms designed to meet the demand for community-driven support. These mechanisms have struggled to secure sufficient resources to meet the scope of opportunities for securing land rights and conserving tropical forests. The funds available often fall short of the immense need, limiting the capacity of Indigenous and community organizations to respond to conservation challenges.

- ▶ **Implication for CLARIFI in 2025:** CLARIFI must continue to advocate for and develop mechanisms that allow for more direct, flexible funding for rightsholder organizations. This includes expanding partnerships with rightsholder-led funds, which will be pathways to ensure funds reach local communities more directly.



## The 2025-2030 Forest Tenure Funder Group Pledge and New Funding Opportunities

The development of a COP30 Pledge by the Forest Tenure Funders Group (FTFG) signals renewed donor commitment toward Indigenous local community forest guardianship. This pledge is expected to provide a significant boost in funding during the 2025-2030 timeframe, positioning rightsholder organizations as central actors in climate and biodiversity conservation efforts. However, many of the strategies for this funding will still need to be shaped in terms of its accessibility to rightsholder organizations and its alignment with their priorities.

- ▶ **Implication for CLARIFI in 2025:** CLARIFI should actively engage with the FTFG and other donor coalitions to ensure that the pledge is structured in a way that makes funds more accessible to IP, LC, and ADP organizations. This includes RRI's work with the Path to Scale on campaigning for a stronger, more equitable fund-based funding pledge at CoP30 (#ThePledgeWeWant campaign). The Path to Scale Initiative, coordinated by RRI and the Tenure Facility, is a network of donors, intermediaries, and rightsholders focused on scaling up support for collective tenure rights. One of its main goals is to mobilize US\$10 billion for these efforts by 2030.

## Opportunities Under the Kunming-Montreal Global Biodiversity Framework

The Kunming-Montreal Global Biodiversity Framework (GBF) adopted in 2022 set a target for conserving at least 30 percent of the world's lands by 2030, explicitly recognizing the role of Indigenous and traditional territories. This commitment represents a major step forward in integrating IPs, LCs, and ADPs rights into global conservation strategies. However, achieving this target in a manner that respects customary land rights remains a critical challenge, particularly in countries where large areas of community lands remain unrecognized.

- ▶ **Implication for CLARIFI in 2025:** CLARIFI should prioritize projects that align with the GBF's 30x30 target, addressing the complex dynamics of territorial rights across diverse ecosystems while supporting the self-determined priorities of communities. These initiatives—spanning local, national, regional, and global scales—have far-reaching impacts on both conservation and climate action. They are deeply informed by the consultation processes, convenings, and analytical contributions of the RRI coalition. The overarching goal is to ensure that conservation efforts respect and strengthen land tenure rights, particularly in countries with significant unrecognized territories. This includes advocating for legal reforms and scaling up support for community-led conservation initiatives.

## Underfunding of Women's Rights and Leadership

Despite the crucial role Indigenous and community women play in forest guardianship, food production, and cultural preservation, their work continues to be severely underfunded. This underfunding not only limits their economic empowerment, but also undermines broader conservation efforts, as women are key to implementing and sustaining community-led environmental initiatives.

- ▶ **Implication for CLARIFI in 2025:** Gender equity can be a core focus of CLARIFI's 2025 workplan. This includes integrating women's leadership into all strategic outcomes, particularly by supporting initiatives that enhance women's roles in land governance and conservation. CLARIFI can continue to partner with women-led organizations, ensuring that projects are designed with a gender-responsive approach.

## Disparities in Funding for Afro-descendant Peoples

Afro-descendant Peoples in Latin America and the Caribbean have historically received a disproportionately small share of rights and conservation funding despite the ecological importance of their territories. Afro-descendant communities are often located in regions critical to biodiversity conservation and climate resilience, yet they face unique structural inequalities that limit the recognition of their land rights and access to resources.

- ▶ **Implication for CLARIFI in 2025:** Addressing this imbalance can be a key priority for CLARIFI. The program could focus on expanding support for Afro-descendant communities by increasing targeted funding and ensuring their inclusion in major conservation and climate initiatives. This would involve building partnerships with regional organizations and coalitions to elevate the voices of Afro-descendant leaders and secure more equitable funding.

To respond to the challenging, evolving global context, CLARIFI must continue to push for systemic changes in how funding is structured and delivered to rightsholder organizations, while expanding its efforts to mobilize new resources. By focusing on direct funding mechanisms, gender equity, and inclusive conservation strategies that respect land tenure, CLARIFI can play a pivotal role in advancing rights-based approaches to conservation and climate action.

## Emerging Ideas and Priorities

### 1. Mobilize \$33M of funds from targeted public and private donors.

With the Bezos Earth Fund (BEF) grant ending next year, targeted and aggressive fundraising will be essential to sustain the momentum built through BEF projects. The strategy must not only maintain and grow programmatic funding, but also engage new donors and secure unrestricted or flexible funding to reduce dependency on large donors and provide more stable funding streams. CLARIFI will focus on RRI's strategic geographic areas—Southeast Asia, the Congo Basin, Eastern Africa, the Amazon Basin, and Mesoamerica—while addressing a variety of ecosystems, including tropical forests, dryland forests, and mangroves. The fundraising efforts will also prioritize the six thematic areas aligned with community-led priorities, with a particular focus on supporting women- and youth-led initiatives. This approach will ensure the continued impact and sustainability of CLARIFI's work across diverse regions and ecosystems. The priorities related to this will include:

- ▶ Implementing a multi-pronged fundraising strategy that targets both existing and new donors, focusing on building relationships with foundations, government agencies, and private sector partners interested in biodiversity, climate, and rights-based conservation.
- ▶ Developing a program strategy that outlines the core strategies and targets for funding with additional support.

- ▶ Evolving CLARIFI's communication strategy to focus on storytelling and contextualizing outputs and outcomes to reflect changes on the ground.

## 2. Focus on quality over quantity when supporting existing and new grantees.

While increasing the number of projects is important, CLARIFI's focus should shift towards ensuring that the quality, impact, and sustainability of the projects it funds are prioritized over the quantity of projects that are funded. This approach will ensure that each project is aligned with strategic goals, maximizes community impact, and is implemented effectively. As CLARIFI enters the next phase, it aims to support both **existing grantees**—helping them build on successes—and **new grantees**, ensuring a balanced, high-quality project pipeline. This requires scaling up the capacity of existing grantees while also identifying and supporting new, impactful projects. The learnings from the pilot phase should inform the development of this refined approach. One report outlining our lessons learnt from the piloting phase and three learning convenings will be planned in 2025 to give our partners the opportunity to share and learn about the challenges and opportunities of implementing direct funding.

The priorities related to this will include:

- ▶ Enhancing CLARIFI's project sourcing and partner engagement processes, ensuring a steady pipeline of high-impact projects that are ready for funding and implementation.
- ▶ Ensuring that CLARIFI's funding pipeline continues to support a balance of projects, focusing on deepening engagement with existing grantees who have demonstrated progress and capacity, while selectively bringing on new grantees that align with its strategic priorities.
- ▶ Instead of focusing on the sheer number of projects, the priority will be to develop and support a pipeline of high-quality, impactful projects. This includes strengthening project designs, increasing grantee capacity, and ensuring projects are tailored to community needs and scalable outcomes.
- ▶ Developing CLARIFI's framework for capacity strengthening for grantees. Three learning exchange events will take place in 2025 and a results report will be produced to highlight results, lesson learned, and direct access to funding principles and guidelines.

## 3. Implement CLARIFI with fit-for-purpose governance and operational models that are in alignment with a new legal structure and RRG structure

Establishing a robust and transparent governance structure to establish CLARIFI's new legal entity within RRI is critical to ensuring that CLARIFI can operate with the autonomy and flexibility needed to pursue its mission. A well-defined legal and governance model will ensure accountability, promote strategic decision-making, and enhance the organization's credibility among donors and partners.

The priorities related to this will include:

- ▶ CLARIFI and RRI leadership will collaborate closely with the Steering Committee and the RRG Board to finalize and adopt legal and governance models that reflect CLARIFI's new legal structure. The model will outline roles and responsibilities, decision-making processes, and performance oversight mechanisms that align with best practices in non-profit governance and operations.

- ▶ Developing and implementing a shared services agreement between CLARIFI and RRG that delineates the operational responsibilities and cost-sharing arrangements. This agreement will ensure both organizations can maximize efficiency while maintaining their distinct missions.

#### 4. Strengthen CLARIFI's operational model

CLARIFI's operational capacity must expand to manage an increasing volume of projects. Recruiting key personnel in project management, administration, and finance will prevent overburdening existing staff and will ensure operational efficiency. The priorities related to this will include:

- ▶ Prioritize the recruitment of additional staff in critical areas (e.g., administrative support, regional facilitators, communications support), ensuring that CLARIFI as a new legal entity can effectively scale its operations without sacrificing project quality or team well-being. Therefore, it will develop its approach to capacity building and accompaniment of grantees and identify the staff/ capacity needs to implement that approach.
- ▶ Ensure that CLARIFI's operational model aligns with the new legal structure and mission, it will ensure that grantmaking processes are clear, consistent, and adaptive, which are essential components for supporting a diverse range of rightsholder organizations. By refining these procedures, CLARIFI can test and refine its evolving fit-for-purpose model around grantmaking, MERL and capacity building.
- ▶ Pilot CLARIFI's grantmaking procedures in select regions to test their effectiveness, identify potential bottlenecks, and refine processes to better align with rightsholder needs.
- ▶ Refine and implement our MERL framework, ensuring its alignment with our theory of change (ToC) and grantmaking procedures, and tailoring it to the unique needs of rightsholders' projects. This will also involve testing the working draft of the ToC across different regions to ensure that its assumptions and pathways to impact are valid and reflect the needs of the communities we serve.

### Risks and Mitigation Strategies

Key Program Risks	Impact if it Occurs	Mitigation Strategies or Contingency Plans
Compliance processes and donor/IRS requirements limit the flexibility of funding approaches that can easily be undertaken by RRI. The desire to offer fit-for-purpose funding is strongly counterbalanced by the need for ensuring compliance, documentation, and oversight – at times limiting our ability to fund in less restrictive ways.	High	<ul style="list-style-type: none"> <li>▶ Active integration of the RRG finance and administration team in developing new fit-for-purpose administrative approaches.</li> <li>▶ Inclusion of M&amp;E in fit for purpose administrative approaches.</li> </ul>
CLARIFI causes unintended negative consequences for RRG's other activities such as regular country programs.	High	<ul style="list-style-type: none"> <li>▶ RRG's work planning and staffing choices will aim to limit the additional burden placed on RRG staff.</li> <li>▶ Recruitment of new CLARIFI staff to lead its implementation.</li> <li>▶ Regular monitoring and reporting to RRG staff of CLARIFI's status and projects.</li> <li>▶ Legal advice sought as needed.</li> </ul>

Failure to secure sufficient funding to uphold its proposed mission and commitments.

Medium

- ▶ Active fundraising by the president of RRG, CLARIFI director, and Steering Committee members.
- ▶ Careful and thoughtful allocation of existing funding.
- ▶ Clear messaging to donors about the pipeline of demand.
- ▶ Establishment of CLARIFI as a subsidiary of RRG with a separate legal entity following the pilot phase.
- ▶ Proactive advertisement of CLARIFI's added value in terms of its fiduciary function and its pro-active support to and complementarity with rightsholder-led financial mechanisms.

# Thematic Programs



West Papua,  
Indonesia.

# Rights, Climate and Conservation

*The Rights, Climate and Conservation Program engages in research and dialogue with international climate instruments and policymakers to ensure that rights are not just included as a safeguarding measure to prevent human rights violations but embraced as a key solution.*



Tamblingan, Bali, Indonesia. September, 2023.  
Photo by Santhi Wijaya and Gede Sughiarta, for RRI  
and Badan Registrasi Wilayah Adat (BRWA)

## Current State of Play

With the 2025 COP30 fast approaching, IPs, LCs, ADPs, and their allies will need to strategically collaborate to mobilize around climate finance, climate adaptation, the implementation of climate goals/targets, and the operationalization of the Loss and Damage Fund to ensure communities are at the forefront of these discussions. COP30 marks the five-year point for when emissions must be cut in half and the UN Sustainable Development Goals must be achieved. It will also serve as a critical milestone to hold policymakers accountable as countries develop and submit their new Nationally Determined Contributions (NDCs) in time for COP30, ensuring they are aligned with the 1.5°C goal.

Across the world, IPs, LCs, ADPs—and the women within these groups—face increasing pressure regarding engaging in nature-based solutions for the climate and biodiversity crises. By themselves, the fulfillment of NDCs to support climate change mitigation will nominally require: more than [900 million hectares of land](#) to support enhanced carbon sequestration activities; 30% of the world's lands and marine areas be placed under conservation management by 2030; and, despite challenges in demonstrating social and environmental integrity, private sector reliance on [voluntary markets and land-based offset schemes](#), which are only expected to grow in the coming years as emissions continue to rise and biodiversity continues to be lost at unprecedented rates.

Communities are confronted by limited long-term financing options and the failure of developed countries to honor their financial pledges to the Global South. As such, the potential of nature-based solutions to generate long-term financing is an area of growing interest amongst rightsholders. Unfortunately, few communities hold the necessary technical and/or legal knowledge to negotiate fair and transparent agreements, anchored robust safeguards, fair compensation, the equitable sharing of benefits, and the protection of resource rights and traditional livelihoods. In a context where voluntary markets are largely unregulated and governments routinely sign bilateral agreements with little or no consultation with affected communities, efforts to ensure high integrity have yet to translate into better outcomes for affected communities. Rightsholders are largely left on their own when it comes to negotiating complex agreements, marked by highly technical language that further reinforces power and information asymmetries. This lack of legal, technical, and commercial advisory support extends from the design and planning phase of projects through the implementation and monitoring phase, leaving communities without access to justice, and making them vulnerable to rights violations.

Additionally, while case studies and anecdotal evidence is frequently cited around the positive and negative impacts of carbon market initiatives, a systematic analysis of jurisdictional and project emission reduction schemes across the regions where they operate is still needed to better understand how communities are affected by carbon market initiatives. With the recent growth in biodiversity credit markets, which are [expected to reach \\$160 billion by 2030](#), it's crucial to implement a similar analysis of their potential impacts on the territories they operate in, and their ability to meet high integrity objectives through learning from past mistakes and the best practices of carbon markets in order to avoid recreating the same flawed frameworks.

The adoption of the Global Biodiversity Framework (GBF) in 2022 opened new opportunities and risks for ensuring that its target to effectively conserve 30% of areas by 2030 is met while keeping with rights-based approaches to conservation. However, many states still lack the necessary national legal frameworks to perform successful, community-led conservation and to include community conserved areas in their GBF



Target 3 accounting. [More than 85% of parties](#) missed the COP16 deadline to submit their updated National Biodiversity Strategies and Action Plans (NBSAPs) in alignment with the GBF. With COP16 framed as the “People’s COP,” it remains to be seen to what extent states will take a human-rights-based approach in their new NBSAPs and center IPs, LCs, and ADPs as leaders and partners in addressing the biodiversity and climate crises.

Analyzing key opportunities and threats around community experiences with carbon markets, as well as legal and technical support to communities around carbon market initiatives, emerging biodiversity credit schemes, and legal and policy frameworks for community-led conservation will advance RRI’s strategic objective to support IPs’, ADPs’, and LCs’ struggle for their rights and self-determined priorities. RRI will mobilize key constituencies and leverage networks, data, and tools to drive support for community land tenure, governance, rights-based conservation, and self-determination.

## Emerging Ideas and Priorities

### 1. Scale up survey of community experiences with carbon market initiatives

To understand the experiences of rightsholders impacted by carbon market initiatives, the Rights, Climate and Conservation (RCC) program developed and piloted a survey in 2024 to understand community perspectives on both the positive and negative impacts of carbon projects in Guatemala and Paraguay. The RCC program plans to update the survey based on the pilot, and scale up the survey with communities across Latin America, Africa, and Asia in 2025. The program will develop a data-driven report of community experiences with jurisdictional and project emission-reduction schemes to share lessons learned and best practices with market actors including voluntary carbon market standards, project developers, Integrity Council for the Voluntary Carbon Market, donors active in this space, supporting multilateral institutions, and affected communities and their allies.

In addition to capturing community experiences, the analysis will seek to understand the informational, financial, legal, and technical capacity gaps that communities have. While select case studies and anecdotal reports on the impacts of carbon market initiatives on communities exist, a comprehensive, qualitative analysis is still needed to understand the global state of play and the extent to which market-based investments are achieving their purported integrity standards. This report is all the more important with the interest and investment in carbon markets projected to increase with [Article 6](#).

### 2. Pilot the Land Rights Standard workshop with rightsholder communities

In 2024, the RCC program developed a new workshop curriculum for Indigenous, local, and Afro-descendant communities to raise their awareness and understanding of the Land Rights Standard, its 10 principles, and how they can use it to advance their self-determined priorities. The RCC team will pilot the workshop in Colombia in 2025 in coordination with the RRI Latin America team, and develop lessons learned and ideas for how the standard can support community objectives. RRI aims to scale up the pilot workshop after 2025 with other communities in Latin America, Asia, and Africa to provide communities with a stronger understanding of the standard as a negotiation and advocacy tool. By using the standard in their advocacy work, communities will build bottom-up pressure on non-state actors, like conservation NGOs and investors, to adopt the standard themselves and incorporate its principles into their systems. This will help the non-state actors to better respect the rights of Indigenous, local, and Afro-descendant communities in their investments and activities.

### **3. Scale up the carbon market workshop for rightsholder communities**

In response to the high demand for capacity building around carbon markets from the RRI coalition, the RCC program developed and piloted a carbon market training for rightsholder representatives from across Africa. Building on the experience from the pilot and integrating emerging regional concerns and priorities (identified through participant surveys), the RCC program will replicate the workshops in Asia and/or Latin America to strengthen rightsholders' understanding of carbon markets, which will support their self-determined priorities. Opportunities for engagement are to be determined in collaboration with regional programs in light of the demands from partners and collaborators.

### **4. Finalize the study on the legal and policy frameworks needed for rights-based conservation**

In 2024, the RCC program and the Tenure Tracking team collected extensive data on existing national legal frameworks and NBSAPs across 30 countries in Africa, Asia, and Latin America to assess gaps and opportunities for community-led conservation efforts. Additionally, RRI partnered with the Forest Peoples Programme (FPP) and the ICCA Consortium to develop case studies around community conservation. In 2025, the RCC team will continue this research and evaluate the newly updated NBSAPs and targets submitted for COP16 to assess their alignment with the GBF and rights-based approaches to conservation. Using the 2024 and 2025 data, RRI, FPP, and the ICCA Consortium will develop a report on pathways for community-led conservation across 30 countries, sharing recommendations for state and non-state actors leading national and international conservation agendas to address framework gaps, as well as lessons learned from community experiences.

### **5. Coordination and advocacy on market-based interventions to inform international standards and guide national legislation**

In 2025, the RCC program will continue to provide advisory support to existing and emerging standard bearers active in the climate and biodiversity market spaces to ensure the realization of social integrity aspirations in regard to indigenous and community land and resources rights, including fair compensation and equitable benefit-sharing arrangements and the pursuit of rights-based approaches.

### **6. Assess new biodiversity crediting mechanisms and their alignment with high integrity standards and safeguards**

With the recent growth of the biodiversity credit market and the launch of new biodiversity crediting initiatives and principles around COP16, it is crucial to assess the extent to which these new mechanisms meet high-integrity objectives, are aligned with key standards such as the Land Rights Standard, and adequately incorporate safeguards into their systems. As these new initiatives are officially launched, the RCC program plans to review the frameworks and provide recommendations in the form of briefs or institutional inputs to biodiversity crediting mechanisms and standards and project proponents around their ability to respect the rights and self-determined priorities of IPs, LCs, and ADPs.

## 7. Strategic engagement around COP17, COP30, and New York Climate Week

The RCC program will contribute to RRI's overall engagement strategy for key international events in 2025, including COP17, COP30, and New York Climate Week. Leveraging the RRI coalition and partner networks, RRI will organize workshops, dialogues, and panels. It will also identify other avenues for advocacy work in order to bring together key stakeholders to advance the rights and self-determined priorities of IPs, LCs, and ADPs.

## 8. Support the development of a pooled fund to support communities around carbon market initiatives

The RCC program will build on the momentum from RRI's New York Climate Week workshop to support the establishment of a blind funding mechanism that will provide legal, technical, and commercial support to communities around carbon market initiatives. This will include convening dialogues with key stakeholders to develop a roadmap for the creation of the blind funding mechanism with concrete actions and responsible actors and institutions. Based on the steps developed in the roadmap, other activities may include establishing a steering committee or a working group; developing a smaller/regional pilot fund; building political will with investors, project proponents, and key institutions like the Integrity Council for the Voluntary Carbon Market to support the fund; and developing briefs or studies to help build the business case and rationale behind the fund. This funding mechanism is a crucial step towards addressing the power imbalance between communities and project proponents, ensuring communities receive the necessary legal, technical, and commercial support throughout project design and implementation to advocate for and defend their rights and priorities.

## Risks and Mitigation Strategies

Key Program Risks	Impact if it Occurs	Mitigation Strategies or Contingency Plans
The intersection of rights, climate, and conservation is an area of growing concern and opportunity for the RRI Coalition. However, RRI alone cannot respond to all of the emerging demands and opportunities.	Medium	Develop strategic partnerships to maximize resources and capacity, and collaborate with expert partners and consultants.
Developing a blind, pooled, financing mechanism for legal support to communities funded by carbon project proponents will require political will from project investors/proponents and carbon market standards. Project proponents may not want to contribute to the fund and may claim it is an additional, unnecessary cost to the project.	High	Build the business case for investors to strengthen demand and interest, and demonstrate why contributing to the fund is not only necessary to ensure the rights of IPs, LCs, and ADPs are respected, but that it's also in investors' best interest and can help derisk projects. Piloting regional examples of the fund may support this. This activity will also draw on community experience with market-based interventions to address the full scope of issues and challenges rightsholders face.

<p>Countries have been delayed in submitting their updated NBSAPs—<u>more than 85%</u> of countries missed the UN deadline to submit their NBSAP. Additional delays into 2025 would impact the data collection and drafting of RRI's rights-based conservation study.</p>	<p>Medium</p>	<p>Use alternative methods to evaluate national policy commitments in the study, such as national targets. Alternatively, the study could be adjusted to primarily focus on legal frameworks and a second study could be released at a later date with the policy analysis.</p>
<p>Scaling up the study of community experiences with carbon markets will require sufficient funds to conduct the field survey analysis in a representative sample of countries across the regions.</p>	<p>High</p>	<p>Work with regional programs to prioritize data collection and analysis in a single region, and seek additional donor support in collaboration with project partner the Center for International Forestry Research.</p>
<p>The biodiversity credit market is still in its early phases. The ability to develop new comprehensive analyses of frameworks and projects will depend on the launch and development of initiatives.</p>	<p>Medium</p>	<p>Continue to participate in an advisory role in spaces developing biodiversity market initiatives to ensure they reflect the rights and priorities of IPs, ADPs, and LCs. Case studies or shorter policy briefs may be developed instead of a full study.</p>

# Gender Justice

*RRI's Gender Justice program works to scale up efforts around the world to secure Indigenous, Afro-descendant, and community women's tenure rights, voices, and leadership with respect to community lands and forests.*



WiGSA Second Annual Strategic Meeting. Kathmandu, Nepal. May 2, 2024. Photo by Sandesh Chaudhary for RRI

## Current State of Play

The recognition of the important role and leadership of women in climate change mitigation and adaptation and conservation has been increasing both in global narratives and governmental discourses on environmental and social justice goals. Indigenous, local community, and Afro-descendant women and girls are now more visible in international dialogues on climate change and conservation than previous years. They have also increased their leadership and participation in governments, national institutions and grassroots rights agendas. This brings a diversity of voices and perspectives that are key to advancing equity in social and economic development.

In important spaces, like key 2024 global events, IP, LC, and ADP women were working at all levels to advocate for their rights. Omayra Casamá, president of the Asociación de Mujeres Artesanas de Ipeti Emberá, spoke at the 68th session of the Commission on the Status of Women forum. She made a resounding call for IP, LC, and ADP women and girls to not be left behind in global climate agendas and policy frameworks. Her speech and the op-ed she co-wrote for [El País](#) with Sara Omi, president of the Coordinadora de las Mujeres Líderes Territoriales de Mesoamérica, resonated widely with the attendants of COP16. The Honorable Vice President of Colombia Francia Marquez [spoke at a press briefing](#) during one of RRI's COP16 side events. The event challenged an audience of government representatives, conservation groups, and donors to act on the recommendations and the evidence provided by Afro-descendant Peoples. Rohani Inta Dewi, a leader of the Sasak People in Indonesia, advocated in a network of defenders of the Cek Bocek community for the protection of the community from the negative social and environmental impacts of mining companies in the region. Also, Eunice Chepkemoi, of the Ogiek People in Kenya, advocated via the Indigenous Women's Council in Kenya, the Defender's Protection Working Group, and the Women's Working Group of the ESCR-Net for the empowerment of Ogiek women in the renewable energy sector as a means of combating climate change.

Still, women continue to face structural barriers, at all levels, to exercising their leadership and human and tenure rights. In some cases, this includes encountering the rollbacks of their civil rights. This is reflected in progress toward the UN's Sustainable Development Goal 5: Gender Equality, which is not on track to overcome gender inequality, biases against women, unequal access to sexual and reproductive health, unequal political representation, economic disparities, and a lack of legal protections. The global climate goals for 2030, including the Paris Agreement, the Sustainable Development Goals (SDG), and the Global Biodiversity Framework will not be achieved without fully including IP, LC, and ADP women. [Almost three quarters \(74%\)](#) of the SDG targets are significantly influenced by gender equality and [almost half \(47%\) of targets are directly and inherently related](#) to the achievement of gender equality. Not only does action on gender accelerate progress for other goals and targets, but it's critical to their achievement.

In 2024, the Convention on Biological Diversity (CBD) Women's Caucus released a [position paper](#) at COP16 with demands and recommendations to track the compliance of the Gender Action Plan within the Kunming-Montreal Biodiversity Framework. The women's movements that are part of the CBD Women's Caucus are advocating to ensure women's perspectives are being taken into account within the international spaces working towards the CBD goals. Specific recommendations include adopting a headline indicator for Target 23 in order to track progress on women contributions to biodiversity; the disaggregation by gender of relevant Targets; the re-inclusion of an indicator on the national implementation of the Gender Plan of Action; the consistent inclusion of "Indigenous Peoples, local

communities, women and youth” in the framework; and the push for financial institutions to share data transparently and formally report on biodiversity-related finance.

The inequality related to the access and ownership of land and resources continues to impact IP, LC, and ADP women disproportionately across the world. Discriminatory statutory and customary laws, combined with a continuing lack of gender-sensitive legislation on community-based tenure rights frequently undermine and render women’s roles, especially decision-making roles, invisible in land and resources governance. This is despite the invaluable contributions that IP, LC, and ADP women make to various regional and international sustainable development and climate goals.

Direct funding for grassroots women is another major challenge. It limits their economic autonomy, empowerment, and right to self-determination. A 2024 RRI [study](#), developed in collaboration with the Women in Global South Alliance (WiGSA), shows that, overall, investments in gender equality are on the decline and Indigenous and Black women’s rights organizations are particularly marginalized. The study shows that, between 2019-2022, a 2 percent decrease occurred in the Official Development Assistance funding for organizations working on gender issues and women’s rights. Funding went from USD \$891 million in 2019-2020 to USD \$631 million in 2021-2022.

The study also details the type of challenges IP, LC, and ADP women faced when accessing global funding. Those challenges included the lack of fundraising staff; organizational capacity; and availability of matching funds, which some donors require. Most of the WiGSA participants have invaluable knowledge of the key issues women and their communities face, but many lack the time and capacity needed to develop grant proposals and comply with bureaucratic requirements to meet funding criteria. This is exacerbated by external barriers such as a lack of public and adequate information regarding calls for proposals from donors, short time frames given to fill out long or complex applications, platforms available only in English, and the lack of knowledge about the context of women’s organizations on the part of the donors.

## Emerging Ideas and Priorities

Under RRI’s IV Strategic Plan 2023–2027, RRI is building on the current and emerging challenges and opportunities to leverage bottom-up transformation to advance women’s land tenure rights and decision-making and representation rights at all levels. RRI is also motivating innovative strategies to directly support women’s work on the ground. RRI promotes the alignment of women’s rights and cross-regional alliances to enhance their political advocacy, voice their rights-based agenda, and gain space and visibility at different global scenarios on climate change, biodiversity and development, and gender-sensitive policy reforms.

- ▶ The program will continue to strengthen WiGSA’s organizational structure and network for decision making to leverage greater visibility to seek dedicated funding in alignment with their climate, conservation, and development actions and priorities. RRI will support WiGSA by facilitating meetings to refine its implementation plans for advocacy targeting different audiences. The next international WiGSA meeting will be held in Africa.
- ▶ The program will expand peer learning exchanges among the RRI Coalition to equip IP, LC, and ADP women with the knowledge and tools to advance their rights agenda at local and national levels. Emerging from the 2024 WiGSA strategic meeting, a bilateral exchange between Indigenous women organizations from Asia and Latin America is planned for the first half of 2025, focusing on shared experiences to overcome

barriers to build a women’s organization and position their rights-based agenda in mixed organizations. This bilateral exchange will strengthen advocacy on multiple levels and ensure that RRI is responsive to the needs and priorities of IP, LC, and ADP women at local levels and will align advocacy efforts on the global level. This activity will be developed in collaboration with the Asia and Latin America programs.

- ▶ The Gender Justice program will support the participation and positioning of IP, LC, and ADP women in crucial strategic international fora, including, but not limited to the 69<sup>th</sup> session of the Commission on the Status of Women, Beijing +30, COP30, and London Climate Week. This includes facilitating their discussions with governments, donors, and allies to influence the international community and building the enabling conditions necessary for their rights-based reforms and social, political, and economic transformations.
- ▶ Building upon the preliminary research results of the 2024 study, [“Is Global Funding Reaching Indigenous, Afro-descendant, and Local Community Women”](#) RRI will develop a close analysis of the level of funding reaching women and the mechanisms used to access funds, and will assess the extent to which existing grants and funding mechanisms are considered fit for purpose by these organizations. Informed by RRI and WiGSA, a methodology for collecting and analyzing data on the proportion of the funds will be developed and piloted in three or four specified Indigenous, Afro-descendant, and local community women’s organizations. This will build on the methodologies currently used by RRI and will complete a baseline used for tracking the funding that’s reaching organizations over time.

## Risks and Mitigation Strategies

Key Program Risks	Impact if it Occurs	Mitigation Strategies or Contingency Plans
WiGSA’s Interim Steering Committee’s capacity to respond timely and strategically to increasing interest in joining the network.	High	<ul style="list-style-type: none"> <li>▶ RRI’s Gender Justice program will support the interim steering committee in aligning regional priorities and networks, and will support the convening of the committee so that it may make decisions in a unified and timely manner.</li> <li>▶ RRI will also support the transition from an interim steering committee to a steering committee fully nominated by all WiGSA members, and will includes a clear mandate.</li> </ul>
Lack of direct funding for WiGSA members.	High	<ul style="list-style-type: none"> <li>▶ RRI will increase its support from CLARIFI while fundraising to support IP, LC, and ADP women in strengthening their organization, and taking conservation and climate action.</li> </ul>
Challenges concerning funding capacity, and the Gender Justice program working globally while developing a new methodology for in-depth pilot studies on the funding reaching women’s organizations.	High	<ul style="list-style-type: none"> <li>▶ With the Gender Justice director working full time in the program by January 2025, we can develop new strategies to increase funding to help the program expand its reach and impact.</li> <li>▶ The fundraising plan will aim to generate sustainable financial support through a combination of targeted strategies including personalized outreach and grant applications to donors identified in our scoping analysis as allies to IP, LC, and ADP women’s work in Asia, Africa, and Latina America.</li> </ul>



# Rights and Livelihoods

*To advance Rights and Livelihoods, we helped Indonesia's Talang Parit Indigenous community achieve a precedent-setting victory with the RSPO against P.T. Inecda, a palm oil company and subsidiary of the global tech giant, Samsung.*



Democratic Republic of the Congo, Congo Basin.  
2024. Photo by EnviroNews DRC for RRI

## Current State of Play

It is increasingly clear that secure collective tenure rights do not necessarily translate into improved livelihoods and economic outcomes, though ensuring this connection is critical to achieving development, climate, and conservation goals. Currently, important reforms are moving forward around the world, yet the enabling environment, including law and policy, that determines whether local people can leverage their rights to improve their livelihoods has largely not changed. In the Democratic Republic of the Congo, for example, new legislation on Community Forestry Concessions empowers communities to manage forests sustainably according to a [simple management plan](#). Yet communities face [major challenges](#) for implementing agroforestry activities due to factors like complex application processes, a lack of access to financial- and capacity-building support, and issues connecting with markets. Robust local livelihoods are [strongly associated](#) with forest conservation and sustainable management.

The notion that local livelihoods are important for combatting the climate and biodiversity crises is gaining traction among key stakeholder groups. Leading companies in the agricultural, forest, and mining sectors are adopting and implementing [forest-](#) and [nature-positive](#) policies to eliminate deforestation from their supply chains by, among other strategies, securing collective land rights and contributing to rural livelihoods. These groups see sourcing landscapes or jurisdictions as vehicles to directly support the recognition of collective rights and local livelihoods. At the global level, public and private donors pledged \$1.7 billion USD after COP26 to support the tenure and forest management initiatives of Indigenous Peoples and local communities. Most of the [pledge-linked projects](#) that aim to secure rights and keep forests standing are in some way linked to local livelihoods. So too are robust rural livelihoods [central](#) to the EU deforestation regulation and corporate due diligence directive. At the local level, [recent victories](#) within the Roundtable on Sustainable Palm Oil Complaints Mechanism demonstrates the close links between rights, livelihoods, and land-use change.

Yet, historical power imbalances and a lack of coordination are hindering progress to recognize collective tenure rights and improve rural livelihoods. The [Siak-Pelalawan Sourcing Landscape initiative](#), comprising two districts and over two-million hectares in Sumatra, is a good example of where multiple and parallel initiatives focused on improving local livelihoods, securing community rights, and forest conservation intersect. Companies like Unilever, Mars, and PepsiCo, among others, are supporting the landscape as a vehicle through which to implement their forest- and nature-positive commitments and funding. This area is also home to six Indigenous groups with customary rights to the landscape, but whose territory has been fragmented by industries and who face challenges of marginalization. The landscape initiative is mandated to contribute to the livelihoods of collective rightsholders and to conserve remaining tropical forests. However, community engagement as partners in the design and implementation of the landscape initiative is limited or nonexistent.

If companies, investors, and governments are serious about achieving development, climate, and conservation goals, then IP, LC, and ADP groups and organizations must be partners in the solutions. Several key ideas emerged over the course of 2024 to support coordination among stakeholders and bridge the power divide:

- ▶ Leveraging community monitoring can drive more balanced negotiations and engagements between communities and other more powerful stakeholders to advance tenure rights and livelihoods and mobilize financial resources for communities. Experience in [Indonesia](#) and [Liberia](#) demonstrates that

the results of negotiations between communities, companies, and governments supported by grassroots data are concrete opportunities for collaboration to recognize rights and improve rural livelihoods.

- ▶ Mobilizing blended sources of public and private finance to advance rights and livelihoods is possible. New sources of financing like the COP26 Forest Tenure Pledge, private sector forest- and nature-positive commitments, development finance institutions, and [rights-holder-led regranting mechanisms](#) mean that, for the first time, there is substantial, synergistic funding to secure community rights and contribute to local livelihoods. Identifying and leveraging synergies between public and private funding initiatives represents a critical opportunity to demonstrate new paths forward for rethinking rural development and scaling up impacts.
- ▶ Improving community livelihoods can unlock new opportunities to advance the recognition of rights. In some countries, [demonstrations of robust livelihoods](#) are critical for securing and maintaining tenure rights. Recognition of community land tenure is frequently a sensitive issue for governments. However, engaging government, private sector, and other stakeholders on issues of community livelihoods can de-risk tenure focused advocacy and open space for more productive engagement on rights. Though sensitive on issues of rights, these stakeholders frequently have a common mandate to support and improve the livelihoods of local people.

The coalition has voiced a need to unpack the link between collective tenure rights and livelihoods to ensure that tenure reforms translate into improved well-being for local people and positive environmental outcomes. The Rights and Livelihoods program advances RRI's objective to empower IPs, LCs, and ADPs with the evidence, capacity, connections, and advocacy they need to secure their rights and advance their self-determined livelihoods visions. The program hosts key RRI assets like [the Interlaken Group](#), the emerging [community monitoring initiative](#), and the new coalition strategy and research to advance the self-determined livelihoods of communities. In 2025, RRI will use the Rights and Livelihoods program to mobilize private sector support and empower IPs, LCs, and ADPs to advance the legal recognition of community land and forest rights; secure community rights to manage, conserve, and utilize local ecosystem products and services; and mobilize new funding to advance 2030 climate and biodiversity targets.

## Emerging Ideas and Priorities

The program will develop a new flagship-level strategic analysis to guide RRI advocacy that is focused on livelihoods. RRI will work with experts to develop and pilot a methodology and framework to assess the national level enabling conditions for the realization of collective tenure rights in terms of livelihoods. This analysis, complementary to RRI's core data on tenure, represents a new tool to support advocacy in developing countries in order to advance tenure reforms and improve the enabling environment for the realization of robust livelihoods for collective rightsholders.

RRI will also integrate the network's new Livelihoods strategy across its programs. The findings of the strategy, developed in 2024, will enable RRI to consolidate its support for livelihoods-related activities, yielding more and better coordination, opportunities to monitor progress and impacts over time, and support for fundraising against Strategic Program IV.

The program will implement the Interlaken Group strategy and 2030 agenda for action. The Interlaken Group will commission an analysis to identify the landscapes and key geographies where community land

and forests, supply chains, investments, and philanthropic support for community rights and conservation overlap. These results will be used to develop multistakeholder collaboration in countries to advance the recognition of tenure rights and contribute to local livelihoods. This global assessment was an important output that was defined at the Interlaken Group's 10-year retreat in 2024.

Also, the program will support the exchange of knowledge and strategies among coalition members across regions to advance and improve livelihoods. In 2025, RRI will prioritize an exchange between Afro-descendant leaders in Colombia and Ecuador, and community monitoring practitioners from Liberia and Indonesia. The Afro-descendant territories in Colombia and Ecuador are challenged by the same supply chain players that have been effectively engaged throughout community monitoring processes in Liberia and Indonesia.

Additionally, the program will support country coalitions and communities as they secure land tenure and advocate and negotiate for their self-determined livelihoods aspirations. Ongoing initiatives in Liberia, the DRC, Kenya, and Indonesia are leveraging the Interlaken Group, community monitoring tools, and the Land Rights Standard to advance community rights and livelihoods on the ground and engage and negotiate with companies, investors, and government. It will also mobilize multiple sources of direct funding for IP, LC, and ADP rights and livelihoods. RRI will leverage the Interlaken Group to mobilize private sector support for the Path to Scale funding and area targets. RRI will seek, where appropriate, to link the forest-positive and sustainability commitments of progressive companies and investors with public and private donor pledges and rightsholder-led regranteeing vehicles to directly support IPs, LCs, and ADPs to manage and conserve forests and rural landscapes. This strategy will yield new field level opportunities and funding for public-private-community partnerships to advance 2030 climate and conservation targets.

## Risks and Mitigation Strategies

Key Program Risks	Impact if it Occurs	Mitigation Strategies or Contingency Plans
The communities with whom the Rights and Livelihoods program is working are generally marginalized and face physical risks from more powerful stakeholders like the government or powerful companies.	Medium	<ul style="list-style-type: none"> <li>▶ Ensure that communities are accompanied by legal support in initiatives to engage companies and governments.</li> <li>▶ Ensure the anonymity of communities or leaders when making complaints.</li> <li>▶ Define robust strategies for responding to potential threats.</li> </ul>
It's a challenge for a small program team to respond to increasing coalition demands for support on community monitoring, threats to territories, and livelihoods-linked opportunities.	Medium-high	<ul style="list-style-type: none"> <li>▶ Leverage strategy tools developed in 2024 to fundraise.</li> <li>▶ Leverage consultants and temps to support the administration at key moments during the year.</li> <li>▶ Outsource the organization of meetings (e.g. travel, logistics) to dedicated consultants or firms.</li> </ul>
Facilitating public-private-community partnerships and funding arrangements that impact political positioning of RRI.	Low	<ul style="list-style-type: none"> <li>▶ RRI will take steps to ensure that its engagement with multiple parties is guided by demands from IPs, LCs, and ADPs.</li> </ul>

# Tenure Tracking

*RRI's Tenure Tracking program monitors the legal recognition of IPs, LCs, and ADPs—including their women's rights to forests, land, and natural resources through databases that examine both quantitative and qualitative aspects of rights recognition.*



Democratic Republic of the Congo, Congo Basin.  
2024. Photo by EnviroNews DRC for RRI

## Current State of Play

With a suite of forthcoming analyses throughout 2025, RRI is positioned to strengthen its leadership role in the development of salient data on the trends and factors affecting the recognition of Indigenous Peoples', Afro-descendant Peoples', local communities', pastoralists, and community women's lands, forests, and freshwater rights at national and global levels. Over the course of the year, a flagship report on the status of Indigenous, Afro-descendant, and local community women's rights will be published during the 69<sup>th</sup> session of the Commission on the Status of Women, followed by publications on trends in the legal recognition of community-based forest tenure and the implications of the land-water nexus on both communities' and community women's water tenure rights in the spring of 2025, and the release of the fifth update of RRI's Forest Tenure Database in advance of COP30. These publications, backed by RRI's robust and globally comparable methodologies, will provide vital longitudinal evidence to inform advocacy at all levels.

Global climate and development targets will reach a milestone year in 2025, with five years remaining to demonstrate progress in key arenas, including mitigating the worst impacts of climate change, improving tenure security, and advancing gender equality. It will therefore be an important moment to take stock of where countries are headed with respect to stated goals, identify opportunities and barriers in advancing these goals, and use this information to inform support to civil society, governments, and donors moving forward. Forthcoming data on the strength and gender-sensitivity of over 100 legal frameworks recognizing community-based tenure in 35 countries will provide crucial data on legal trends from 2016 to 2024 that can aid unofficial reporting on the sustainable development goals.

Additionally, we are positioned to contribute valuable baseline data on the extent and recognition of communities' land tenure as will be required beginning in 2026 under the headline indicator included under Target 22 of the Montréal-Kunming Global Biodiversity Framework (final vote pending), the rights of pastoralists and other mobile peoples, and community-based freshwater tenure rights. RRI is also poised to provide critical and timely insights into the myriad of global forest goals and practical guidance for the realization of IP, LC, ADP, and local communities' tenure rights, relying on over 20 years of data on global and national trends in the distribution of forest tenure across over 92% of the world's forests and related Opportunity Framework assessments for key forest countries. Up-to-date data on communities' legitimate and legally recognized forest tenure rights can provide crucial evidence for the monitoring the implementation of emerging international legislation in business and human rights and deforestation, namely legislation adopted by the European Union for this purpose, such as the EU Deforestation Regulation and the EU Corporate Sustainability and Due Diligence Directive.

The Food and Agriculture Organization Committee on Agriculture's mandate to engage in a Global Dialogue on Water Tenure to develop Principles for the Responsible Governance of Water Tenure remains an important opportunity to promote global recognition of IP, LC, ADP, and community women's water tenure rights and ensure that their unique priorities and concerns are reflected in such Principles. RRI is positioned to contribute new evidence regarding the linkages between the recognition of communities' terrestrial and freshwater tenure rights, and the implications for women's rights to freshwater, to be published in a brief with the Environmental Law Institute in the spring of 2025.

Looking to the future, 2026 will be both the International Year of Rangelands and Pastoralists, as well as the International Year of the Woman Farmer. These will provide opportunities to spotlight RRI's analyses

of women's tenure rights and highlight women's role in the food security of their communities, as well as to launch a new analysis of the tenure and mobility rights of Pastoralists, and their role in stewarding the world's rangelands.

## Emerging Ideas and Priorities

### Reimagining the Tenure Tracking Blue Skies Process

Over the two decades since RRI's founding, the breadth and depth of RRI's Tenure Tracking analyses has grown immensely, and evidence from RRI's robust and regularly updated global data sets has helped to shift prevailing narratives on the recognition of community-based tenure. However, alongside shifts in the legal landscape on both national and international levels, the global data and technology landscape has also shifted drastically during this period. As such, it is timely to carry out a Blue Skies process with the RRI Coalition to reassess the role and priorities of the Tenure Tracking program moving forward. This process is expected to consider an array of topics, such as 1) mechanisms of community engagement and bottom-up data collection and analysis to build rightsholder ownership over tenure data; 2) the possible integration of Geographic Information System data and capacity; 3) ways of monitoring the realization of rights; and 4) other priorities as identified by consultation participants.

### Finalization and Launch of High-Level Legal Analyses

RRI will finalize and launch several in-depth legal analyses detailing 2024 data on 1) the strength of community-based forest tenure rights; 2) women's rights to community lands and resources; and 3) the nature of the legislative land-water nexus.

First, a flagship report publishing 2024 data on the legally recognized rights of women in Indigenous, Afro-Descendant, and local communities to use and benefit from collective forests across 35 countries will be launched coinciding with the 69<sup>th</sup> session of the Commission on the Status of Women in March 2025. This will update and expand upon findings first published in RRI's *Power and Potential* analysis.

Second, RRI will launch a flagship report detailing trends in the recognition and strength of Indigenous Peoples', Afro-descendant Peoples', and local communities' rights to community forests across the same 35 core countries of analysis. First published in 2012 in *What Rights*, the bundle of rights methodology forms the analytical core of the Tenure Tracking data ecosystem, and the findings of this report will provide an important gauge of how far the recognition of IP, LC, and ADP tenure rights has advanced since 2012, while also making available more detailed analysis of communities' rights to due process, compensation, and free, prior and informed consent.

Lastly, a brief will be published with the Environmental Law Institute in the spring of 2025 that unpacks how the land-water nexus presents itself in the laws recognizing community-based tenure across the same 35 core countries, and the implications for women's rights to freshwater. The brief builds on past evidence and findings from *Whose Water* (2020) and *Power and Potential* (2017).

### Fifth Update of RRI Forest Tenure Database to Showcase Global Trends in Forest Tenure 2002-2024

Starting in quarter three of 2024, Tenure Tracking began updating its Forest Tenure Database, RRI's oldest longitudinal dataset, to reflect the latest available data on forest ownership across 61 countries covering

92% of global forest area. The preliminary data collection phase will continue into 2025, with a peer review and reconciliation process to follow. The resulting data on global, regional, and country-level trends in the distribution of statutory forest tenure from 2002-2024 will be published in both a flagship report and RRI's Tenure Tool ahead of COP30.

### **Rightsholder-led Development of Pastoralist Bundle of Rights and Analytical Framework**

RRI began engaging with rightsholders and key experts in 2024 and initiated scoping work for the development of a methodology to assess the tenure and mobility rights of pastoralists and Mobile Indigenous Peoples. In early 2025, we will be conducting stakeholder consultations to refine the methodology, and will present the proposed framework at the International Rangelands Congress in June for final expert feedback. In the second half of 2025, we will work with country and regional consultants to collect data for priority countries under the framework. Analytical findings will be published in a flagship report in early 2026, to coincide with the International Year of Rangelands and Pastoralists.

### **Continued Development and Promotion of Knowledge-sharing Platforms, including the Tenure Tool and LandWise Law Library**

In order to enhance the accessibility and utility of the Tenure Tracking program's suite of data for a range of rightsholder and ally stakeholders, RRI maintains the [Tenure Tool](#) and the recently acquired LandWise Law Library. In 2025, efforts to expand coverage of the Tenure Tool to display the latest published data on all topics of focus (land tenure, forest tenure, water tenure, the depth of rights, and women's rights) will continue, alongside work to incorporate new functionality and integrate the Tenure Tool and the LandWise Law Library as connected resources.

Following internal efforts to catalogue legal documents in 2024 (see above), in 2025 RRI will turn towards revamping the LandWise Law Library to fill gaps in publicly-available legal and research materials and create a dynamic hub where information is accessible, organized, and current as a resource that can support communities in the realization of their rights.

### **Development of RRI's Legal Engagement and Capacity-building Strategy**

Over two decades, RRI's Tenure Tracking program has developed a unique, globally comparable methodological approach for monitoring the legal status of IP's, LC's, and ADP's tenure rights. Employing the learning from these analyses to support rights-based reforms and the realization of community rights at all levels requires socialization of the data and development of training materials and opportunities. In 2025, the Tenure Tracking program will thus create training and learning opportunities with the Coalition related to key data and tools, such as the LandWise Law Library.

Acquired by RRI in 2023, the LandWise Law Library is a key digital compilation of laws, articles, and research on women's land rights and tenure, that will continue to be built out in 2025 (see outcome one). Expanding the coverage of this crucial public resource further empowers rightsholders with improved access to legal resources.

Relatedly, as part of Tenure Tracking's work and knowledge creation, Tenure Tracking has from time to time developed public resources, such as briefs, policy analysis, legal-focused blog posts and others. Given emerging trends and legislation at the international, regional and domestic level, the Tenure Tracking team



will increase and continue collaboration with RRI regional and thematic teams to advance the publication of such resources for the benefit of rightsholders and the coalition.

More broadly, as part of the strategic planning and Blue Skies discussions over the course of 2025, the Tenure Tracking team will begin mapping coalition activities, priorities, and needs regarding areas of legal analysis, litigation, legal/policy reform, and legal capacity building. This scoping exercise will serve to both enhance coalition-wide coordination with respect to legal engagement and to understand RRG and the Tenure Tracking program’s role and contributions within the broader coalition strategy.

### Update RRI Opportunity Framework

The Tenure Tracking program will coordinate efforts to update the opportunity framework for a limited subset of priority forest countries (Kenya, Liberia, Panama, Kyrgyzstan, Philippines, Ghana, DRC, Ecuador, Peru, Colombia, Costa Rica, Brazil).

## Risks and Mitigation Strategies

Key Program Risks	Impact if it Occurs	Mitigation Strategies or Contingency Plans
Tenure Tracking is under capacity and is expected to advance multiple streams of work across thematic areas that require dedicated analysis, in addition to ambitious activities within the Tenure Tracking program. Demand is currently exceeding capacity and/or budgetary constraints, particularly with unexpected delays and competing timelines.	High	Strengthening team capacity and hiring full-time team members (1-2) that could support tighter timelines than usual for report productions and other Tenure Tracking priorities.
Development of a new methodology for studying pastoralism carries unique methodological challenges not addressed by RRI's existing methodological frameworks. Additionally, the specialized and cutting-edge nature of the analysis RRI is trying to develop limits the pool of experts of whom work can be contracted out.	High (Medium if capacity issue is resolved)	RRI had planned in 2024 to hire an external consultant to advance the development of this new methodology, but a request for proposals, first published in July, did not elicit proposals that met analytical needs. The Tenure Tracking team is thus developing a draft methodology internally and will leverage relationships built in 2024 to refine it, then rely on country or regional consultants to conduct an analysis in 2025.
RRI's Tenure Tracking analyses rely on voluntary peer reviewers to ensure the quality of our data. Many potential experts who we will ask to review updated 2024 gender and depth of rights data will have already voluntarily reviewed this data last year; there will also be some overlap with the pool of experts we would ask to review forest tenure data. The oversolicitation of the same contacts to conduct intellectual work on a voluntary basis is likely to yield diminishing returns.	Medium	New mechanisms and technologies for facilitating the peer review process should be considered in order to reduce the level of effort on both the staff/consultant and reviewer ends.

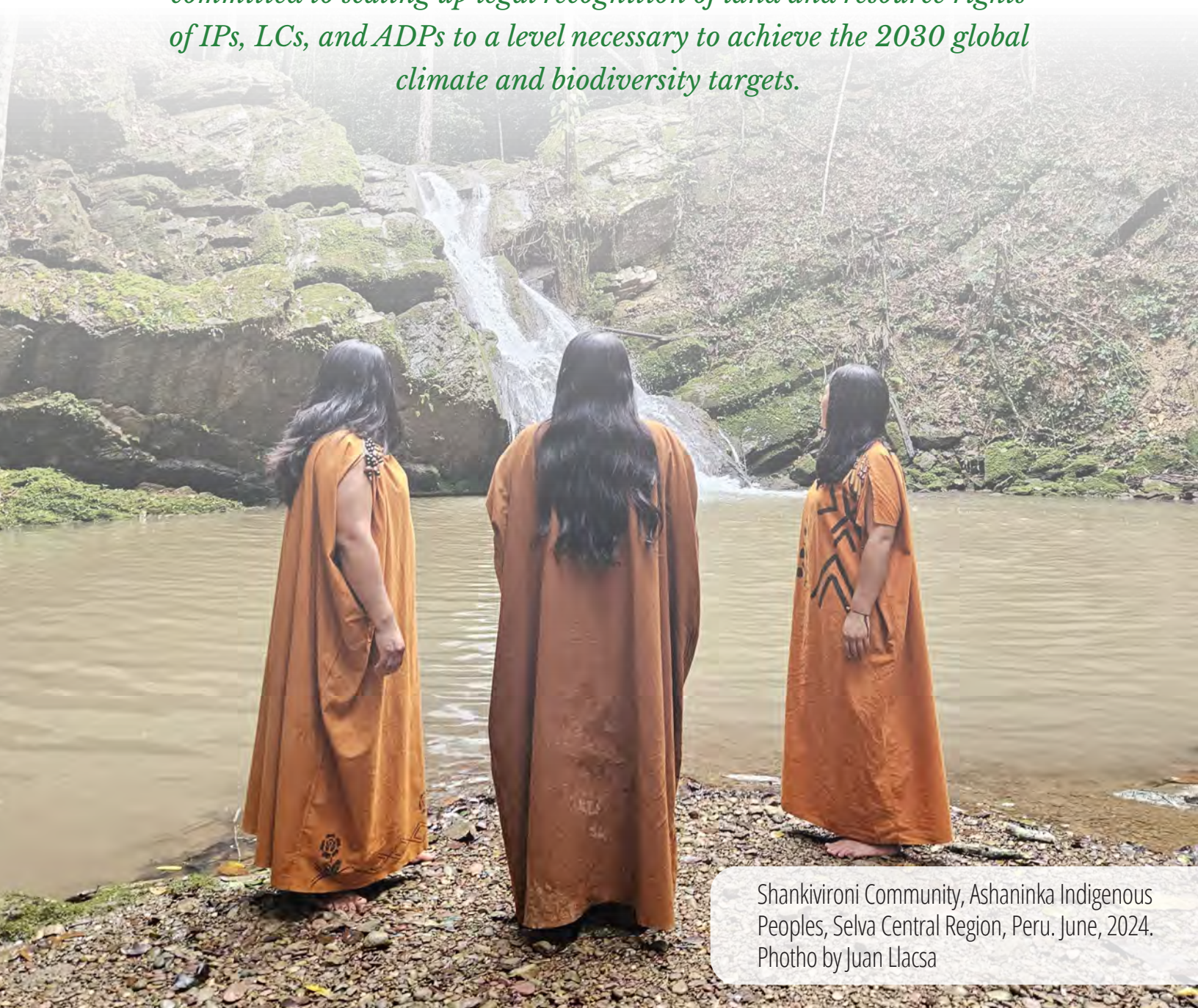
# Coalition and Global Engagement



Cauca  
River  
Fisher. Cauca,  
Colombia. Angie  
Larrahondo from  
ASOM for RRI.

# Path to Scale

*The Path to Scale is an informal network of individuals from donor organizations, financial mechanisms, and their intermediaries committed to scaling up legal recognition of land and resource rights of IPs, LCs, and ADPs to a level necessary to achieve the 2030 global climate and biodiversity targets.*



Shankivironi Community, Ashaninka Indigenous Peoples, Selva Central Region, Peru. June, 2024.  
Photo by Juan Llaca

## Current State of Play

The Path to Scale initiative, established and coordinated by RRI and co-chaired with the Tenure Facility, is an informal network of public and private donors, intermediary organizations, and rightsholders committed to scaling up global ambition to recognize IP, LC, and ADP tenure rights, at least to the levels necessary to ensure their critical contributions to global 2030 climate and biodiversity targets. To achieve this goal, Path to Scale participants set 2030 targets to support the recognition of an additional 400 million hectares of tropical forests for IPs, LCs, and ADPs, and, to facilitate this, mobilize at least \$10 billion in new funding for community tenure rights and forest guardianship. The following highlights the overarching trends defining the state of play in 2024.

There has been considerable progress made against the Path to Scale's funding target. In 2024, RRI and the Rainforest Foundation Norway (RFN) collaborated to launch the [Path to Scale Funding Dashboard](#), a comprehensive donor transaction database that enables users to monitor the progress of key pledges and generate actionable insights to improve funding for IP, LC, and ADP tenure and forest management. Using this database, RRI and RFN published the "[State of Funding for Tenure Rights and Forest Guardianship](#)" report, which found that overall funding for IP, LC, and ADP tenure and forest guardianship has increased by 36 percent since 2020, with 72 percent of the increase driven by the \$1.7 billion [IPLC Forest Tenure Pledge](#) announced at COP26 by the Forest Tenure Funders Group (FTFG). From 2021-2023, pledge-aligned funding totaled nearly \$1.34 billion, with \$521 million disbursed during the 2023 reporting period—the majority of which focused on territorial governance and tenure security (32%) and sustainable resource management (35 percent).

Donors indicated their support to make a new pledge at COP30 and acknowledged the need for participation from rightsholders and civil society in its design. With the COP26 pledge expiring in 2025, momentum for a new pledge increased in 2024 with several philanthropies committing their support at New York Climate Week in September. The donor community also recognized that a new pledge must be more inclusive and intentional in its design and implementation. Consensus is building around core elements, such as expanding its scope beyond forests, being more deliberate in how funding will be channeled, and prioritizing support for community women and youth. Bilateral donors are also recognizing their role/responsibility to localize resources, driven by new guidance like the Path to Scale's 2024 report, "[Localizing Bilateral Finance for Community Rights](#)."

Still, despite donor commitments to prioritizing direct funding to rightsholder organizations and for a new pledge, funding modalities largely remain the same. Although the sector is receiving more funding and attention, little funding is reaching local organizations directly. In the 2023 reporting period for the COP26 pledge, the FTFG increased direct funding to IP- and LC-led organizations to over 10.6 percent (compared to 2.1 percent in the last period), but the need and potential impact of direct funding far exceeds this. Furthermore, of the pledge-aligned funding in 2023, only 11 percent and 2 percent supported gender equality-focused and youth-focused initiatives. The launch of the [Path to Scale Funding Dashboard](#) in early 2024 revealed many opportunities for donors to collaborate and strategically deploy resources in key forested countries, yet there is little coordination happening in practice.

The key developments and trends that emerged in 2024 demonstrate the urgency and importance of securing a new, more ambitious pledge at COP30. This commitment could accelerate fit-for-purpose funding models, support and grow community-led financing mechanisms, strengthen the evidence base for direct funding, and

catalyze progress toward the Path to Scale targets. Yet, for this pledge to be successful, it must be IP, LC, and ADP-driven to ensure it centers the needs, knowledge, and preferences of frontline communities—and COP30 represents a critical window of opportunity to make this pledge a reality. That is why RRI initiated ["The Pledge We Want"](#) campaign, a public call for international climate and conservation financiers to listen, learn, and collaborate with IPs, LCs, and ADPs to design a more inclusive and effective funding pledge.

Moving forward, the Path to Scale will take advantage of the following opportunities to advance *"The Pledge We Want"* campaign, and catalyze collective action toward a COP30 pledge and the fulfillment of 2030 climate and conservation targets:

- ▶ **Catalyze stronger, broader multi-stakeholder coordination and partnerships to advance the Path to Scale targets.** In 2024, there was robust participation in recurring Path to Scale meetings, including by leaders from organizations like the German Federal Ministry for Economic Cooperation and Development; the Foreign, Commonwealth and Development Office; the Ford Foundation; the Climate and Land Use Alliance; the Rainforest Foundations; Conservation International; Nia Tero; the Green Climate Fund; the World Bank; the Global Alliance of Territorial Communities; RRI coalition members; COP29 leadership; and many others. This engagement represents an opportunity to wield the collective political capital of these organizations at higher levels in international forums to engage new leaders and key stakeholder groups, particularly toward a new pledge at COP30.
- ▶ **Advance the localization agenda among key bilateral donors.** Bilateral donors, like the United States Agency for International Development (USAID), increasingly recognize their role and responsibility to localize resources, shifting administrative systems to prioritize more direct partnerships with local organizations and service providers. In response, the Path to Scale launched a report outlining a set of concrete, implementation-focused recommendations for USAID to deliver more direct, [fit for purpose](#) support to IPs, LCs, and ADPs. There is an opportunity to tie the localization commitments of bilateral donors to a new pledge at COP30, as well as position IP- and LC-led financing mechanisms as necessary implementing partners to achieve localization ambitions.
- ▶ **Provide more transparent information on donor funding flows to IPs, LCs, and ADPs.** The transparency and accessibility of donor reporting on IP, LC, and ADP tenure and forest management funding has improved dramatically with the launch of the [Path to Scale Funding Dashboard](#). This is particularly important as we move toward a larger, more ambitious pledge at COP30, which will likely make stronger commitments to the direct funding of rightsholder organizations. Improved tracking can enable/enhance the coordination among the donor community to strategically deploy resources across geographies and project types, helping to elevate the impact of a COP30 pledge.

## Emerging Ideas and Priorities for 2025

- ▶ **Contribute to "The Pledge We Want"** – The program will organize networks to contribute to *"The Pledge We Want"* to collectively develop targets, principles, or analyses that support the FTFG in designing and realizing an inclusive and rights-based pledge at COP30. Specifically, the Path to Scale will conduct robust accounting against its targets to recognize 400 million hectares of forest and mobilize USD \$10 billion for IP, LC, and ADP tenure and forest management by 2030. The target accounting is needed to inform *"The Pledge We Want"* framework and advocacy messages, as it will demonstrate the scale of the challenge/opportunity by outlining what is needed to achieve the Path to Scale targets by 2030.
- ▶ **Support the Roadmap to COP30** – The program will leverage the growing and active participation in the Path to Scale, and the political capital of participants, to inform and influence the process to

develop *"The Pledge We Want"* ahead of COP30. We will convene and hold side events at strategic moments and support shared messaging to continue building momentum toward this outcome. Key moments will include the World Bank Land Conference, RRI 20<sup>th</sup> Anniversary, Climate Week NYC, COP30, and virtual quarterly meetings of the Path to Scale network.

- ▶ **Improve Funding Transparency** – Update the Path to Scale Funding Dashboard, enabling public, private, and IP, LC, and ADP organizations and networks to monitor the progress of key pledges and generate actionable insights to improve the funding of community tenure and forest management. Additionally, the program will launch a new state of funding for tenure rights and guardianship [report](#) to highlight key changes to the funding landscape, focusing on trends that support advocacy efforts for a new pledge at COP30. This tool will inform *"The Pledge We Want"* campaign and related advocacy efforts for a new pledge at COP30.
- ▶ **Localize Bilateral Funding** – Utilize the Localization Working Group (LWG) to explore opportunities to progress the adoption and implementation of the USAID localization recommendations to increase direct support for IPs, LCs, and ADPs so they can secure their rights and conserve/manage key ecosystems. For example, supporting convenings between USAID and rightsholder-led funding mechanisms to discuss implementation challenges and opportunities, and learn from each of their experiences. The opportunities may be limited by the incoming Trump administration (see risks in the section below) or accelerated to achieve “quick wins” early in the administration transition to demonstrate the scalability of localization. Furthermore, the localization movement presents an important opportunity to link these goals with a new pledge at COP30, potentially helping to further the contributions from bilateral donors.

## Risks and Mitigation Strategies

Key Program Risks	Impact if it Occurs	Mitigation Strategies or Contingency Plans
A lack of commensurate support to coordinate the Path to Scale as the network and agenda rapidly grow. This risks RRI’s ability to achieve workplan priorities and network targets, as more is required of the program to coordinate participant efforts, facilitate targeted and valued exchanges, and develop collective work products and strategies.	Medium (challenging, but workable)	RRI will invite donors to support the coordination of the Path to Scale and will hire one full-time staff member to manage network communications, coordinate participant workplans, facilitate strategic analyses, organize quarterly and annual meetings, and coordinate participant workplans and participation in key international forums. Additionally, RRI will continue forming and utilizing subcommittees to organize the most relevant, engaged, and/or experienced participants to contribute to its priorities.
A lack of opportunities to advance bilateral localization initiative with USAID given the “America first” foreign policy position of the incoming administration. This approach is expected to extend to foreign assistance, resulting in budget cuts for development and climate finance.	High (may not be able to move ahead)	Despite anticipated cuts, top former USAID officials believe localization will continue to grow as a priority given its sweeping bipartisan support (it was even promoted in Project 2025). This is because localization has proven to cost less and be more effective, which addresses criticisms of the Trump administration. A USAID localization expert suggested that “quick wins” on localization are critical early in the transition to demonstrate its progression, scalability, and value to the new regime. Therefore, RRI will mobilize the Path to Scale localization working group and our allies at USAID to explore high-impact actions to advance this agenda given the current conditions.

# Strategic Communication

*The Communications team is tasked with producing and promoting RRI's strategic analyses, thought leadership, regional and global convenings, strategic networks, and advocacy campaigns in support of coalition members on the ground.*



Interview with Colombian Vice President Francia Márquez. International Event on Securing the Land Tenure Rights of Afrodescendant Peoples in Latin America and the Caribbean. Bogotá, Colombia. June 14, 2024. Photo: Trineo Comunicaciones for RRI.

## Current State of Play

The Communications team is tasked with producing and promoting RRI's strategic analyses, thought leadership, regional and global convenings, strategic networks, and advocacy campaigns in support of coalition members on the ground. Our communications and outreach efforts have been historically challenged by several key factors: scientific complexity and accessibility of our data and analyses; the high volume of news competing for public interest; and making our messages resonate with all our target audiences—who have diverse needs and ways of processing information.

In 2025, the Communications team will work to incorporate clarity, transparency, and innovative storytelling in its outputs to counter these challenges. We will also focus on promoting greater digital and multimedia outreach of RRI's work, and highlight coalition members' roles and journeys in moving the needle on IP, LC, and ADP rights, climate, and conservation in mainstream print, broadcast, and social media. We will also seek to raise the public profiles of RRI's senior leadership by crafting and placing opinion pieces in international media outlets that cater to our various target audiences. An overarching component of our efforts will be to closely collaborate with senior management and program teams to ensure that RRI's strategic analyses and public events are designed to be more accessible and compelling for members of the media.

Our efforts will reflect the following priorities in 2025:

1. Promoting the coalition's successes to mark RRI's 20<sup>th</sup> Anniversary
2. Supporting and amplifying coalition members' advocacy campaigns to global platforms
3. Amplifying gender justice analyses and events
4. Launching and disseminating new strategic analyses
5. Improving the accessibility and outreach of RRI's work on climate, conservation, livelihoods, and youth
6. Campaigning to scale up direct funding for IPs, LCs, and ADPs, including the women within them mainly through [The Pledge We Want](#) campaign with the Path to Scale network.

Our work plan is informed by the programmatic priorities outlined in the preceding workplans. It includes foreseeable opportunities for collaboration and action for each priority.

## Emerging Ideas and Priorities

**Promoting the Coalition's Successes:** In 2025, RRI will celebrate its 20<sup>th</sup> anniversary. Communications will work to showcase RRI's successes and vision for the future at this celebration. We will develop several products to effectively showcase these achievements. These include:

- ▶ A 20-year retrospective to take stock of RRI's major achievements in the IP, LC, and ADP rights landscape and reflects on its vision for the future.
- ▶ A report highlighting achievements of RRI's Strategic Response Mechanism (SRM)
- ▶ A documentary presenting a retrospective of RRI's beginnings and major contributions.

To develop these products, we will leverage the following opportunities in collaboration with RRI's regional and global programs:



- ▶ Work with the Coalition and Strategic Networks program to present a compelling narrative of RRI's achievements and branding at the 20th Anniversary Celebration event in Washington, DC.
- ▶ Collaborate with global and regional teams to coordinate extensive interviews with key coalition members and champions to include their perspectives in anniversary products.

**Coalition Campaigns:** Threats to and violence against territorial communities and land defenders, land grabbing and rollbacks, increased militarization and reduced civic space, as well as increasing levels of violence against RRI members in the Global South, are all issues being raised with increasing urgency by our partners and collaborators. In 2025, RRI plans to continue piloting a new campaigns support initiative launched in 2024 to amplify coalition members' advocacy campaigns. The initiative's goal is to support coalition members' existing national or regional-level campaigns for land and resource rights and agency of IPs, LCs, and ADPs to global audiences.

The pilot is currently supporting six campaigns led by RRI's SRM project proponents across Asia, Africa, and Latin America, selected by RRI's regional teams based on their potential to achieve meaningful impact at an international level and RRI's ability to add new value to the work already being done by coalition members in support of the campaign.

Our actions to support the campaigns will include media support, social media outreach, sign-on letters, legal action, petition deliveries, and creative tactics, and customized to each unique situation guided by the coalition member leading the campaign. We will also document the pilot's results and lessons learned in the second half of 2025 to inform scaling up in years ahead. The pilot's ongoing campaigns work will leverage the following opportunities in collaboration with RRI's regional and global programs:

- ▶ A convening on "Territorial Defense" organized by RRI's Latin America program to promote ongoing coalition campaigns.
- ▶ Global convenings on climate, conservation, and Indigenous rights including the UN Climate Week, UN CBD CoP17, and UNFCCC CoP30 in Brazil.
- ▶ RRI's upcoming 20<sup>th</sup> Anniversary Celebration, which will bring together global donors and development practitioners.

**Gender Justice:** In 2025, the Communications team will continue to promote WiGSA on global platforms, leveraging its new strategic analyses and convenings to elevate the voices of women leaders from Asia, Latin America, and Africa. We will particularly leverage findings from RRI's seminal report on the status of direct funding to IP, LC, and ADP women's organizations, published in 2024, which is an important messaging tool to promote our global call to donors for more direct climate and conservation funding for women. Our gender justice work will leverage the following opportunities in collaboration with other RRI programs:

- ▶ Work with the Gender Justice team to create and implement a communications plan to support global expansion of WIGSA.
- ▶ In collaboration with the Tenure Tracking and Gender Justice teams, develop messaging and promote RRI's upcoming flagship analysis on IP, LC, and ADP women's forest rights.
- ▶ Launch new strategic analyses from the Gender Justice team, including new case studies on the impact of direct funding to women's organizations.

- ▶ Recording interviews with women leaders participating in peer learning exchanges between women leaders from Asia and Latin America for use in WiGSA communications.

**Tenure Tracking and Strategic Analyses:** In 2025, Communications will work with the Strategic Analysis team to revamp RRI's online Tenure Tool. Our goal is to improve access and expand data and analysis on water tenure data and water-land nexus; better highlight implications for women's rights to freshwater; and expand inclusion of RRI's research on carbon markets. Work on this project is already underway and will be completed in 2025.

In addition, we will work to produce and promote the following key analytical products on global platforms in collaboration with the Tenure Tracking team:

- ▶ The Depth of Rights Report demonstrating progress in tenure rights recognition in 35 tropical countries since 2012.
- ▶ The Forest Area Update to highlight changes in global forest ownership since 2018.
- ▶ Analysis on pastoralist tenure and mobility rights—in connection with the upcoming Year of the Pastoralists in 2026. We will promote strategic analyses and blog posts to assess the tenure and mobility rights of Pastoralists.
- ▶ RRI's upcoming flagship analysis on IP, LC, ADP women's forest rights, in collaboration with Gender justice and Tenure Tracking teams.
- ▶ Policy brief on the land and water nexus of IP, LC, and ADP rights.

**Rights, Climate, and Conservation:** A significant focus of communications this year will be devoted to preparing for CoP30 in Brazil and advocating for the coalition's priorities around rights-based conservation. We see the following opportunities for collaboration with the Climate and Conservation team as well as other programs in this key thematic area:

- ▶ Raise awareness and understanding among IPs, LCs, and ADPs on the **Land Rights Standard** based on a curriculum developed in 2024, which will be piloted and disseminated in 2025.
- ▶ Compile and make accessible evidence generated by the Climate and Conservation team on community experiences with voluntary carbon market initiatives in Africa, Asia, and Latin America.
- ▶ Promote international convening on technical/legal support for IP, LC, ADP communities in carbon markets, planned for 2025.
- ▶ Publish and promote new RRI study on the legal and policy frameworks needed for rights-based conservation and successful pathways for community-led conservation.
- ▶ In collaboration with Africa Program:
  - ▷ Promote the upcoming Indigenous Peoples' Three Tropical Basin Summit on Community Conservation in the Republic of Congo.
  - ▷ Promote a report on community conservation and biodiversity protection in Africa.
- ▶ In collaboration with the Latin America Program:
  - ▷ Promote an analysis on best practices and learnings from women's collective enterprises and market access, with a focus on finance, business, marketing models, and training for IP, LC, and ADP women-led enterprises.

- ▶ Promote new analyses on conservation, climate adaptation and collective mapping strategies for Afro-descendant Peoples, women, and youth.
- ▶ In collaboration with the Video Consortium (a Skoll Foundation project), launch and promote a new short film produced in collaboration with AMAN to highlight stories of community-led conservation by women in Papua, Indonesia.

**Youth Engagement:** To support RRI's growing focus on elevating youth voices in 2025, Communications will conduct focused outreach to help increase Indigenous, local community and Afro-descendant youth leaders' vision and activism in the coming year. One key conduit for these efforts will be an international youth summit hosted by the Asia Program for youth organizations from Africa, Asia, and Latin America. Our activities in this area will focus on the following opportunities for support in 2025 in collaboration with regional and global programs.

- ▶ Promote the Global Youth Summit in July 2025 hosted by the RRI Asia Regional Program, bringing youth leaders from Asia, Africa, and Latin America together to exchange learning and develop common agendas.
- ▶ Support outreach of results from a youth training program in Latin America on collective land tenure—co-produced by youth leaders.
- ▶ Promote coalition youth leaders' participation in key global decision-making spaces through video blogs and social media outreach.

**Livelihoods:** As RRI's Livelihoods Program continues to deepen its understanding around the connection between tenure rights, livelihoods, and improved local economic outcomes, the Communications will promote new analyses on this subject as well as impact stories from coalition members who have implemented RRI's community monitoring work. We see the following upcoming opportunities for communications support in this area.

- ▶ Promoting upcoming evidence-based strategic analyses by the Livelihoods team to inform and guide the coalition's advocacy for improved livelihoods.
- ▶ Promoting peer learning exchanges on Community Monitoring planned across regions. This may include developing impact stories for the web around community monitoring experiences within the coalition so far; video interviews with coalition leaders at these exchanges; and inviting them to share their perspectives on the RRI Land Writes Blog.

**Campaign to Scale up Direct Funding:** With the historic IPLC Pledge made at CoP26 by the Forest Tenure Funders Group expiring in 2025, CoP30 in Brazil presents a strategic opportunity to promote a new pledge that's more responsive to communities' feedback and lessons from the last 5 years. To support this momentum, the Communications team launched a campaign in September 2024 to both inform and promote a new, more ambitious funding pledge for IPs, LCs, and ADPs, including the women within these groups. This campaign integrates all of RRI's demands and messages around direct, equitable, and socially just climate and conservation funding. We will continue this campaign throughout 2025, using upcoming global platforms on climate and conservation to share its messages.

Here are specific opportunities for collaboration and action around The Pledge We Want:

- ▶ Work with the Path to Scale network to integrate findings from the updated Path to Scale Funding Dashboard and related analysis on the effects of direct funding.
- ▶ In collaboration with the CLARIFI team, produce, and disseminate stories from CLARIFI’s projects to demonstrate the impact of direct funding via rightsholder-led funding mechanisms.
- ▶ In collaboration with the Path to Scale network, populate RRI’s new microsite for The Pledge We Want ([www.thepledgewewant.com](http://www.thepledgewewant.com)) with content reflecting coalition members’ priorities and analyses on direct funding.

## Risks and Mitigation Strategies

Key Program Risks	Likelihood of Occurrence in 2025	Impact if it Occurs	Mitigation Strategies or Contingency Plans
<ul style="list-style-type: none"> <li>▶ The limited capacity of the Communications team and rapidly growing portfolio continues to pose a major challenge in meeting our ambitious goals each year.</li> <li>▶ The team is currently composed of four full-time members, including one native Spanish and one native French speaker, three experienced institutional writers, and two members with formal journalistic training. As strong as this team is, it is not enough to support 9 programs.</li> <li>▶ Given the increasing demands from the coalition for capacity building and advocacy/campaign support, the team will benefit from at least two new full-time staff members, one of whom will be dedicated to supporting the growing CLARIFI portfolio and another to our campaigns work.</li> </ul>	High	High (may not be able to move ahead)	<ul style="list-style-type: none"> <li>▶ Hire two new staff members, dedicated to supporting CLARIFI communications and Campaigns work.</li> <li>▶ Meanwhile, continue to strengthen consultant base, particularly in copywriting, design, and video editing areas, and invest in project management training for team members.</li> <li>▶ Request the Operations program for temporary admin and contract management support for busy months.</li> <li>▶ Work with Director of Fundraising and Donor Engagement to identify potential sources of funding and ensure program team funding proposals include support for additional communications staff.</li> </ul>

# Coalition and Strategic Networks

*The Coalition and Strategic Networks (CSN) program is responsible for ensuring that coalition members are actively informing and contributing to RRI's strategy on a global level.*



Megaflorestais Meeting. From left to right: Minister Ève Bazaiba Masudi – Minister of Environment, DRC; Minister Rosalie Matondo – Minister of the Forest Economy, ROC; Minister Marina Silva – Minister of the Environment and Climate Change, Brazil; August, 2024. Brazil. Photo by: Oliver Photography

## Current State of Play

The CSN program is responsible for ensuring that coalition members are actively informing and contributing to RRI's strategy on a global level. This happens through various processes throughout the year where coalition members come together to discuss priorities, risks, and opportunities for our work. This program is designed to facilitate engagement, consultation, and provide spaces for people to voice their ideas and concerns through a collective governance process.

2025 marks the 20<sup>th</sup> anniversary of the RRI coalition. This will be an important moment to reflect on the past, present, and future of RRI. We will gather in May in Washington, D.C., bringing together coalition members from around the world, allied organizations, donors, journalists, and important leaders in land rights, development, human rights, and conservation. This gathering will be an inspirational space where we get to dream up the next 20 years of the RRI coalition. In order to decide where we want to go and how we will get there, we will reflect on current and emerging trends and how our sector has evolved in the last 20 years. We hope these conversations will position RRI as a visionary leader in this field, and will continue to profile the coalition as an innovative and powerful actor within the climate, rights, and conservation space. The 20<sup>th</sup> anniversary events will be designed to profile the achievements of partners and collaborators in our three priority regions, advocating for the protagonism of Indigenous, Afro-descendant, and local communities in the decisions that impact their lives. These events will replace the governance meeting in January.

In the last year, we have experimented with migrating in-person strategy meetings to a virtual format. Although there was a big risk in hosting more than 150 coalition members online, considering the complexity of interpretation and the different realities in the territories, the feedback from these meetings was very positive and we were able to have thoughtful discussions and capture a lot of valuable feedback and ideas from coalition members.

The topics that came up strongly at the 2024 Virtual Global Strategy Meeting were the need for more capacity building, knowledge exchanges, and advocacy moments. For the intersectional work, women and youth were highlighted as a key priority for the coalition's work, and thematically the most popular topics were livelihoods, carbon markets, and the threats and repressions that land defenders face. All of the contributions were very much aligned with what RRI already does and we were able to capture insightful ideas on how to approach our work. What stood out for the CSN team was the clear request for more capacity-building support, which we've been experimenting with in 2024 and would like to explore further in 2025.

## Emerging Ideas and Priorities

The CSN activities for 2025 include ongoing and new projects. The ongoing work includes:

- ▶ Board support: In 2025 we will continue supporting board meetings. One of the key activities includes board chair recruitment and onboarding.
- ▶ Fellows: We will continue to organize fellow meetings and encourage fellows' contribution to the RRI coalition.
- ▶ Global Strategy Meeting: Like in 2024, this meeting will once again happen in a virtual format in October, after the Regional Strategy Meetings and ahead of the drafting of the 2026 program.

- ▶ Online Coalition Meetings: Host regular thematic meetings that bring experts in various topics of interest to the coalition and cover updates on coalition activities and provide opportunities for engagement.
- ▶ Youth engagement: Coalition spaces will continue to expand youth participation by including them in all activities, including strategic planning processes, to identify opportunities for more youth-led and intergenerational spaces.

The new projects and cross-team collaboration include:

- ▶ North-South Collaboration: We will scope out opportunities for engagement with Indigenous communities in North America, identifying potential collaboration or cross-learning opportunities with the Global South.
- ▶ Youth Summit: We will support the Asia team in organizing the July International Youth Summit, ensuring youth participation from coalition members from Africa, Asia, and Latin America.
- ▶ Advocacy and campaigns: We will continue working with the Communications Team to advise and support RRI campaign strategies, mainly The Pledge We Want Campaign.
- ▶ COP30: We will work with all teams to create a coherent strategy for the coalition's engagement at COP30.

The CSN priorities for 2025 include:

- ▶ After the success of the Learning Community pilot in 2024, we plan to continue to develop the Learning Community in 2025, exploring various formats for trainings and workshops. There has been a big demand for more capacity building around livelihoods, carbon markets, and advocacy, which could be potential topics for these learning sessions.
- ▶ As RRI celebrates its 20th anniversary, we will host coalition members, allies, donors, and key thought leaders from the land rights and conservation sector in Washington, D.C. for a two-day conference followed by a two-day coalition meeting, including an assessment of the current implementation of RRI's Fourth Strategic Plan and beyond. During these four days in May, we will reflect on the last 20 years of RRI while also discussing how we can innovate and adapt to current times and continue to be a leading voice within the land tenure and community-led conservation space.
- ▶ RRI's core mission has been to place rightsholders at the front and center of the climate and conservation debates. While there are many awards that have recognized the leaders and heroes in this space, all of them are given to individuals. RRI wants to highlight that, at the community level, achievements are always a result of a collective effort. During the week of the 20th anniversary celebration, while coalition members will be present in Washington, D.C., we will host our first ever RRI award ceremony. Our goal is to recognize the collective action in the territories that are safeguarding our climate and nature, and humanity's future.
- ▶ Every five years, partners reaffirm their engagement with the RRI coalition through a Memorandum of Understanding (MOU) that outlines each parties' role and contribution to our network. The 2025 MOU renewal will follow a consultative process that seeks to improve our governance structure. We hope to bring more clarity around categories of engagement, such as the difference between partners and collaborators. We hope to also update the MOU to reflect emerging coalition priorities such as youth leadership, gender justice, and increasing threats to land defenders.

- ▶ With its focus on adaptation and climate justice, COP30 will be a critical moment for civil society's engagement in the progress of the Paris Agreement. The conference will occur in Brazil in 2025, and, with a progressive government dedicated to Indigenous rights, Brazil is poised to highlight Indigenous, Afro-descendent, and local community leadership at the event. Thus, during COP30, we hope to organize a cohesive, youth-led delegation to profile RRI as a community leader.
- ▶ Now in its 20th year, we will review the achievements and lessons learned from the MegaFlorestais activities, including our annual meeting, the Next Generation of Forest Agency Leaders program, the Rethinking Forest Regulation Workshops, and other activities that may come up. This assessment will provide guidance for the network going forward.

## Risks and Mitigation Strategies

Key Program Risks	Impact if it Occurs	Mitigation Strategies or Contingency Plans
The RRI coalition is very diverse and members don't always share the same views on some issues. Reviewing the MOU can be challenging when trying to navigate interests and politics.	Some impact, delay, cost.	<ul style="list-style-type: none"> <li>▶ Ensure the renewal process is inclusive and collaborative so decisions aren't made by a small group of people.</li> <li>▶ Ensure there is a plan for the non-renewal of partners who may decide to leave the coalition.</li> </ul>
Identifying a new RRI Coalition Board Chair is challenging and may take longer than anticipated, which could impede board efforts.	Some impact, delay, cost.	<ul style="list-style-type: none"> <li>▶ Ensure it's shared widely to receive quality recommendations.</li> <li>▶ In case strong candidates are not identified, consider hiring a recruitment agency.</li> </ul>
A lack of accommodation in Belém for COP30, and not enough accreditations to ensure great participation from the coalition.	High, might not be able to move ahead.	<ul style="list-style-type: none"> <li>▶ Look for accommodation outside of Belém.</li> <li>▶ Bring a reduced representation of the coalition and secretariat.</li> </ul>



# Finance and Administration

(including finance and accounting, awards and compliance, and human resources and administration)



Indigenous  
Pygmy Peoples,  
Democratic Republic of  
the Congo, 2024. Photo by  
EnviroNews DRC for RRI.

## Current State of Play

In the past year, RRI's Operations program established a cross-functional team that enhanced collaboration between our finance, fundraising, and program functions, leading to improved handling of compliance and grants issues. We are preparing to serve as fiscal sponsor for a large upcoming grant, and in 2024, tested the process with a relatively small grant. An evaluation of the end results will inform our systems for the larger grant in 2025. Additionally, in 2024, we successfully onboarded several key leadership staff, including a Chief Operating Officer, Senior Director of Programs, and a Monitoring, Evaluation and Learning Specialist.

In 2025, we see the following internal opportunities and challenges for RRI's operations.

- ▶ Our legacy operational systems and processes are creating unnecessary bottlenecks and inefficiencies.
- ▶ We have the opportunity to strengthen our multi-entity accounting platform and software as we migrate to a cloud-based system, moving away from our local, server-reliant system.
- ▶ There are tensions between trying to ensure that our own subgrants are 'fit for purpose' and the need to maintain compliance with the restrictions and regulations of many donors and IRS requirements. We will explore the opportunities and roadblocks in 2025 through joint programs/operations working sessions.
- ▶ A larger budget and many more awards going out this year compared to previous years means the operations team's workload has grown drastically, yet we are still understaffed. The plan in 2025 is to recruit the necessary operations staff with skills and knowledge in sub-granting, compliance, and support for recipients with training and resources.

Below are some key external challenges and opportunities as we look ahead.

- ▶ The Washington, D.C. labor market is highly competitive and filling certain staff roles, such as accounting personnel, continues to be difficult.
- ▶ In 2025, the bulk of RRI's funding is coming from restricted sources, with only about 9 percent of this funding unrestricted. We will continue to limit the use of unrestricted funds as much as possible in order to push it to future years and the highest priority uses.
- ▶ Private foundations remain our largest source of funding for 2025, making up 74 percent of projected revenue.
- ▶ It has been increasingly difficult to get work permits and visas for international staff. With the new political administration in the U.S., things are not expected to get better. RRI's legal registration in Canada with the support of Montreal International has been very useful to support international staff who want to be based in Canada and get a diverse staff. Currently, RRI has 12 staff members based in Montreal.

## Emerging Ideas and Priorities for 2025

In 2025, what was formally referred to as Finance and Administration, will be referred to as Operations moving forward. Three specific sub-teams will focus on the areas of:

1. Finance and Accounting (F&A)
2. Awards and Compliance (A&C)

### 3. HR and Administration (HR)

## Finance and Accounting

### 1. Building the Financial Capacity of Collaborators and Partners/Subrecipients

- ▶ F&A will continue collaborating with program teams to support IP, LC, and ADP organizations and networks building their financial capacity. This includes providing system support and exploring new funding streams. Specific activities will include in-person training sessions in the DRC for the Central African Forest Initiative (CAFI) and the Embassy of Sweden in the DRC awards.

### 2. Upgrading Financial Systems

- ▶ Implement a new financial management system to enhance reporting, compliance tracking, and donor management. This system is crucial for managing multi-entity accounting, especially for CLARIFI. Work on this upgrade will start with a financial consultant in 2024 and it will continue into 2025. The consultant will review current systems, identify gaps, and recommend improvements for scalability.

### 3. Improving Budget vs. Actuals Reporting and Financial Insights

- ▶ Enhance budget vs. actuals reporting to ensure program teams have the financial data they need to make informed decisions.

### 4. Developing an Investment Strategy and Policy

- ▶ Develop an investment strategy that maximizes returns on contributions while ensuring funds are used effectively. This strategy will be guided by a new investment policy, which will outline the types of companies or industries the organization is comfortable investing in, and any sectors to avoid based on ethical considerations or organizational values.

### 5. Refining Indirect Cost Allocation Methodology

- ▶ Review and refine the organization's indirect cost allocation approach to ensure it aligns with both internal operational needs and donor expectations.

### 6. Managing the Accrued Fringe Account

- ▶ Review and optimize how the accrued fringe account is managed. This will include analyzing usage patterns and financial sustainability, ensuring that accrued fringe costs are accurately accounted for and efficiently managed.

### 7. Rebidding Audit Services

- ▶ Rebidding audit services as the organization reaches the five-year mark with the current audit firm, ensuring continued competitiveness and quality in auditing.

### 8. Preparing and Facilitating a Timely External Audit

- ▶ Ensure the external audit for the 2024 financial year is efficient, timely, and smooth. Early preparations will include organizing financial records, conducting monthly account reconciliations, and resolving outstanding issues from the previous audit. All required documents will be compiled and submitted well in advance, and regular check-ins with auditors will ensure a seamless process.

## **9. Rolling Out a Revised Travel Expense Policy**

- ▶ Roll out the updated travel expense policy that includes the option for staff and coalition members to use per diems. This policy aims to 1) streamline travel expense management, reduce administrative burden, and ensure consistency across the organization; and 2) respond to a coalition-wide longstanding request (mainly the rightsholders) to reduce the burden of travel logistics (collecting receipts, completing expense reports, and managing difficult pre-finance travels).

## **Awards and Compliance**

### **10. Rolling Out a New Grants Management System**

- ▶ Implement the new Grants Management System and conduct orientation, training sessions, and feedback rounds for staff and partners. This will improve the overall tracking and compliance of grants, making workflows more efficient and transparent.

### **11. Compliance Monitoring for Subrecipients**

- ▶ Establish a formalized process for the ongoing compliance monitoring of subrecipients to ensure adherence to both donor and internal requirements. This will involve developing a compliance checklist and conducting regular monitoring visits or virtual check-ins with subrecipients, in partnership with program staff.

### **12. Capacity Building for Partners**

- ▶ Collaborate with F&A to provide virtual and in-person training, toolkits, and workshops to IP, LC, and ADP organizations. This will help build capacity for financial management, procurement, and compliance with grant requirements. In-person training for the CAFI and Sida DRC awards will take place in 2025.

### **13. Legal Review of Financial Contracts and Templates**

- ▶ Engage legal counsel to review all financial agreements, contracts, and binding templates to ensure compliance with donor requirements and to reduce risk. This will help ensure that subrecipient agreements and partnerships are legally sound.

### **14. Hiring Additional Staff for Award Management and Compliance**

- ▶ To manage the growing complexity of awards and ensure donor and subrecipient compliance, hire additional associate-level staff members who are dedicated to award management and the due diligence process.

### **15. Multi-Year Subaward Pilot Program Under CLARIFI**

- ▶ Multi-year awards are currently being piloted under CLARIFI. In 2025, we will learn from this pilot program by conducting internal discussions and engaging with partner organizations to evaluate the pros and cons of multi-year subawards. We will use these insights to inform future strategies for subawards.

## HR and Administration

### 16. Updating the Annual Performance Review Process

- ▶ Implement an updated performance review process using BambooHR, transitioning to an electronic, automated system for greater efficiency. This system will include multi-stakeholder feedback and will integrate with the performance-based salary increase process. The update will align with the consultant-led review of the president/coordinator's assessment process.

### 17. Supporting Event Logistics and Planning

- ▶ Ensure there is a dedicated staff to handle the logistics and planning of large convenings and events, including managing travel arrangements, participant cost letters, payments to venues and suppliers, and travel reimbursements. This work has added to the workload of the program associates and has taken their time away from providing programmatic support.

### 18. Conducting Salary Benchmarking

- ▶ Conduct a salary benchmarking exercise to ensure competitive compensation that aligns with industry standards. This will be completed every two to three years, with adjustments to salary scales informed by the benchmarking data.

### 19. Finalizing Employment Agreements for Regional Facilitators

- ▶ Develop and finalize standardized employment agreements for regional facilitators who have been working as consultants for at least six months. This will ensure compliance with local employment laws. Agreements will be implemented by mid-2025 in collaboration with the Employer of Record.

### 20. Manager and Supervisor Training Program

- ▶ Launch a training program to equip managers and supervisors with essential **leadership** skills, focusing on improving communication, conflict resolution, harassment prevention, and performance management.

### 21. Developing a Staff Safety and Security Protocol

- ▶ Refine and implement a comprehensive staff and coalition members safety and security protocol to protect employees, partners, collaborators during travel and other coalition/work-related activities. This will include risk assessments, travel safety guidelines, a sexual harassment policy, and crisis management planning, with ongoing staff training.

### 22. Supporting Staffing Needs for Organizational Growth

- ▶ Continue supporting the organization's growth by recruiting for critical roles, including a director for fundraising and an executive assistant (replacement). This will ensure that staffing levels meet the growing operational and programmatic demands of the organization.

### 23. Reviewing IT Services Provider

- ▶ Conduct a review of the organization's IT services provider and potentially recomplete the contract if necessary. This review will ensure that the organization's IT services are competitive, efficient, and aligned with evolving operational needs.

## 24. Roll out AI policy, training, and platforms

- ▶ Starting in 2024, Operations will finalize the provisional AI policy, conduct staff training on ethics and the appropriate use of AI tools, and provide safe AI tools and support with training and case studies.

## 25. Strengthening Cybersecurity and Data Recovery

- ▶ Operations will develop a comprehensive cybersecurity and data-recovery strategy to protect sensitive data and ensure a quick recovery from cyber threats or system failures. Operations will also conduct a security audit, implement multi-factor authentication, and provide staff training to mitigate risks. Additionally, operations will establish automated data backups for all critical systems, and implement a robust disaster recovery plan, including regular recovery drills.

## Risks and Mitigation Strategies

Key Program Risks	Impact if it Occurs	Mitigation Strategies or Contingency Plans
Fit-for-purpose funding conflicts with compliance requirements.	Medium	▶ Implement a collaborative approach between operations, program teams, and legal advisors to align operational procedures with fit-for-purpose funding while meeting legal and compliance standards.
An increase in donor/contractual requirements vs. staff capacity.	Medium	▶ Donor requirements/obligations require coordination and collaboration with teams across the organization. This will be addressed by: training and improving communication and collaboration among teams; ensuring that programs are aligned and in compliance; and ensuring responsibility rests on Operations and the teams who implement the programs equally, since the costs of non-compliance can adversely impact the organization's future access to funding.
Significant administrative effort required for RRI to play its role as a clearinghouse and/or fiscal sponsor.	Medium	▶ Develop procedures for evaluating the pros and cons of accepting a role as a fiscal sponsor and for managing projects once accepted.
Work-life balance for staff.	Medium	▶ Good HR policies on work-life balance are communicated to make sure that staff are not overworked and take time off. Also, hire more staff to deal with organizational growth, and have a full-time HR manager.
Rapid expansion of activities pursuant to increased activities created by significant funding commitments.	Medium	▶ Build and/or scale up internal systems, combined with the judicious hiring of staff to effectively manage organizational growth.

# Budgets



Tree  
planting  
workshop  
for protecting  
Waypancuni  
Community water sources,  
Ashaninkas Indigenous Peoples,  
Selva Central Region, Peru. June,  
2024. Photo by Daiana Gonzalez

# Rights and Resources Initiative 2025

Prepared December 16, 2024

## 2025 Projected Budget by Program

RRI	2025 Secured Budget	2025 Unfunded Budget	Total 2025 Budget	As a % of RRI
<b>Regional Programs</b>	<b>\$ 4,317,751</b>	<b>\$ 1,186,316</b>	<b>\$ 5,504,067</b>	<b>37%</b>
Africa Program	2,621,109	349,640	2,970,749	20%
Asia Program	968,041	595,725	1,563,766	10%
Latin America Program	728,601	240,950	969,552	6%
<b>Thematic Programs</b>	<b>\$ 2,061,044</b>	<b>\$ 1,228,303</b>	<b>\$ 3,289,347</b>	<b>22%</b>
Gender Justice	409,093	430,000	839,093	6%
Path to Scale	258,615	122,000	380,615	3%
Rights & Livelihoods	455,856	272,500	728,356	5%
Rights, Climate & Conservation	444,155	104,560	548,715	4%
Tenure Tracking	493,325	299,243	792,568	5%
<b>Program Optimization &amp; Impact</b>	<b>\$ 3,346,393</b>	<b>\$ 1,360,000</b>	<b>\$ 4,706,393</b>	<b>31%</b>
Coalition & Strategic Networks	983,638	251,000	1,234,638	8%
Contingency Fund	227,273	200,000	427,273	3%
Fundraising & Donor Engagement	519,230	165,000	684,230	5%
Monitoring, Evaluation & Learning	162,000	55,000	217,000	1%
Senior Program Office	393,102	124,000	517,102	3%
Strategic Response Mechanism (RRI)*	318,423	350,000	668,423	4%
Strategic Communications	742,727	215,000	957,727	6%
<b>Operations &amp; Administration</b>	<b>\$ 1,180,804</b>	<b>\$ 331,878</b>	<b>\$ 1,512,682</b>	<b>10%</b>
Finance, HR, IT, Compliance Costs	1,180,804	331,878	1,512,682	10%
<b>Total RRI 2025 Budget</b>	<b>\$ 10,905,992</b>	<b>\$ 4,106,497</b>	<b>\$ 15,012,489</b>	<b>100%</b>

CLARIFI	2025 Secured Budget	2025 Unfunded Budget	Total 2025 Budget	As a % of CLARIFI
Grants	10,576,773	7,480,000	18,056,773	71%
Salaries & Fringe	709,603	400,000	1,109,603	4%
Programmatic Support/Communications	507,048	650,000	1,157,048	5%
Organizational support, legal	482,162	348,000	830,162	3%
SRMs (BEF-Funded)*	575,000	-	575,000	2%
GATC @6%	629,948	-	629,948	2%
Partnerships/Convenings	369,163	400,000	769,163	3%
Finance, HR, IT, Compliance Costs	1,378,930	887,800	2,266,730	9%
<b>Total CLARIFI 2025 Budget</b>	<b>\$ 15,228,627</b>	<b>\$ 10,165,800</b>	<b>\$ 25,394,427</b>	<b>100%</b>

<b>Total RRI &amp; CLARIFI Target Budget</b>	<b>\$ 26,134,620</b>	<b>\$ 14,272,297</b>	<b>\$ 40,406,917</b>	
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\*SRMs funded by BEF are shown in the CLARIFI budget



Program	Code	Activity	Details	Country/Region	Funded	Unfunded	Total
Africa	25RF01	Strengthen women's livelihoods under Liberia's Land Rights Act (LRA)	Develop livelihood opportunities for women based on provisions in LRA in Liberia	Liberia	\$36,000		\$36,000
Africa	25RF02	Support inclusive governance through LRA regulations implementation	LRA implementation through regulation process & inclusive governance structures in Liberia	Liberia		\$40,000	\$40,000
Africa	25RF03	Strengthen land governance and community participation in Kenya.	Strengthen land governance systems and participation of communities in decision making in Kenya	Kenya	\$32,000	\$15,000	\$47,000
Africa	25RF04	Regional ALIN conference to advance land governance.	ALIN conference in Sierra Leone	Sierra Leone	\$71,000	\$68,000	\$139,000
Africa	25RF05	Community conservation study in Africa	Document community conservation practices and outcomes across Africa	Africa regional		\$60,000	\$60,000
Africa	25RF06	Community land rights and conservation in Madagascar	Consolidating community land rights and conservation in Madagascar	Madagascar		\$50,000	\$50,000
Africa	25RF07	Indigenous networks members acquire skills to implement AP law in DRC	CAFI 1: Ensure within two years that all DGPA and REPALEF indigenous networks members acquire skills to implement AP law.	DRC	\$194,375		\$194,375
Africa	25RF08	Integration of indigenous Pygmy people's rights in DRC	CAFI 2: Ensure full integration of indigenous Pygmy people's rights within twelve months of the PA Act's implementation.	DRC	\$142,396		\$142,396
Africa	25RF09	LPs sustainably manage land in DRC	CAFI 3: LPs themselves sustainably manage 800,000 ha of land where their rights are secure by 2027	DRC	\$382,250		\$382,250
Africa	25RF10	CAFI Project Management, Auditing, and MEL	Travel, convenings, other direct costs for CAFI DRC project	DRC	\$340,097		\$340,097
Africa	25RF11	IPs and LCs monitor land use and tenure in Equateur	In DRC Equateur, CONAREF strengthens land reform, while IPs and LCs monitor land use and tenure	DRC/Equateur	\$140,000		\$140,000
Africa	25RF12	IPs and LCs monitor land use and tenure in Kwilu	In DRC, Kwilu, CONAREF strengthens land reform, while IPs and LCs monitor land use and tenure.	DRC/Kwilu	\$160,000		\$160,000
Africa	25RF13	IPs and LCs monitor land use and tenure in Kongo-Central	In DRC, Kongo-Central, CONAREF strengthens land reform, while IPs and LCs monitor land use and tenure.	DRC/Kongo-Central	\$160,000		\$160,000
Africa	25RF14	IPs and LCs monitor land use and tenure in Sud-Ubangi	In DRC, Sud-Ubangi, CONAREF strengthens land reform while IPs and LCs monitor land use and tenure.	DRC/Sud-Ubangi	\$149,257		\$149,257
Africa	25RF15	IPs and LCs monitor land use and tenure in Tshopo	In DRC, Tshopo, CONAREF strengthens land reform, while IPs and LCs monitor land use and tenure.	DRC/Tshopo	\$159,999		\$159,999
Africa	25RF16	Sida DRC project management, auditing, and MEL	Travel, convenings, other direct costs for Sida DRC project	DRC	\$208,995		\$208,995
Africa	25RFS	Personnel costs		Global	\$430,340	\$76,640	\$506,980
Africa	25RFT	Africa team travel and coordination and planning	Not including SIDA, CAFI, or BEF	Africa regional	\$14,400	\$40,000	\$54,400
<b>Africa Total</b>					<b>\$2,621,109</b>	<b>\$349,640</b>	<b>\$2,970,749</b>
Asia	25RSID01	Strengthening capacity in Indonesia	Network Strengthening Indonesia (25RSID01)	Indonesia	\$20,000	\$35,000	\$55,000
Asia	25RSID02	Livelihood and climate initiatives supported in Indonesia	Community Based Livelihood, Conservation, & Climate Initiatives Indonesia (25RSID02)	Indonesia	\$20,000	\$10,000	\$30,000
Asia	25RSID03	Marine consortium	Strategy for Participatory mapping of marine and coastal territories developed and piloted (25RSID03)	Indonesia	\$25,000	\$50,000	\$75,000
Asia	25RSID04	Policy engagement support	Policy Analysis & Advocacy Indonesia (25RSID04)	Indonesia	\$30,000	\$5,000	\$35,000
Asia	25RSIN01	Strengthening capacity in India	Network Strengthening India (25RSIN01)	India	\$133,182	\$30,000	\$163,182
Asia	25RSIN02	Land Conflict Research Support in India	Land Conflict Research Support India (25RSIN02)	India	\$200,000		\$200,000
Asia	25RSIN03	Livelihood and climate initiatives supported in India	Community based Livelihood, Conservation, & Climate Initiatives India (25RSIN03)	India	\$41,200	\$11,300	\$52,500
Asia	25RSIN04	Policy engagement support	Policy Analysis & Advocacy India (25RSIN04)	India	\$20,000	\$15,000	\$35,000
Asia	25RSNP01	Strengthening capacity in Nepal	Network Strengthening Nepal (25RSNP01)	Nepal	\$15,000	\$45,000	\$60,000
Asia	25RSNP02	Livelihood and climate initiatives supported in Nepal	Community Based Livelihood, Conservation, & Climate Initiatives Nepal (25RSNP02)	Nepal	\$10,000	\$17,500	\$27,500
Asia	25RSNP03	Territories mapping	Strategy for Mapping Indigenous Territories Developed and Piloted (25RSNP03)	Nepal	\$25,000	\$150,000	\$175,000

Program	Code	Activity	Details	Country/Region	Funded	Unfunded	Total
Asia	25RSNP04	Nepal conservation collaboration by Nepal based P&C	Collaborative Conservation Initiative by Nepal Partners (25RSNP04)	Nepal	\$20,000	\$100,000	\$120,000
Asia	25RSNP05	Policy engagement support	Policy Analysis & Advocacy Nepal (25RSNP05)	Nepal	\$15,000	\$30,000	\$45,000
Asia	25RSR01	Regional support like COP participation; networking support for core regional partners	Network Strengthening of Regional Partners (25RSR01)	Asia - Regional	\$57,925	\$6,925	\$64,850
Asia	25RSR02	2025 Global Youth Forum convening	Global Youth Forum (25RSR02)	Global	\$10,000	\$90,000	\$100,000
Asia	25RSS	Personnel costs		Global	\$283,206		\$283,206
Asia	25RST	Staff Travel and Supplies for Asia Team		Asia - Regional	\$42,528		\$42,528
<b>Asia Total</b>					<b>\$968,041</b>	<b>\$595,725</b>	<b>\$1,563,766</b>
CLARIFI	25CLF01	Subgrants under CLARIFI	Subgrants projects	Tropical Andes/Congo Basin	\$10,336,914	\$6,500,000	\$16,836,914
CLARIFI	25CLF02	Community based monitoring projects	Community base monitoring projects usually merge with subgrant line.	Tropical Andes/Congo Basin	\$239,859	\$980,000	\$1,219,859
CLARIFI	25CLF03	GATC Capacity Building	GATC Capacity Building grant	Tropical Andes/Congo Basin	\$629,948		\$629,948
CLARIFI	25CLF04	Capacity-building framework development & implementation	Grantees participation in strategic events, workshops, training to allow exchanges and practical learning.	Global	\$269,163	\$350,000	\$619,163
CLARIFI	25CLF05	Support for the 3 Basin Forest Summit	Support to the IP Three Basin Summit & Women roadmap from Brazaville forum	Congo Basin	\$100,000	\$50,000	\$150,000
CLARIFI	25CLF06	Implement CLARIFI's M&E framework and share learnings	Conduct convenings, assessments, and reporting to strengthen CLARIFI's M&E practices.	Global	\$349,013	\$350,000	\$699,013
CLARIFI	25CLF07	Communication strategy implementation for CLARIFI	CLARIFI's communication strategy will evolve to focus on storytelling and contextualizing outputs and outcomes to reflect changes on the ground. One video impact story in LA and impact stories for all regions.	Global	\$158,035	\$300,000	\$458,035
CLARIFI	25CLF08	CLARIFI operational, legal & fundraising plan implementation	CLARIFI legal, organizational design, strategy and technical support, meetings, workshops with SC, board, legal advisors, grantees, donors; consultant program services, interpretation, traveling etc.	Global	\$482,162	\$348,000	\$830,162
CLARIFI	25CLF09	SRMs funded by BEF/CLARIFI	TBD	TBD	\$575,000		\$575,000
CLARIFI	25CLFS	Personnel costs		Global	\$709,603	\$400,000	\$1,109,603
<b>CLARIFI Total</b>					<b>\$13,849,697</b>	<b>\$9,278,000</b>	<b>\$23,127,697</b>
Coalition & Strategic Networks	25CSN01	20th Anniversary Conference	Celebrate 20 years of impact with global partners and coalition members.	Global	\$350,000	\$50,000	\$400,000
Coalition & Strategic Networks	25CSN02	Coalition meetings	Ongoing virtual coalition meetings, virtual fellow meetings, 2-day in-person Coalition meeting in DC in May around "Coalition 2045 Vision". MOU consultation process. Virtual GSM.	Global	\$162,435		\$162,435
Coalition & Strategic Networks	25CSN03	Board meeting (May 2025)	One in-person Board meeting in May. Interpretation/translation for board chair recruitment. Unfunded - A second in-person board meeting in Q3/Q4.	Global	\$40,000	\$30,000	\$70,000
Coalition & Strategic Networks	25CSN04	Assessment of the MegaFlorestais Network	Conduct network evaluation through interviews, surveys, and reports	Global	\$14,000	\$16,000	\$30,000
Coalition & Strategic Networks	25CSN05	Youth summit & COP30 support (CSN)	Side convenings/youth strategy, COP30 youth delegation travel/accommodation.	Global		\$20,000	\$20,000
Coalition & Strategic Networks	25CSN06	Capacity building workshops or training program for coalition	Either one-off workshop series and/or online learning community program.	Global	\$20,000	\$10,000	\$30,000
Coalition & Strategic Networks	25CSN07	Scoping for opportunities for North-South alliances	Managing 2 consultants doing research and reporting findings. Potential implementation (unfunded) of aspects of recommendations.	Global	\$15,000	\$5,000	\$20,000

Program	Code	Activity	Details	Country/Region	Funded	Unfunded	Total
Coalition & Strategic Networks	25CSN08	Award ceremony	Facilitate travel for 15 award recipients. Costs for even including translation/interpretation. Consultant for Award Curation and Recipient Selection. Costs for actual award and supporting recipients with a training and/or event activity, videos/showcasing recipients/nominees.	Global	\$110,000	\$60,000	\$170,000
Coalition & Strategic Networks	25CSNS	Personnel costs		Global	\$262,203	\$50,000	\$312,203
Coalition & Strategic Networks	25CSNT	Staff travel		Global	\$10,000	\$10,000	\$20,000
<b>Coalition &amp; Strategic Network Total</b>					<b>\$983,638</b>	<b>\$251,000</b>	<b>\$1,234,638</b>
Contingency Fund	25CF01	Use at president's discretion for urgent opportunities or gaps	TBD	TBD	\$227,273	\$200,000	\$427,273
<b>Contingency Fund Total</b>					<b>\$227,273</b>	<b>\$200,000</b>	<b>\$427,273</b>
Fundraising and Donor Engagement	25FDE01	Current Donor Engagement and Reporting	Engage existing donors through targeted reporting and participation in strategic donor events	Global	\$9,524	\$15,000	\$24,524
Fundraising and Donor Engagement	25FDE02	New Donor Engagement	Meeting and connecting with potential new donors	Global	\$7,000	\$25,000	\$32,000
Fundraising and Donor Engagement	25FDE03	Fundraising systems and training	Management of incoming awards and agreements, training for staff, implementation of systems related to donors	Global	\$32,788		\$32,788
Fundraising and Donor Engagement	25FDE04	New proposal & budget development	Drafting of concept notes, proposals, budgets, etc for NEW donors.	Global	\$2,500	\$15,000	\$17,500
Fundraising and Donor Engagement	25FDE05	Readiness for certification with key donors	Such as CAFI certification, etc. Costs may include consultants for assessments and support.	Global	\$25,000	\$20,000	\$45,000
Fundraising and Donor Engagement	25FDES	Personnel costs		Global	\$442,418	\$90,000	\$532,418
<b>Fundraising and Donor Engagement Total</b>					<b>\$519,230</b>	<b>\$165,000</b>	<b>\$684,230</b>
Gender Justice	25Gj01	Strengthening of WIGSA Network	Continued strengthening of WIGSA's organizational structure and network, including virtual meetings and one in-person meeting in Africa for all global WIGSA members.	Global	\$20,000	\$65,000	\$85,000
Gender Justice	25Gj02	Bilateral LA-Asia WIGSA Exchange	Bilateral exchange between Indigenous women organizations Asia and Latin America to equip Indigenous, Afro-descendant and local community women with knowledge and tools to advance their rights agenda at local and national levels.	LA and Asia	\$50,000	\$5,000	\$55,000
Gender Justice	25Gj03	Advocacy activities (Gj)	Positioning Indigenous, Afro-descendant and local community women in key International fora, including facilitating their discussions with governments, donors, and allies to influence the international community.	Global	\$40,000	\$20,000	\$60,000
Gender Justice	25Gj04	Strategic research on funding reaching women	Continue second step of the preliminary research on funding reaching women: Conduct in-depth pilots of 3 WIGSA organizations (1 in each region). Includes translation and production of documentation.	Global	\$46,002	\$30,000	\$76,002
Gender Justice	25Gj05	IKI Consortium Project	Preparation Phase of IKI Project: Transformational approaches to Indigenous and Afro-descendant rights-based conservation actions for biodiversity, climate adaptation and mitigation, and self-determined well-being	Colombia and Peru		\$50,000	\$50,000

Program	Code	Activity	Details	Country/Region	Funded	Unfunded	Total
Gender Justice	25Gj06	Continued research for WIGSA orgs	Continued research and applying the based line research methodology to an extended number of WIGSA women's organizations to monitor progress on accessing funding.	Global		\$200,000	\$200,000
Gender Justice	25Gj07	Regional WIGSA meetings and capacity building for research of women's orgs	Regional WIGSA meetings for continued advocacy and network building to reach out to new women's organizations and training and capacity building for women's organizations to build their own data and research based RRI methodologies.			\$50,000	\$50,000
Gender Justice	25GjS	Personnel costs		Global	\$229,704		\$229,704
Gender Justice	25GjT	Program mgmt and travel expenses for Gj team	Travel, Research, Supplies, and Other Expenses	Global	\$23,387	\$10,000	\$33,387
<b>Gender Justice Total</b>					<b>\$409,093</b>	<b>\$430,000</b>	<b>\$839,093</b>
Latin America	25RL01	LA regional common tenure rights agenda	Build a regional common tenure rights based agenda, based on linkage among the diverse agendas of IP, ADP, and LC organizations, women and youth in the region for impactful advocacy in at least one major regional event (UNFCCC COP-30)	Latin America Regional	\$50,000	\$30,000	\$80,000
Latin America	25RL02	LA women's collective enterprises analysis	Conduct a study to characterize the type of interaction of IP, ADP and LC women's collective enterprises with the market	Latin America Regional	\$15,000		\$15,000
Latin America	25RL03	Women's collective enterprises peer exchange	Organize exchanges for peer-learning among women to strengthen their interactions and commercialization strategies.	Latin America Regional	\$29,649	\$15,000	\$44,649
Latin America	25RL04	Mesoamerica women's economic initiatives	Support womens economic initiatives in Mesoamerica	Latin America Regional	\$23,200	\$13,800	\$37,000
Latin America	25RL05	Analyze and map Afro-descendant peoples' territorial rights in LA	Analysis of the status of the recognition of ADP' territorial rights in new countries and collective oceanic rights over maritime territories; continue mapping maritime territories/GIS training.	Latin America Regional	\$50,000	\$45,000	\$95,000
Latin America	25RL06	LA regional communications systems strengthening	Strengthen the regional coalition by enhancing existing communication systems to share information, strategies, and key moments for collective advocacy	Latin America Regional		\$30,000	\$30,000
Latin America	25RL07	Virtual encounter for rights defenders (LA)	Hold a virtual encounter to share best practices on defending territories, communities & leaders to strengthen collective protection strategies; hold training on the Escazu agreement	Latin America Regional	\$10,500	\$20,000	\$30,500
Latin America	25RL08	Youth land rights training in LA	Youth training of trainers on land rights in 10 countries in LA	Latin America Regional	\$30,000	\$20,000	\$50,000
Latin America	25RL09	Carbon markets LA regional analysis	Study state-of-the-art carbon markets in LA in relation to the respect/violation of territorial rights; hold a workshop to discuss findings in anticipation of COP30	Latin America Regional	\$27,000	\$33,000	\$60,000
Latin America	25RL10	GIS scoping analysis in LA	Scoping analysis of existing GIS systems in LA to evaluate status of coalition organizations' GIS systems	Latin America Regional	\$10,695		\$10,695
Latin America	25RL11	Women's organizations exchange between LA-Asia	Gender Justice-Asia-Latin America activity: Peer learning exchanges among RRI Coalition to equip Indigenous, Afro-descendant & local community women with knowledge & tools to advance their rights agenda at local & national levels	Latin America Regional	\$5,000		\$5,000
Latin America	25RL12	LA conservation experiences documentation	Record experiences in biodiversity conservation & climate change mitigation in LA with gender and intergenerational perspective, include status of maritime territories of IPs & LCs to influence COP30	Latin America Regional	\$20,000	\$20,000	\$40,000
Latin America	25RL13	LA IP ADP conservation categories dialogue	Dialogue with IP & ADP to revise strategies on conservation categories & territorial recognition to create a positioning roadmap (LA)	Latin America Regional	\$30,000	\$15,000	\$45,000
Latin America	25RLS	Personnel costs		Global	\$359,379		\$359,379
Latin America	25RLT	Travel for LA Program Staff; facilitation; and miscellaneous supplies	LA Program staff travel - separate from other activities; program supplies.	Latin America Regional	\$68,178		\$67,329

Program	Code	Activity	Details	Country/Region	Funded	Unfunded	Total
<b>Latin America</b>					<b>\$728,601</b>	<b>\$240,950</b>	<b>\$969,552</b>
<b>Total</b>							
Monitoring, Evaluation & Learning	25MEL01	Evaluations and assessments	Ensure the completion of the SP 4 Mid-term evaluation	Global	\$57,273		\$57,273
Monitoring, Evaluation & Learning	25MEL02	Develop products and systems for MEL	Further develop and refine MEL products and systems; support for formatting, data analysis	Global	\$14,126	\$40,000	\$54,126
Monitoring, Evaluation & Learning	25MELS	Personnel costs		Global	\$73,426		\$73,426
Monitoring, Evaluation & Learning	25MELT	Travel and support for MEL trainings	Travel to support MEL systems, products	Global	\$17,175	\$15,000	\$32,175
<b>Monitoring, Evaluation &amp; Learning Total</b>					<b>\$162,000</b>	<b>\$55,000</b>	<b>\$217,000</b>
Operations	25OPSAC	Awards & Compliance	Support CLARIFI FFP analysis; roll out new grants mgmt software; develop training for subs on compliance	Global	\$84,100	\$86,621	\$170,721
Operations	25OPSFA	Finance & Accounting	Roll out new/upgraded accounting software; develop training for subs on financial mgmt; rebid external audit services; improved budget vs actuals reporting and forecasting	Global	\$194,000	\$191,895	\$385,895
Operations	25OPSG	General Ops	Other operations related costs, as needed, includes 10% buffer of overhead costs from secured at start of year	Global	\$233,273	\$240,266	\$473,539
Operations	25OPSHA	HR & Administration	Improvements to DC office setup; refined OPE process; support for events + planning; depreciation of assets	Global	\$660,498	\$680,296	\$1,340,794
Operations	25OPSM	Montreal Ops	Overhead costs related to Canada office; Montreal office space; develop a Canada specific budget and operations strategy	Global	\$20,000	\$20,600	\$40,600
Operations	25OPSS	Personnel costs		Global	\$1,367,863		\$1,367,863
<b>Operations Total</b>					<b>\$2,559,734</b>	<b>\$1,219,678</b>	<b>\$3,779,412</b>
Path to Scale	25PS01	Strategic analysis to advance 'Path to Scale' agenda and the 'Pledge We Want'	Analyses to advance P2S agenda: 2025 State of Funding Report; P2S Dashboard updates; P2S target analysis & progress report	Global	\$65,000	\$52,000	\$117,000
Path to Scale	25PS02	Strategic convenings to advance the 'Pledge We Want' and 'Path to Scale' targets	P2S meetings and events: Annual NYCW Meeting; Localization Dialogue (bilateral donors + rights holder funds); WBLC session; COP30 and adjacent side events; virtual quarterly meetings	US, Brazil, Global	\$67,500	\$60,000	\$127,500
Path to Scale	25PS03	Communications support to socialize & raise ambition to achieve 'Path to Scale' targets & 'Pledge We Want'	The Pledge We Want outreach: Support for public call/signatories; website updates; op-ed; video content; research	Global	\$15,000	\$10,000	\$25,000
Path to Scale	25PSS	Personnel costs		Global	\$111,115		\$111,115
<b>Path to Scale Total</b>					<b>\$258,615</b>	<b>\$122,000</b>	<b>\$380,615</b>
Rights & Livelihoods	25LIV01	Implement Interlaken Group strategy & 2030 agenda for action	Implement recommendations from IG strategy and 2030 agenda for action, particularly a global scan of opportunities for collaboration among rights holders, civil society, and private sector to advance collective rights and livelihoods in key geographies & landscapes.	Global	\$50,000	\$100,000	\$150,000
Rights & Livelihoods	25LIV02	Support communities to secure land tenure & advocate/negotiate for their self-determined livelihoods	Support country coalitions and communities in Kenya, Liberia, DRC, and Indonesia to secure land tenure and advocate and negotiate for their self-determined livelihoods aspirations.	Kenya, Liberia, DRC, Indonesia	\$85,000	\$47,500	\$132,500
Rights & Livelihoods	25LIV03	Mobilize multiple sources of direct funding for IP, LC, & ADP rights & livelihoods	Communities leverage community monitoring and the Interlaken Group to engage in Siak Pelalawan sourcing landscape to secure rights and realize local visions for livelihoods.	Indonesia	\$7,500		\$7,500

Program	Code	Activity	Details	Country/Region	Funded	Unfunded	Total
Rights & Livelihoods	25LIV04	Support knowledge exchange among Coalition members across regions to advance & improve livelihoods	ADP communities in Ecuador & Colombia host experiential exchange with organizations leading community monitoring initiatives in Liberia & Indonesia to develop new strategies and engagement to secure rights and engage agricultural companies and governments.	Ecuador; Colombia	\$50,000	\$125,000	\$175,000
Rights & Livelihoods	25LIV5	Personnel costs		Global	\$263,356		\$263,356
<b>Rights &amp; Livelihoods Total</b>					<b>\$455,856</b>	<b>\$272,500</b>	<b>\$728,356</b>
Rights, Climate & Conservation	25RCC01	Pooled Fund for Legal Support to Communities	Covers feasibility assessmnt of different models, interpretation for steering committee, NYCW event costs, etc	Global	\$70,000	\$22,560	\$92,560
Rights, Climate & Conservation	25RCC02	Land Rights Standard Workshop	Either a virtual workshop for 20-25 rightsholders or webinar for coalition on LRS - virtual event will build on existing curriculum materials, launch new branding, share guide/tool; Costs covered include remote interpretation, translation of materials, etc.	Global/Regional	\$6,500		\$6,500
Rights, Climate & Conservation	25RCC03	Rights-based Conservation Report	Funds cover updated research/data collection, payment to case study writer, translation, interpretation for potential webinar	Global	\$23,625		\$23,625
Rights, Climate & Conservation	25RCC04	Carbon Market Training for Rightsholders	Meant to cover cost of adaptating existing materials for new workshop (ie translation, new case studies, etc). Funding for logistics (venue, participant costs, catering, interpretation etc) to come from region	Global/Regional	\$1,500	\$4,000	\$5,500
Rights, Climate & Conservation	25RCC05	Survey of community experiences with carbon markets - regional pilot	Scale up survey to 1 region in 2025 in representative sample of select countries; Estimate about \$100k per region needed to do full scale survey of communities	Global/Regional	\$47,000	\$53,000	\$100,000
Rights, Climate & Conservation	25RCC06	Study/Assessment of market-based initiatives (biodiversity credits/carbon markets)	Potential focus areas: assess biodiversity crediting standards; case study analysis of different biodiversity initiatives; track how money flows for carbon/biodiversity markets	Global		\$25,000	\$25,000
Rights, Climate & Conservation	25RCC5	Personnel costs		Global	\$277,030		\$277,030
Rights, Climate & Conservation	25RCCT	Staff Travel and coordination (RCC)		Global	\$18,500		\$18,500
<b>Rights, Climate &amp; Conservation Tot</b>					<b>\$444,155</b>	<b>\$104,560</b>	<b>\$548,715</b>
Senior Program Office	25SPO01	Program supervision and leadership	SMT support, President engagement w/programs	Global	\$3,000	\$5,000	\$8,000
Senior Program Office	25SPO02	Participation in global/regional conferences and convenings	Travel and support for President, and Sr. Dir of Programs	Global	\$47,000		\$47,000
Senior Program Office	25SPO03	Thought leadership activities	Collective protection research	Global	\$30,000	\$20,000	\$50,000
Senior Program Office	25SPO04	Raising organizational profile	PR Consultant	Global	\$25,000	\$29,000	\$54,000
Senior Program Office	25SPOS	Personnel costs		Global	\$288,102	\$70,000	\$358,102
<b>Senior Program Office Total</b>					<b>\$393,102</b>	<b>\$124,000</b>	<b>\$517,102</b>
Strategic Communications	25COM01	Regional and national coalition members' campaigns and campaigning capacity are strengthened.	Campaigning guidance and training support to amplify local + national advocacy campaigns led by coalition members	Global	\$35,000		\$35,000
Strategic Communications	25COM02	RRI and its affiliated websites improved to serve as effective and accessible information hub to coalition members and allies.	Technical support and web development to increase website's usability and traffic. Includes updates for tenure tool; SEO; design & functionality changes; and consultant support.	Global	\$30,000		\$30,000
Strategic Communications	25COM03	Maintenance and strengthening of communications systems, processes, and tools	Maintenance and subscription fees of software and systems to support digital presence; social media management; in-house translations; project management; and monitoring & tracking of metrics.	Global	\$25,000		\$25,000

Program	Code	Activity	Details	Country/Region	Funded	Unfunded	Total
Strategic Communications	25COM04	The global coalition and its stakeholders are well-informed on RRI's impact and interventions.	Support RRI's 20-year celebration via an Achievements Report; SRM impact report; documentary; media outreach; and any other multimedia products to communicate RRI's impact to coalition members, funders, & prospective donors.	Global	\$49,840		\$49,840
Strategic Communications	25COM05	RRI's impact and achievements at regional and national levels are captured and promoted globally	Production, translation, media, and digital outreach support for new analyses, trainings, workshops, SRM impacts, and other coalition activities at regional and national levels.	Global	\$50,000	\$20,000	\$70,000
Strategic Communications	25COM06	Results of the new Depth of Gender study are disseminated and easily accessible to coalition's women leaders to support their advocacy.	Produce, publish, launch, and disseminate findings gender flagship in coalition languages.	Global		\$30,000	\$30,000
Strategic Communications	25COM07	RRI's gender justice research and youth focused advocacy is strengthened	Publication production, translation, storytelling, and multimedia outreach for youth and gender justice focused analyses and events at global and regional levels.	Global	\$25,000		\$25,000
Strategic Communications	25COM08	CLARIFI's impact and unique value proposition are communicated effectively to all stakeholders.	Communications support for CLARIFI via production of impact stories and explainer video; op-ed placements; digital outreach; spokesperson trainings; implementer training; and consultant fees + travel.	Global		\$25,000	\$25,000
Strategic Communications	25COM09	Global community is informed and influenced by RRI's research and advocacy tools on climate, conservation, and livelihoods.	Production + outreach for climate, conservation, and livelihoods analyses + events (e.g. Land Rights Standard, carbon rights analyses, pastoralism study, and training materials on carbon markets)	Global	\$62,557	\$50,000	\$112,557
Strategic Communications	25COMS	Personnel costs		Global	\$465,330	\$90,000	\$555,330
<b>Strategic Communications Total</b>					<b>\$742,727</b>	<b>\$215,000</b>	<b>\$957,727</b>
Strategic Response Mechanism	25SRM01	SRMs (non-BEF funded)	Funding for strategic response mechanism	TBD	\$284,795	\$350,000	\$634,795
Strategic Response Mechanism	25SRMS	Personnel costs		Global	\$33,628		\$33,628
<b>Strategic Response Mechanism Total</b>					<b>\$318,423</b>	<b>\$350,000</b>	<b>\$668,423</b>
Tenure Tracking	25TT01	Publish and launch Depth of Rights and Gender reports and related materials	Production, translation, and launches related to two full-length reports	Global	\$63,000		\$63,000
Tenure Tracking	25TT02	Develop and begin implementation of Pastoralism analysis	Convenings; production of reports and external documents; participation in International Rangelands Congress; consultant for data collection	Global	\$30,000	\$45,000	\$75,000
Tenure Tracking	25TT03	Update RRI's Forest Tenure Database	Production and limited support for consultants and intern(s).	Global	\$56,257	\$42,743	\$99,000
Tenure Tracking	25TT04	Land-Water Nexus brief	Consultant support for brief (production currently accounted for)	Global		\$20,000	\$20,000
Tenure Tracking	25TT05	Develop and integrate the Tenure Tool and the LandWise Law Library	Project consultant + Bracket updates to DoR, Gender, and Forest Area pages of the Tenure Tool + LandWise	Global	\$7,000	\$46,500	\$53,500
Tenure Tracking	25TT06	Develop the Coalition Legal Strategy	Interpretation/translation related to virtual consultations	Global	\$4,000	\$5,000	\$9,000
Tenure Tracking	25TT07	Engage Coalition members in Blue Skies process to envision future of Tenure Tracking	Meeting/consultant costs, TT team travel to DC strategic planning in May and regional strategic planning meetings in fall	Global		\$35,000	\$35,000
Tenure Tracking	25TT08	OF Update	TBD	Global		\$100,000	\$100,000
Tenure Tracking	25TTS	Personnel costs		Global	\$315,358		\$315,358
Tenure Tracking	25TTT	Travel for TT team		Global	\$17,710	\$5,000	\$22,710
<b>Tenure Tracking Total</b>					<b>\$493,325</b>	<b>\$299,243</b>	<b>\$792,568</b>
<b>Grand Total</b>					<b>\$26,134,620</b>	<b>\$14,272,297</b>	<b>\$41,246,010</b>