

# Strategic Priorities and Work Plans 2026

## **Photo captions**

### **Cover**

From top to bottom:

- 1.** Birkha Bahadur Shahi, Vicechair of FECOFUN at RRI's 20th Year Anniversary in Kathmandu, Nepal
- 2.** Prescilia Monireh Kapupu, an Indigenous member of ANAPAC, DRC at RRI's 20th Year Anniversary in Kathmandu, Nepal
- 3.** RRI's 20th Year Anniversary in Kathmandu, Nepal
- 4.** First Global Congress of Indigenous Peoples and Local Communities from the Forest Basins Begins in Brazzaville, Republic of Congo
- 5.** Deborah Sanchez, RRI's CLARIFI Director
- 6.** Mika Ganobal, from the Indigenous People of Jargaria in Aru Islands, Indonesia at RRI's Collective Action Awards in Kathmandu, Nepal
- 7.** Indigenous Women in the Democratic Republic of Congo, credit REPALEAC
- 8.** Fany Kuiru, General Coordinator of Indigenous Organizations of the Amazon Basin (COICA) at RRI's 20th Year Anniversary in Kathmandu, Nepal

### ***Letter from the President***

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Page 14: Cécile Bibiane Ndjebet, Buddha Thapa Ghartee, and Hindou Oumarou Ibrahim joined by the ceremony organizers from RRI's Nepal coalition at RRI's 20th Year Anniversary in Kathmandu, Nepal

### ***Work Programs by Theme***

Page 30: From left to right: Nisha Dhami, Shadishkanta Takhenchangbam, Deepak Minz, Maria Funa-Ay Claver, Archana Soreng, Sabba Rani Maharjan, Nedlloyd Tuguinay, Bhawna Tanwar, Pranali Jain, and Dhrstadyum Khera at RRI's first Global Youth Forum in Bali, Indonesia.

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# President's Letter

Dear friends,

It's hard to recall a year that has delivered more challenges than 2025 in recent memory. Our coalition members grappled with dramatic cuts in traditional aid, a deeply fragmented funding landscape, rising global hunger for rare earth minerals, and crackdowns on fundamental freedoms across the world. Together, these challenges have threatened global progress made over an entire decade.

Despite these sobering realities, I am happy to report that we are starting 2026 with hope and a focus on the future. **It is about what we are building right now to prepare for the challenges ahead**, and to clearly establish that our communities still have the assets, governance structures, and knowledge to take charge of their natural resources.

Our coalition's efforts have put the rights and environmental contributions of Indigenous, local, and Afro-descendant communities—especially their women and youth—firmly in the spotlight. As our partners continued to expand their movements and resist rollback of their rights, we heard a loud and clear message at COP30: advocacy is only effective when we propose actionable alternatives. Alternatives to traditional funding mechanisms; to colonial conservation models; and to extractivism driven by the welfare of a few instead of communities. Our communities also reminded us not to stop at securing rights, but to also help their economies and ecosystem thrive through alternative tenure models based on rights, identity, traditional knowledge, and sustainable use of resources.

We see real opportunities for action in 2026. We have momentum, alignment, and exciting initiatives ahead, such as advocacy to take advantage of the International Year of Rangelands and Pastoralism and the first-ever RRI Livelihoods Summit in May 2026. The latter will aim to attract visibility and support for RRI's new Collective Livelihoods and Enterprise Network, a major step toward aligning evidence, funding, and policy for a future where secure rights, thriving local economies, and healthy ecosystems reinforce one another.

Our strategies and action plans for 2026—lays out how we will follow up on these opportunities and hold governments and funders accountable for promises made at COP 30. This won't be easy or simple. But we know what it takes to win: a solidarity movement driven by the power of collective action.

In solidarity,  
Solange



# 2026—International Year of Rangelands and Pastoralists

The UN has declared 2026 as the [International Year of Rangelands and Pastoralists](#), to bring light to the vital role of vast grasslands and the nomadic herders who depend on them for food security, biodiversity conservation, climate resilience, and traditional lifestyles.

RRI stands with the pastoralist communities across its coalition, and plans to use global moments throughout 2026 to strengthen and promote their rights and investment into their traditional livelihoods and sustainable management of their territories.

## Why do Rangelands and Pastoralists Matter?

### A perspective

*Stanley Kimaren ole Riamit, Maasai leader and Founder/ Director, Indigenous Livelihoods Enhancement Partners, Kenya*

Pastoralists utilize at least 43 percent of Africa's landscapes, directly supporting a quarter of a million Indigenous pastoral livelihoods, with unparalleled overlaps with wildlife conservation and ecotourism initiatives and a huge multiplier effect in the agricultural sector.

Despite decades of benign neglect of rangelands, pastoralism, and Pastoralists by states and development actors alike, a glimmer of hope is emerging across scales with national level policy and multilateral mechanisms such as the UNCCD at long last appreciating the strategic value and resilience of rangelands and pastoralism.

States and global institutions including RRI should collaborate with Pastoralists, strategically position themselves, and deploy their resources to enable their self-determination through direct representation, voice, increased long-term, direct and flexible financing, evidence-building through targeted research and knowledge exchanges that tap their power of convening. This includes capitalizing upon the historical and rare opportunity occasioned by the international year of rangelands and Pastoralism (IYRP).





# A Year in Review

## Coalition Victories in 2025

2025 was a deeply challenging year for our sector, testing our coalition in unprecedented ways. But despite this, our coalition members claimed some major wins through their remarkable courage and resilience.

As the world's largest solidarity network for Indigenous Peoples (IP), local communities (LC) and Afro-descendant Peoples (ADP) and with over 20 years fighting for their rights to own and conserve their territories against deforestation, climate change, land grabs, and extraction—RRI's 200+ members, donors, and allies made these victories possible. The work is far from done, but here are a few big wins that are worth celebrating.

### Attracting New Funding Commitments

Throughout 2025, RRI monitored new commitments to drive donor accountability and played a pivotal role in mobilizing and shaping the new Forest and Land Tenure Pledge announced at COP30 in November 2025, which aims to mobilize \$1.8 billion by 2030. We helped expand the Commitment to include new ecosystems and donors by conducting **data-driven advocacy** at the sidelines of major global events including The First Congress of IPs and LCs from the Forest Basins in Brazzaville—which was co-organized by RRI with the Global Alliance of Territorial Communities and hosted by the Central Africa Network of Indigenous and Local Populations (REPALEAC), Climate Weeks in London and New York, and [The Pledge We Want](#) campaign, we helped expand the pledge to more ecosystems and new donors. Our [Path to Scale](#) initiative's research and regular convenings kept up the pressure on funders and directly influenced the final Pledge language to center more direct funding for communities.

In collaboration with the Global Land Alliance (GLA), RRI's efforts also contributed directly to national commitments towards **the Intergovernmental Land Tenure Commitment** to significantly scale up the recognition of IPs', LCs', and ADPs' land rights in seven countries. The initiative, shepherded by the Forest and Climate Leaders' Partnership, will broadly define the global land rights agenda for the next five years.

### Propelling the Afro-Descendant Movement

RRI's direct support for the Afro-descendant Peoples' movement contributed to the historic inclusion of the term "People of African Descent" in four official UNFCCC COP30 documents. This milestone marked a key structural shift toward formal recognition of ADPs as rights-holders within the global climate action framework.

Our efforts also led to the explicit inclusion of Afro-descendant tenure commitments in the Intergovernmental Land and Tenure Pledge, and setting specific land tenure goals within the [Program to Accelerate Solutions for Afro-descendant Lands](#) (PAS Afrodescendente). The PAS was approved by the COP30 Presidency

and is coordinated by the governments of Brazil and Colombia with RRI's support. In recognition of its consistent technical leadership for the movement, RRI was recommended to serve as the PAS secretariat by both governments.

## Cultivating Youth Leadership

RRI's first ever Global Youth Forum in Bali, Indonesia, brought together 5255 young Indigenous, Afro-descendant, and local community leaders from 22 countries in Asia, Africa, and Latin America. The historic convening in July was a collaboration with RRI's Indonesian partners AMAN and BPAN, and built cross-regional solidarity among IP, LC, and Afro-descendant youth groups. Young leaders developed a Global Youth Roadmap that lays out their priorities for participation and leadership and positions them at the center of coalition planning. They also initiated RRI's Global Youth Network, which connects regional IP, LC, and ADP youth movements into a unified platform to ensure meaningful youth participation in global environmental governance.



*“Empowerment of Indigenous and local community youth is a unified intergenerational effort. We are stronger when we are together.”*

— Ned Tuguinay, Asia Indigenous Youth Platform (AIYP)



## Catalyzing Legal Recognition and Implementation of Rights

Despite rising political oppression across the Global South, RRI's partners advanced legal recognition and implementation of existing reforms across contexts. In Nepal, the Federation of Community Forestry Users Nepal (**FECOFUN**) successfully advocated for government approval for six community forest user groups' operational plans. Separately, advocacy by Nepal Indigenous Women's Federation (**NIWF**) led to a land commission survey allocating over 300 square yards per household for 53 families.

In the DRC, our coalition's advocacy led to a groundbreaking victory for inclusive land governance through the country's first-ever land use planning law. Our partners facilitated legal recognition of 324,549 hectares of forests through community forestry initiatives, land and forest mapping, local land agreements, and promoting sustainable land management plans.

And in Ecuador, we propelled the **A'i Kofan Indigenous People's** successful campaign to reclaim the right to conserve and administer 2,000 hectares of ancestral territory located inside a protected reserve. This set a new precedent for Indigenous recognition in Ecuador's Natural Reserves where, unlike other territories, extractive industries are blocked by the constitution.

## Positioning Community Women as Leaders

In 2025, RRI supported the Women in Global South Alliance (**WiGSA**)'s efforts to become a stronger cross-continental network by strengthening its internal capacity, enabling its grassroots members' participation at key global convenings like COP30 and UN Climate Week, and building evidence-based tools to advocate for women's access to direct finance. WiGSA received a record number of requests for joining the network in 2025 and now has 26 members with a scope of work in over 60 countries. Its study with RRI, *Is Global Funding Reaching Indigenous, Afro-descendant, and Local Community Women?* provided critical data and narratives from the ground to inform governments and donors' decision-making. It was featured in reports by The UN Food and Agriculture Organization (FAO); the Forest Tenure Funders Group (FTFG); the Women's Land Rights Initiative (WLRI); and the [Land Climate Review](#).

## Strengthening Community Monitoring and Governance

RRI supported community monitoring in key commodity sourcing landscapes through initiatives in Indonesia, Liberia, the DRC, Ecuador, Colombia, and Peru. Each initiative strengthened community governance, generated first-of-their-kind territorial datasets, and expanded communities' ability to hold companies and governments accountable.

For example, in the North Kalimantan province of **Indonesia**, villages produced their first community-generated evidence base to influence oversight of the Indonesia Green Industrial Zone.

In the **DRC**, communities documented land rights violations linked to PHC Congo's palm oil operations and convened multi-village meetings to strengthen evidence base for future negotiations with the company.

And in **Ecuador**, the Indigenous cooperative Wiñak supported the Kichwa communities in using community monitoring to geo-reference 2,857 hectares of cocoa and guayusa chakras and trained them in participatory mapping and EU Deforestation Regulation (EUDR) compliance. It also developed an Indigenous-led internal control protocol for deforestation-free production.

## Channeling Direct Funding to Communities

RRI's two funding mechanisms, CLARIFI and the Strategic Response Mechanism (SRM), channeled direct and flexible funding to community-led projects throughout the year. These grants amplified community leaders' campaigns, affected progressive legislation, and built grassroots capacity for research, advocacy, and implementing rights.

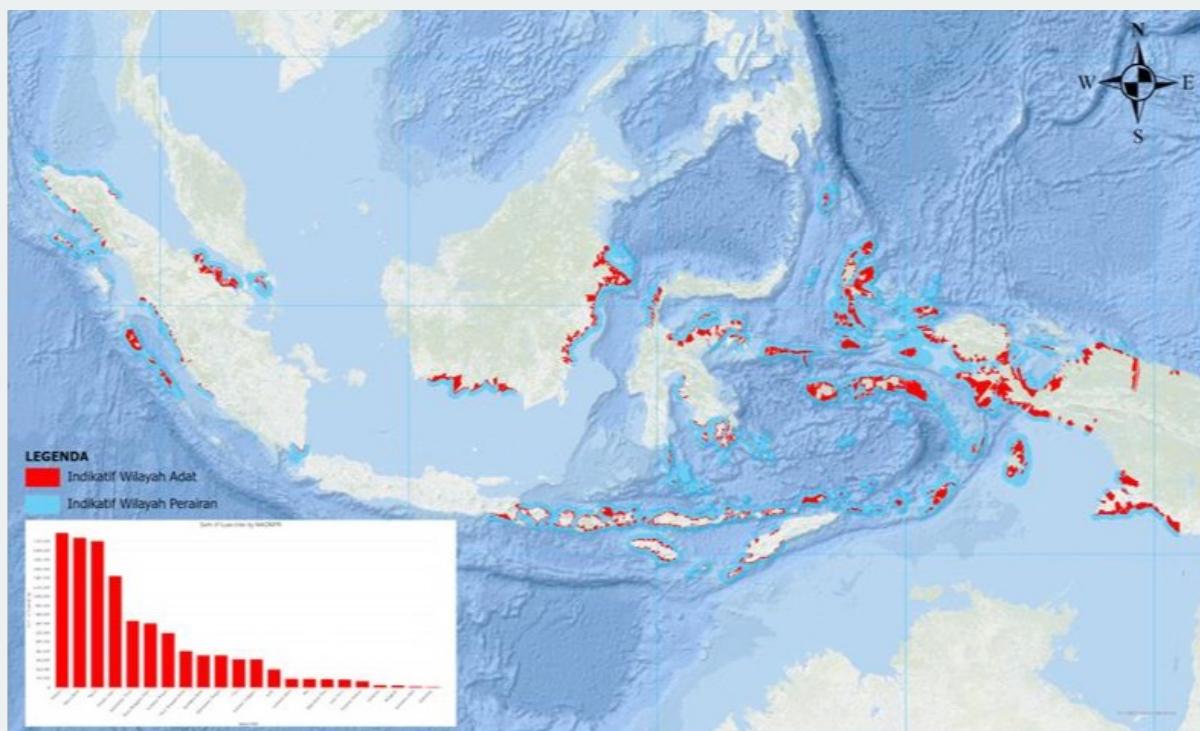
**CLARIFI channeled nearly 9.6 million dollars through 83 projects directly with 71 organizations in Africa, Asia, and Latin America.** A few big wins include:

- ▶ In Nepal, CIPRED diversified community livelihoods by training members in handicraft, weaving, and homestay, and built partnerships with local government and park authorities to award them forest access permits, enabling communities to legally harvest non-timber forest products for the first time.

- ▶ In Ecuador, Fundación Aldea trained 16 communities in land management, ecological restoration, and asserting their cultural identity in the Cala and Cambugán watersheds of the Tropical Andes.
- ▶ In Cameroon, CLARIFI's support for REFACOF's *LILAGLÈ Protocol* initiative secured over 100 hectares of land for landless women by driving community consensus on women's land rights in local villages.

Our **Strategic Response Mechanism** (SRM) funded 14 new projects in 10 countries in 2025. A few highlights include:

- ▶ In **Kenya**, the community led **“Now or Never”** campaign successfully stopped a proposed 1,050 MW coal plant in Lamu island. Led by the deCOALonize movement, the Centre for Human Rights and Civic Education and the Save Lamu collective, the campaign utilized global forums, film screenings, and the #NowOrNever digital campaign to catalyze a historic court victory upholding the National Environmental Tribunal’s decision to stop the coal plant.
- ▶ In **Peru**, SRM supported the Harakbut Nation in holding the country’s first-ever census for an Indigenous community, setting a precedent for documenting Indigenous self-identification amidst national policies that limit their visibility in official counts.
- ▶ Indonesia’s community mapping network, JKPP (Jaringan Kerja Pemetaan Partisipatif) paved the way for stronger tenure security in **Indonesia’s coastal areas**. It co-developed the country’s first Indigenous Peoples’ Area Indicative Map—a spatial analysis identifying 81 million hectares of potential customary territories in Indonesia’s coastal areas. The mapping methodology will now be piloted in selected provinces before national adoption.



These are just a few of our collective victories in the year past. To learn more about RRI's impact over two decades of action to secure a more just and sustainable planet for all communities, check out our [documentary on 20 years of collective action](#) or read our [20<sup>th</sup> Anniversary Achievements Report](#).



# Key Priorities for the RRI Coalition in 2026

## Context

Following decades of advocacy, the world has reached a critical inflection point. There is now unprecedented alignment between governments, communities, and investors on the centrality of the rights of Indigenous Peoples (IPs), local communities (LCs), and Afro-descendent Peoples (ADPs) to global climate and conservation goals. Following the historic international commitment of USD1.8 billion at COP30 to secure and strengthen community rights over at least 160 million hectares, the coalition now faces the critical task of converting commitments into action while also safeguarding hard-won progress in an increasingly fractured political and economic environment.

However, this progress unfolds against a contradictory backdrop, marked by rising pushback against communities' rights and freedoms on one hand, and growing recognition of the importance of their approaches to resolving emerging social and environmental crises on the other. Securing a more inclusive, sustainable, and climate-resilient future largely depends on our collective ability to overcome this paradox and create the futures we want. RRI's global coalition is uniquely positioned to do this. Leveraging its status as the world's largest solidarity network for IP, LC, and ADP rights, it is well-placed to strengthen rightsholders' collaboration and alignment across their agendas, uphold their hard-fought rights, and convert emerging commitments into measurable impacts. This section sets out the priorities and pathways RRI will use in 2026 to meet these ends.

## Seven Strategic Priorities

- 1. Accelerate global efforts to recognize and protect land and territorial rights:** RRI will leverage the convening power of its Coalition to translate the unprecedented national commitments on land tenure reforms and associated donor pledges into tangible actions. To these ends, RRI will: (i) expand its Opportunity Framework tool to provide national-level guidance on enabling conditions and pathways for the advancement of tenure-related opportunities, including efforts to link to the implementation of the Intergovernmental Land Tenure Commitment, and progress towards community-led conservation, restoration, and livelihoods (see Priority 5 below); (ii) coordinate the Program for Acceleration of Sustainable Solutions (PAS) for Afro-descendants, (iii) provide coordination support to governments, rightsholders, and the broader international community to deliver change on the ground; (iv) assess enabling conditions for the advancement of collective tenure rights and the pursuit of rights-based initiatives more broadly, and work with key actors to overcome structural constraints and administrative barriers; and (v) build an integrated GIS tracking system to monitor progress on land tenure commitments.

In the pursuit of this agenda, RRI will work to expand global attention to the importance of recognizing and protecting territorial rights as opposed to only land and include all customarily-held biomes. This includes forests, savannahs, rangelands and grasslands, freshwater basins, and coastal/marine areas. In the context of the International Year on Rangelands and Pastoralism, RRI will take additional measures to highlight the importance of pastoralist land rights and their reliance on mobility as a landscape-specific biocultural adaption to sustainable food production systems and maintenance of ecosystem functions in dry and semi-arid regions.

**2. Facilitate the deployment of the tenure financial pledge and strengthen direct funding access:**

RRI will leverage its Path to Scale funding dashboard to track the deployment of recent tenure commitments, strengthen accountability, and ensure transparency of funding streams in alignment with the agreed upon principles. To these ends, RRI will place emphasis on: (i) direct and simplified funding access for grassroots organizations and marginalized constituencies, including community women, youth, and Afro-descendent groups; (ii) inclusive financing arrangements that support progress on community women's priorities, needs and perspectives; and (iii) responsiveness to, and integration of fit-for-purpose funding modalities.

Beyond technical monitoring and advocacy in line with direct funding pledges, RRI will expand pathways for IPs, LCs, ADPs, and the women and youth within them to access finance directly; and develop delivery collaborations between CLARIFI and territorial financing mechanisms to strengthen regional capacities to channel resources. It will also provide backstopping support to the Shandia Platform and its associated funds, and contribute to regional funding coordination, complementarity, and distribution.

**3. Advance gender justice and inclusion:** In 2026, RRI will double down on inclusive governance and leadership that is grounded in justice and equity, active participation of community women and youth, and fair representation of ADPs, pastoralists, and local community leaders in key international conventions and arenas.

In line with this broader agenda, we will give particular attention to the advancement of Gender Justice, which will include efforts to: (i) center community women's leadership, perspectives and contributions in the design and delivery of financial pledges; (ii) close the gap on funding access for women and youth through the development of gender-integrated implementation guidance and targeted funding windows; (iii) foster women-led economic empowerment, leadership, and enterprises for Indigenous and Afro-descendant women; and (iv) counter pushback on gender justice and human rights violations through dedicated campaigns to raise awareness of threats against women defenders and better tracking of their tenure benefits. Further to this, RRI will:

- a.** Strengthen the voices and visibility of IP, LC, and ADP women and youth in all areas of its programs and interventions, ensuring access to dedicated financing and participation in key decision-making processes, both within RRI and across structures and institutions that directly affect their rights and wellbeing;
- b.** Support the leadership of ADPs and their efforts to gain legal, political and economic recognition across Latin America and the Caribbean;
- c.** Document and give precedence to the voices and contributions of pastoralists and other mobile peoples, with the aim of capturing their critical role in maintaining the vitality of the ecosystems

they depend on whilst delivering sustainable food production for millions of people across the world's drylands; and

- d.** Provide backstopping support to local community constituencies in their efforts to gain legal and political recognition in international decision-making platforms.

**4. Scale the leadership and impact of Youth:** Pursuant to the outcomes of its historic 2025 convening, the Global Youth Forum in 2025, RRI will: (i) leverage the Global Youth roadmap to strengthen the community youth movement and support their engagement in key decision-making arenas at local, regional and global levels; (ii) strengthen RRI's youth strategy; institutionalize youth participation in RRI's governance and programs; and develop a dedicated youth program; (iii) support intergenerational learning and mentorship opportunities (e.g., *schools of life* and community storytelling) to strengthen the next generation of community youth leaders and safeguard traditional knowledge and biocultural systems and solutions; (iv) build the analytical capacities and contributions of community youth, including via PACT-led pilot training programs; and (v) support dedicated fund raising for youth-led initiatives and opportunities.



*“Our land is not something we receive from our ancestors, but something we give to our children.”*

— **Diandra Orrisa**, a youth leader and member of youth organization, Baga Raksa Alas Mertajati (BRASTI) in Indonesia



**5. Accelerate progress on sustainable livelihoods and locally-led conservation:** Framed as one of its most ambitious endeavors to date, RRI will launch a new global initiative to strengthen IPs', LCs', and ADPs' capacities to equitably govern, conserve, and restore biodiversity in alignment with the Global Biodiversity Framework, and sustain such actions through dignified, self-determined livelihoods that are anchored in secure rights and viable community economies. To achieve these ends, RRI will pursue a two-pronged approach aimed at:

- a.** Updating and expanding the scope of its Opportunity Framework to better characterize enabling conditions for the advancement of collective tenure rights and identify opportunities for the pursuit of rights-based conservation and community livelihoods in alignment with global climate, biodiversity and sustainable development goals; and
- b.** Establishing a *Collective Livelihoods and Enterprise Network* to convene rightsholders, partners, and their global allies to align evidence, finance, and policy toward a future where secure rights, thriving local economies, and healthy ecosystems reinforce one another as the foundation for global sustainability.

Developed in the context of RRI's localization agenda, this cross-cutting initiative aims to drive rights-based transformation through inclusive bottom-up solutions to achieve global environmental

priorities that attract public, private, and blended sources of financing and catalyze sustainable, climate-resilient pathways and economies. In this pursuit, RRI will give precedence to the advancement of: 1) community-based conservation and restoration opportunities via the legal recognition of Indigenous and Traditional Territories in National Biodiversity Strategies and Action Plans (NBSAPs); and 2) economic empowerment of women and youth as essential pathways to creating and maintaining thriving communities.

- 6. Strengthen locally-led research and community data sovereignty:** In collaboration with the Pathway Alliance for Change and Transformation (PACT), RRI will support community-based trainings in support of locally-led research and analyses that hold relevance to the needs and priorities of rightsholders, while strengthening community data sovereignty and science-based contributions that can inform key decision-makers, policy arenas, and knowledge platforms (e.g., IPCC and IPBES). Rooted in knowledge and reparatory forms of justice, the initiative aims to disrupt the accepted canon of Western science through participatory knowledge mapping, community sovereignty on genetic resources and intellectual property, and incorporation of traditional/ancestral knowledge systems alongside Western science in policy.

These efforts will help bring visibility to Indigenous and traditional scholars and their approaches, democratize policy-relevant data, promote intergenerational learning, and empower rightsholders—particularly community women and youth—to both ask and dare to answer questions that support their urgent priorities.

- 7. Address increasing threats to land and environmental defenders:** In the context of increasing demand for land and resources, diminishing civic space, and countries' retrenchment from their social, environmental and human-rights obligations, community land and environmental defenders—women in particular—face ever growing threats of violence and criminalization for protecting ecosystems that maintain essential planetary boundaries. To redress these challenges, RRI will strengthen Indigenous, Afro-descendant, and local community defenders' access to legal protection and bring greater visibility to their work through community-led monitoring and mapping, reporting, and verification. RRI will also support capacity-building for community defenders, such as through hands-on paralegal training, improving legal literacy on community rights and key obligations for proponents of climate, conservation, and development projects under the Land Rights Standard.

# Work Programs by Region



# Asia

## State of Play

Conditions across most of Asia continue to be challenging for the continent's vast population of Indigenous Peoples and local communities. Most continue to live without tenure security over their lands, forests and resources which in turn translates to socio-economic marginalization. Many communities lose their lands to very powerful interests pushing for capital intensive development projects including energy and infrastructure, plantation agriculture, and intensive mining licenses. Existing policy frameworks and programs, especially in relation to the recognition of community claims for land tenure and support for climate mitigation and adaptation, remain weak. Despite this, there remain many opportunities that coalition members are planning to capitalize on in 2026 to advance their agendas.

**India:** Since its 2024 elections, India has witnessed increased government attention and actions to take the implementation of India's Forest Rights Act (FRA) forward. Several states (Odisha, Chhattisgarh, Maharashtra, Madya Pradesh, Jharkhand, and Tamil Nadu) have initiated FRA-related programs, which have given rise to more proactive actions by Adivasi communities and their civil society allies.

Despite this, actual recognition of Community Forest Rights has remained limited, at no more than 10 to 15 percent. In addition, several highly nuanced institutional and policy shifts have facilitated businesses and privatization of forest areas at the expense of local autonomy and community rights. These and other shifts have seriously undermined the role local *gram sabhas* (village assemblies comprising of registered voters) play in the management of forests as envisioned by the 2006 Forest Rights Act, the country's landmark legislation that recognizes the rights of forest-dwelling tribal communities and other traditional forest dwellers over forest resources. For example, several civil society organizations (CSOs) have signed agreements with the government to implement the FRA, but these agreements were entered without consultation or consent of *gram sabhas* and grassroots movements. As a consequence, out of the 1,087 land conflicts tracked by Land Conflict Watch (LCW) so far, 20 percent are related to the FRA.

**Indonesia:** Government policies in Indonesia continue to prioritize large scale investments and industrialization, both core to the country's National Strategic Projects, which has had negative consequences on Indigenous and local communities as well as the environment at large. The Job Creation Law, for example, provides for several controversial policies and programs such as the Land Bank Agency, promotion of large-scale food estates, and forestry sector regulations that grant leniency for violations committed by forest-related companies. Also not surprising, the government has yet to pass Indonesia's long-pending Indigenous People's Law. Consequently, recognition of tenure rights for Indigenous Peoples and local communities has proceeded at snail's pace.

According to Indonesia's Indigenous Territory Registration Agency, the Badan Registrasi Wilayah Adat (BRWA), of the potential 24.6 million hectares that could be designated as customary forests, the government has designated only a little over 300,000 hectares since 2015. At the same time, in March of this year, the Ministry of Forestry convened a task force to work on the acceleration of recognition of Customary Forests which includes key IP and LC organizations. In the recently concluded COP30 in Belem, Brazil, the Forest Minister of Indonesia reiterated this commitment to recognize 1.4 million hectares of Customary Forests within the period 2025-2029.



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*“Land is the backbone of life, necessary for everything else to thrive, in terms of how we exercise our freedom and our responsibility and how life thrives on the land. It’s the source, or the beginning, of everything for us. Land is the fundamental core issue of everything.”*

— **Gam Shimray**, former Secretary-General of the  
Asia Indigenous Peoples Pact (AIPP)



Since the new administration took over, the Ministry of Agrarian Affairs and Spatial Planning has appointed Konsorsium Pembaruan Agraria (KPA, or the Consortium for Agrarian Reform) as one of its strategic partners that will provide data and information, inputs and facilitation support for accelerating the implementation of the Agrarian Reform in the country. KPA has been pursuing a bottom-up strategy in forest zones through its Priority Locations for Agrarian Reform (LPRA), which now covers a total land area of 345,398 hectares managed by local farming families including Indigenous communities and women.

Meanwhile, Indonesia's current conservation laws do not acknowledge the contributions of IPs and LCs to conservation. Civil society working closely with these communities are pushing for revision of laws that better recognize and value community-based conservation initiatives.

In addition, there continues to be tensions between competing policies that affect marine and coastal communities in the country. While the Ministry of Marine Affairs and Fisheries has been pushing for the acceleration of recognizing IP rights claims in coastal areas, national priorities are pushing for heightened promotion of extractive industries (mineral and coal mining) without regard to their deleterious effects on the environment, including marine and coastal ecosystems.

**Nepal:** Nepal is currently undergoing significant political and legal shifts that are expected to roll out in a major way in 2026. These shifts will have major implications for policies and programs in all sectors, but especially for forest conservation and land sectors. The transition government has scheduled elections for March 2026 which presents an especially opportune moment for IPs and LCs to advance their agendas and interests.

IP and LC organizations in Nepal require support if they are to fully maximize the political opportunities in the country today. Many grassroots organizations continue to be unfamiliar with technical concepts that are critically important for their work, including Free, Prior, and Informed Consent (FPIC), Reducing Emissions from Deforestation and Forest Degradation (REDD+), carbon credits, and Other Effective Area-based Conservation Measures (OECM). IPs and LCs need to be strengthened to better navigate the numerous policy platforms and arenas in which community and civil society organizations engage.

Many of Nepal's IP and LC organizations operate in isolation and struggle to unite as a cohesive force for advancing their rights and other associated interests, even as they are pursuing similar agendas. There is also a lack of unity among organizations about positions to take on a range of development issues.

**Regional/Youth:** Young people throughout Asia continue to face numerous challenges to their rights and development. Land grabbing forced evictions and displacements, militarization and human rights violations recur throughout the region, and the resulting political repression has huge implications on the broader civic space for youth organizing.

Two leading regional youth networks—the Asian Indigenous Youth Platform and the Asia Young Indigenous Peoples Network—have recently established a mechanism that will allow both to more intentionally harness potential synergies and realize greater coherence and complementarity from collective actions planned and pursued. Despite restricted access to many “official” decision-making spaces, young people have identified strategic entry points from which they are engaging.



*“Empowering youth empowers the Earth. Participation in discussions like COP30 is not a choice; it is essential. Listen to the youth, learn from elders, and act for future generations.”*

— **Sabba Maharjan, a young Newar activist from Nepal**



## 2026 Priorities

In response to the above state of play, RRI's priorities for Asia in 2026 include as follows:

- ▶ **Advance tenure reform for Indigenous Peoples and local communities.** Tenure reform continues to be a priority agenda throughout the region. We will support our Partners to more fully maximize existing legislation such as the Forest Rights Act in India, and to engage in relatively newer government initiatives such as the Indonesia's latest drive to accelerate the recognition of claims to customary forests. This will also include more aggressively pushing mapping of both terrestrial and coastal territories claimed by thousands of local communities.
- ▶ **Develop and implement sustainable livelihood strategies and initiatives, especially for women and youth.** Coalition members in Asia have pushed for more support for forest-based and mangroves-based livelihoods that are sustainable and promote conservation. These livelihood initiatives have been identified as a priority throughout the region, especially for women and youth groups.
- ▶ **Advance locally-led policy research and analyses on thematic priorities.** Coalition members in Asia continue to value research that not only documents good practices and failed experiments but does so in a manner that allows these experiences to directly feed into their advocacy. In 2026, our

locally led policy research priorities include research to support forest conservation and biodiversity policy advocacy at local and international levels, youth-led monitoring of forest governance and other accountability initiatives, and documentation of land and natural resources conflicts. Our partners and collaborators also value cross-country research on themes such as rights-based conservation and women's management of land and water resources.

- ▶ **Sustain rightsholder-led advocacy initiatives to ensure government action and accountability.** Now more than ever, coalition members are prioritizing support for their most pressing advocacy initiatives at local and national levels. These include pursuing forest and conservation policy reforms that enable more rights-based actions, national tribal policy reform in India, and the formulation of laws that fully implement the provisions of ILO Convention 169 and UNDRIP in Nepal. We will also support youth leaders to engage in national, regional, and global platforms where they can take their agendas forward.
- ▶ **Strengthen coalition members' capacities to sharpen their strategies for realizing transformational change and adapting to evolving challenges and opportunities.** In responding to coalition members' priorities, the Asia team will seek to strengthen their capacities for undertaking more independent work overtime, facilitate regional level learning and exchanges on themes central to their work, and strengthen the organizational strength of their networks and coalitions. In addition, the team will also pursue capacity building initiatives for youth.



*“We have been living in harmony with nature and biodiversity since time immemorial, as an open living museum that needs to be protected for our next generations.”*

— **Nima Lama**, Chairperson of Tsum Nubri Rural Municipality, Nepal



# Latin America

## Current State of Play

The RRI coalition in Latin America has achieved significant victories in areas such as land tenure, rights recognition, and government influence. However, there is a continuing and urgent need for collaboration, lesson-sharing, and collective influence within the region to avoid rollback of these wins. In recent years, the coalition has been strengthened with the addition of new partners through CLARIFI grants. At the same time, IP, ADP, and LC movements have strengthened their collaboration, with coalition members now seeking to understand each other's agendas, participating in exchanges, and finding ways to support one another.

Strengthening collaboration and collective action is crucial in an increasingly fragile and unpredictable regional context for the advancement of IP, LC and ADPs' collective tenure and livelihood rights. At this point in time, our regional partners have identified the following key contextual challenges that inform our 2026 program priorities.

Several countries have faced legal setbacks and evolving legislation that affect the enforcement of IP, ADP, and LC territorial rights. For instance, in Peru, a [new Forest Law](#) that encourages deforestation poses challenges to forest communities, and in Ecuador, a proposed constitutional rewrite is [threatening](#) to remove the rights of nature and Indigenous justice.

IP, ADP, and LC territories in Latin America broadly face threats from oil activities, infrastructure projects, drug trafficking, and mining. This is particularly concerning given the increased global demand for critical minerals resulting from the energy transition and technological advances worldwide. As a result, threats against Indigenous, Afro-descendant, and local community leaders who defend territorial rights have also intensified, with Latin America representing 80% of the 146 environmental defenders killed in 2024 according to [Global Witness's 2025 report](#).



*“The people making decisions on our behalf are stuck to colonialist systems of control of our knowledge, practices, and science. They see us as something minor that has to be proved inside a lab. But our experience is lived, gained through our knowledge and practices.”*

— **Christiane Pankararu**, Indigenous Pankararu leader,  
Articulation of the Indigenous Peoples of Brazil (APIB)



Despite advances in locally led initiatives and direct financing mechanisms, the current climate finance architecture is not well-suited to the realities faced by IPs, ADPs, LCs or their rights frameworks. As a result, many communities and ecosystems, such as the Brazilian cerrado and caatinga, mangrove areas on the Pacific and Caribbean coasts, and mountain ecosystem of Central and South America, remain underserved.

Under the current government of Lula da Silva, Brazil has a particularly favorable political environment for advancing territorial rights agendas. As President of the UNFCCC, the Brazilian government [established the Circle of Peoples](#) to enable and facilitate the participation of communities during COP30. Government bodies like Brazil's Ministry of Indigenous Peoples and Ministry of Racial Equity have worked alongside rightsholders' and civil society organizations like APIB, COIAB, and CONAQ to make communities more visible in international spaces, drawing attention and mobilizing support for their agendas.

In 2025, CITAFRO (the Coalition of Afro-descendant Peoples and Territories) continued to articulate its position across the region with RRI's support, holding high-level advocacy events leading up to and during COP30, and positioning itself in key ecosystems, including *maritorios* (water territories with cultural and historical significance) to promote greater participation in decision-making spaces. For the first time, Afro-descendant Peoples also received mentions in several key COP negotiation documents, a historic first in 30 years of global climate discussions. Going forward, Brazil's Ministry of Racial Equity is positioning its Quilombo of the Americas program to push for greater recognition of ADPs' territorial claims across Latin America and the Caribbean, under its Plan for Accelerated Solutions, launched in COP30 in collaboration with RRI and the Vice Presidency of Colombia.



*“We need to keep pushing. Recognition is the beginning. Now we must ensure implementation—territory by territory, community by community.”*

— José Luis Rengifo, Process of Black Communities (PCN), Colombia



Despite these developments, the contributions of IPs, ADPs, and LCs to biodiversity conservation and climate change mitigation continue to face limited visibility in decision-making spaces, including the UNFCCC and CBD. [Out of 15 NDCs in Latin America](#), as of September 2025, six recognize IPs' territorial rights, one mentions ADP territorial rights, and only one includes territorial recognition as a climate strategy. Additionally, the low inclusion of youth and women in decisions affecting their territorial management, along with their limited knowledge of their territorial rights and available tools for advocating for these rights, remain critical issues in the region.

## Work Plan for FY 2026

Within the above context, here are our strategic priorities in Latin America for 2026.

### **1. Strengthen capacities of IP, ADP, and LC organizations in the Latin America coalition.**

- ▶ Implementation of a youth territorial rights “training of trainers” course for youth from RRI’s regional coalition, who will replicate the training course in their communities.
- ▶ Implementation of a territorial training school and two face-to-face exchanges addressing: i) direct financing mechanisms, ii) rights-based conservation strategies, territorial control and defense, iii) experiences with differentiated conservation, control, and territorial defense mechanisms; community monitoring systems; and other topics.
- ▶ Analysis of IPs, LCs, and ADPs’ own research processes on genetic resources and biodiversity.
- ▶ Follow up on a 2024 organizational capacity mapping exercise for coalition members to develop new plans to strengthen organizations participating in coalition exchanges, CLARIFI projects, and other coalition activities.
- ▶ Mentorship program, learning and exchange event with women’s collective enterprises; and follow up on the roadmap planned in the 2025 study, *Characterization of the relationship between IP, ADP, and LC women’s enterprises with the market*, conducted in 2025 in coordination with livelihoods Program at RRI.
- ▶ Positioning of *maritorios* as essential livelihoods for Afro-descendant populations on international agendas and with international cooperation.
- ▶ Advocacy and participation in international dialogues, including the CBD, UNFCCC, and Escazu Agreement COPs, congresses in the region, and others to position the defense of the territorial rights of IPs, ADPs, and LCs.

### **2. Improve communication and interactions among regional coalition members to better engage them with RRI’s programs, activities, and regional analyses.**

- ▶ Develop and implement an effective communications strategy and pedagogical tools between regional coalition members. The communications strategy will disseminate previous RRI analyses, produced between 2023 and 2025, and promote their adoption and use in advocacy processes led by IP, ADP, and LC organizations within their communities as well as with local and national governments and international bodies. The strategy will also promote the contributions IP, ADP, and LC women in territorial defense, biodiversity conservation, and climate change adaptation.
- ▶ Strengthen the coalition’s presence in Brazil by improving awareness of RRI’s funding mechanisms (CLARIFI and SRM) and generating South-South cooperation between organizations and initiatives in Brazil and other regional partners.
- ▶ Map opportunities to secure land tenure in Brazil, especially for territories related with the Program to Accelerate Solutions for Afro-descendant Peoples (PAS) in coordination with RRI’s Rights, Climate and Conservation Program.



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*“The participation and empowerment of women in other scenarios, transmitting knowledge to children and young people, has also allowed us to relate to other productive experiences, carry out exchange processes, and learn about them. It has also made us aware of organic production and environmental management.”*

— **Rosa Montero**, member of ASOARKA, a community organization led by women from the Kankuamo people, Colombia



### **3. Influence of land, political, environmental, social, and economic reforms in the region.**

- ▶ Community rights observatory to document and raise awareness about digital and territorial extractivism and a rapid response technology platform to highlight and address cases of defenders in the region, in coordination with regional coalition members and allies, integrating the use of advanced technologies (GIS, AI) and territorial governance mechanisms for a human-rights approach to territorial defense and conservation.
- ▶ Convene a network of lawyers to promote strategic litigation in territorial defense, through regular meetings, case analysis, and technical, financial, and communications support.
- ▶ Advocacy and giving visibility to IP, ADP, and LC self-defined forms of conservation and contributions to NBSAPs and the global 30x30 target with exemplary models in the region, based on the results of RRI's analyses on rights-based conservation in territories of IPs, ADPs, and LCs in Latin America, and the report, *“Enabling Pathways for Rights-Based Community-led Conservation.”* And in collaboration with R&L and RCC programs, this work will both contribute to and leverage the forthcoming opportunity framework platform to support the advancement of community-led conservation, restoration and livelihoods.
- ▶ Follow-up on prevention actions against the impacts of fire implemented in the Amazon Basin through political advocacy to governments and ACTO (Possible project with NICFI and TROPENBOS).
- ▶ Development of a community territorial monitoring and protection platform to avoid deforestation and to reduce threats based on the lessons learned in RRI's analysis of geographic information systems (GIS) and community monitoring systems of IP, ADP and LC organizations in the RRI coalition.
- ▶ Implementation of a women's political agenda in collaboration with RRI's Gender Justice team to guarantee: (i) recognition of IP, ADP, and LC women's rights to land, water, and sea tenure; (ii) access to direct financing to strengthen their leadership, economies, and strategies for territorial defense, biodiversity conservation, and adaptation to climate change; and (iii) the protection of

environmental and territorial women defenders at risk due to the presence of extractive and illegal economies in their territories.<sup>1</sup>

**4. Influence donors, governments, and the international community to harmonize funding, support rights-based conservation, and enable recognition and adequate participation of IP, ADP, and LCs.**

- ▶ As a follow up on the results of RRI's 2025 analysis on community-led funds, conduct an analysis of regional funding mechanisms in relation to the integration of various biomes and the communities that inhabit them, assessing whether they promote territorial rights, protect genetic resources and biodiversity, and guarantee free, prior, and informed consent. Implementation of the Program to Accelerate Solutions for Afro descendants Lands approved by the COP30 Presidency in coordination with RRI's Rights and Livelihood Program.
- ▶ Coordination and follow up with countries that have joined the Intergovernmental Land Tenure Pledge to implement the commitment in coordination with the Rights and Livelihood Program.

# Africa

## Current State of Play in Africa

Indigenous Peoples (IPs) and local communities (LCs) claim ownership to approximately 80 percent of the total land mass of Africa, yet only 15 percent of these lands are formally recognized ([RRI's 2023 flagship report Who Owns the World's Land?](#)). This gap highlights both the historical exclusion of customary rights and significant opportunities to secure more community lands if existing laws are fully implemented, and more progressive reforms passed.

To achieve their Targets 2 and 3 of the Kunming-Montréal Global Biodiversity Framework, many African countries are advancing policy reforms including the recognition of Other Effective area-based Conservation Measures (OECMs). In parallel, they are also developing carbon market initiatives with limited reforms in place and community participation. With over 60 percent of Africa's population under 35 years of age, the continent is currently at the center of the global energy transition with its large reserves of 30% of the world's critical minerals. This is also seen through increased conflicts over the control of natural resources and conservation efforts.

In this context, five overarching themes define the region's current state of play:

- 1. Increasing Threats to Community Land and Resource Rights:** Across Africa, IPs and LCs face growing threats to their land and forest rights through exploitation, land grabbing, and unlawful evictions. In the **Democratic Republic of Congo (DRC)**, these threats are driven by increased exploitation and poor enforcement of community rights. Similarly, in **Liberia**, communities are expressing rising concern over the erosion of gains achieved under the Land Rights Act (2018), due to proposed amendments and the slow implementation of the Act by the Land Authority. In **Kenya**, investors' rising interest in investing in community lands is creating new risks of unlawful and unsustainable exploitation, emphasizing the need for collective community action to protect land and resources.
- 2. Evolving Legal and Policy Frameworks:** Numerous African countries are engaged in national land tenure reform processes that hold significant implications for community rights. In the **DRC**, an ongoing revision of land law and the law on Nature Conservation, as well as the elaboration of the national forest policy, provides key opportunities to ensure communities' concerns are effectively integrated into national frameworks. Likewise, the 2011 Law on Indigenous Peoples, the 2020 Forest Code, and the Law on Sustainable Environmental Management in the **Republic of Congo (RoC)** establish a progressive legal foundation for sustainable land use and inclusive forest governance. However, the government's increased focus on mining and natural resource exploitation poses substantial risks to community rights, livelihoods, and lifestyle. In **Cameroon**, the 2024 Forest Law and the revision of the National Biodiversity Strategy and Action Plan (NBSAP) aim to align national commitments with the Global Biodiversity Framework, promoting recognition of OECMs and ICCAs. In **Gabon**, the ongoing revision of the forest code and NDCs 3.0, alongside the development of the National Land Use Plan (PNAT), present opportunities to advance rights-based climate and conservation policies. Lastly, in **Kenya** and **Liberia**, the development of new policies on Indigenous Peoples and carbon credits respectively requires efforts to ensure IPs and LCs are at the center of these processes.
- 3. Governance Gaps and Weak Implementation of Land Legislation Policies:** Despite progressive legislative frameworks on land tenure, enforcement of these legislations remains weak across several



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*“RRI doesn’t just support projects—it builds movements. With RRI’s backing, we gathered the evidence, built grassroots power, and won back land that had been grabbed from our community.”*

— **Stanley Kimaren Ole Riamit**, Maasai leader and Founder-Director of Indigenous Livelihoods Enhancement Partners (ILEPA)



countries. In the **Republic of Congo** and **Cameroon**, limited public participation, corruption, and shrinking civic spaces continue to hinder implementation of laws recognizing community rights. Furthermore, across these countries, FPIC (Free, Prior, and Informed Consent) is often poorly enforced, which weakens accountability in land and forest governance.

- 4. Alignment to Climate Action and Biodiversity Conservation Commitments:** Governments across the region are aligning their national strategies with the Global Biodiversity Framework and the Paris Agreement, reaffirming commitments to biodiversity protection and climate action. In **Gabon**, the revision of NDCs 3.0 and the goal to protect 30 percent of terrestrial, marine, and freshwater ecosystems by 2030 reflect ambitious climate and conservation commitments. Similarly, in **Cameroon**, new provisions for community-protected areas under the 2024 Forest Law aim to formalize long-standing community conservation practices. Finally, in the **DRC**, the government is making targeted efforts to strengthen IPs, LCs, and the women within them in biodiversity and forest governance to achieve effective conservation outcomes.
- 5. Livelihoods, Inclusion, and Social Equity:** Poor access to resources continues to affect local communities across Africa, underscoring the need to strengthen livelihoods and promote sustainable economic opportunities. Across **Liberia**, **DRC**, **Kenya**, **RoC**, and **Cameroon**, there is growing recognition of the strategic importance of women’s and youth participation in decision-making processes related to land, forests, and climate. In **Kenya** and across East Africa and the Sahel the upcoming International Year of Rangelands and Pastoralism in 2026 has mobilized pastoralist communities to strengthen the role of pastoralism as a livelihood and a sustainable model for resource use.

The above realities show why the continent remains a priority for philanthropic donors as well as major land-based and critical mineral investments.

## Workplan for FY 2026

### Regional Priorities

- 1. Engage with regional institutions and donors:** As a regional priority, RRI will strengthen engagement with key regional institutions and donors, including the African Union Commission (AUC), the African Commission on Human and Peoples’ Rights (ACHPR), the Intergovernmental Authority on Development (IGAD) and the African Land Policy Center (ALPC) to promote land rights and community-led

conservation initiatives for IPs and LCs. Specifically, RRI in partnership with the UN Special Rapporteur on Indigenous Peoples Issues will support the participation of IP representatives, especially youth and women, in ACHPR and NGO Forum sessions, and foster collaboration between the ACHPR's Working Group and its counterparts in Latin America and Asia. The coalition will also promote the inclusion of recommendations from the ALIN Network into the African Union actions and decisions. These efforts aim to advance regional policy frameworks, strengthen IP and LC advocacy, and enhance governance of customary lands and community-managed territories. Furthermore, RRI will continue implementing the strategic priorities supported by grants from the Bezos Earth Fund, the Embassy of Sweden in the DRC, and the Central Africa Forest Initiative (CAFI), to advance policy reforms, secure community land and resource rights, and promote conservation and sustainable livelihoods across the region.

- 2. Commission a report documenting the impact of the Africa Land Institutions Network for Community Rights (ALIN) Conference:** In preparation for the 10th year anniversary of the ALIN Conference in 2027, RRI will commission a report to document the network's achievements, impacts, and lessons for national land institutions across Africa. Building on the 2025 Freetown Declaration at its most recent convening, RRI will also reinforce ALIN's governance and country ownership by appointing two co-chairs—one from an Anglophone and one from a Francophone country—and convene regular coordination and peer-learning sessions to enhance active participation and leadership by member countries.
- 3. Advance rights-based community led approaches to conservation by sharing lessons and analysis:** Facilitate knowledge sharing through the development of a critical analysis on community led conservation in Africa. A product of local collaboration and sharing, the analysis will showcase community conservation success stories, strengthen local capacities, and inform policymakers, donors, and development practitioners. It is expected to influence conservation strategies, guide funding decisions, and promote the adoption of effective, community-led approaches across the region. We will organize a virtual dialogue to engage regional and global stakeholders to discuss the report's findings and policy recommendations.
- 4. Leverage 2026 International Year of Pastoralism and Rangelands (IYRP) to increase investment in pastoralist lands, sustainable rangeland management, and the long-term resilience of pastoralist communities:** In 2026, CLARIFI will support the rollout of the pastoralist roadmap as part of the IYRP. This work will include helping pastoralist organizations refine and advance dedicated pledge and donor-mobilization calls focused specifically on pastoralists and rangelands. In addition, CLARIFI will provide support for the national-level activities identified by pastoralist partners, thereby strengthening advocacy for increased investment in pastoralist lands, sustainable rangeland management, and the long-term resilience of pastoralist communities. In partnership with the Tenure Tracking Team, we will engage Rightsholders in localized data collection and report design across Kenya, Tanzania, and Niger to ensure tenure rights assessments are relevant, accurate, and legitimate, while building community capacity for ongoing monitoring and advocacy. Additionally, we will develop country case studies on pastoralist mobility and access rights and produce a legal guide on land and resource rights for pastoralist communities in preparation for UNCCD COP17. Throughout the year, we will also lead targeted engagements and communications aligned with IYRP thematic months on gender, youth, and climate.
- 5. Advance community land rights in the context of critical minerals:** Strengthen the protection of community land and collective tenure rights by implementing a community-led monitoring process at the forest-mining nexus, facilitating dialogue between communities and mining stakeholders on

land use planning and tenure security, and engaging in local and global forums to mitigate the impacts of critical minerals on IP and LC land rights.

6. **Promote thought-leadership on IP and LC rights in the Congo Basin:** Generate evidence-based analyses to inform regional and global dialogue and policy on land, forest, and conservation issues in the Congo-Basin. RRI in partnership with REPALEAC and the IP and LC movement in the Congo Basin will facilitate multi-stakeholder dialogue to share best practices, elevate community voices, and influence policy and investment decisions, positioning the coalition as a trusted partner/ally on the region's sustainable land governance.
7. **Support the development of a youth leadership strategy:** Recognizing that Indigenous and local community youth engagement and intergenerational knowledge sharing is essential for sustaining land and climate justice movements, this strategy will strengthen African youth leadership and participation in land governance, while ensuring the systematic transfer of knowledge on land rights and justice from experienced leaders to emerging generations. Although there are many youth initiatives in Africa, Indigenous and local community youth who play a key role in climate and conservation activities remain largely absent from decision-making processes, lack access to funding, and are often invisible within their own networks and organizations. To achieve this, RRI will provide funding for two regional youth organizations led by Africa coalition members to support their land rights efforts and invest in movement-building initiatives that elevate Indigenous and local community youth as key actors in land and climate governance.



*“History tells us [that since] time immemorial we have been here. The biodiversity of this land is who we are. We want to maintain the integrity of our land. We do not want to be rich. We want to be kind to our animals. We want to be respectful of our vegetation. The environment is the pride of our people.”*

— Cosmas Murunga, Ogiek elder from the Ogiek of Mt. Elgon, Kenya



### **Country and Sub-Regional Priorities**

- **Congo Basin:** The Congo Basin remains a critical region for global climate stability and biodiversity, supported by a network of regional institutions, including the Central African Forest Initiative (CAFI), Central African Forests Commission (COMIFAC), and the Congo Basin Forest Partnership (CBFC), which guide policy coordination and resource mobilization across Central Africa. At the 2025 COP30 Belém Climate Summit, governments and partners adopted the new Congo Basin Pledge, establishing a dedicated funding window of USD 2.5 billion to strengthen the rights, livelihoods, and territorial security

of IPs and LCs. The Summit also saw the formal launch of the REPALEAC-RRI-CLARIFI Consortium, tasked with implementing the Indigenous and Local Community Vision 2030 in the Congo Basin, with a focus on rights-based conservation, community-led local economies, and the commitments of the Brazzaville Declaration. These efforts build on the momentum of the 2025 Brazzaville Declaration, RRI's fifteen years of engagement in the region, and the progress achieved under the Bezos Earth Fund-supported initiatives over the past four years. Specific activities to be implemented across different countries in the Congo Basin include:

- **Democratic Republic of Congo:** We will continue to strengthen IP and LC land tenure rights through participatory mapping, legal recognition of Indigenous and Community Conserved Areas (ICCAs), development of Simple Land Use Plans, elaboration of the forest policy, and implementation of the national land information system (SIF). Particularly on ICCAs, these efforts are expected to cover an estimated 150,000–200,000 hectares. We will also support community livelihood initiatives that enhance resilience and promote sustainable resource management. In response to emerging pressures from mining, RRI will engage communities and stakeholders to safeguard land and tenure rights in areas affected by critical minerals extraction. In addition, RRI will work closely with coalition members and local partners to engage government institutions in advancing the legal and policy frameworks necessary for the recognition of community lands and conservation areas, and to ensure effective implementation of community-driven land governance processes.
- **Republic of Congo:** We will build on the momentum of the 2025 Brazzaville Declaration from the Global Congress of IPs and LCs from the Forest Basins to strengthen the recognition and protection of their lands and territories. Furthermore, RRI will support legal recognition of customary lands and ICCAs and promote community-led conservation through mapping forestlands and advancing climate-resilient agriculture. RRI will also work with coalition members and local partners to engage government authorities in advancing policies and frameworks that secure community lands and support effective, community-driven land governance.
- **Cameroon:** RRI will leverage the adoption of Cameroon's 2024 Community Conservation Law to re-engage in supporting its implementation and advancing policies that strengthen community land rights and promote sustainable forest management. Efforts will focus on enhancing women's access to land and supporting community-conserved areas to promote inclusive governance, local stewardship, and equitable participation in resource management.
- **Gabon:** The coalition will build on CLARIFI-supported initiatives to strengthen IP and LC's rights and amplify their contributions to national conservation efforts. We will support reforms in land-use planning, community forestry, and climate policies, while promoting community-led advocacy and ensuring IPLC's meaningful participation in policy and decision-making. These efforts will help secure customary lands, enhance governance of community forests, and increase communities' influence over policies affecting their territories and livelihoods.
- ▶ **East Africa:** 2026 has been designated the International Year of Pastoralism and Rangelands, highlighting the critical role of pastoralist communities in sustaining ecosystems, food security, and climate resilience across East Africa. Over the past four years, CLARIFI has collaborated closely with pastoralist organizations in Kenya, Tanzania, and Uganda to strengthen community land rights, support governance of rangelands, and promote sustainable livelihoods. Building on these efforts, CLARIFI will organize a learning event in Kenya in 2026, bringing together pastoralist leaders, civil society partners, and government stakeholders to share lessons, showcase innovations, and reinforce strategies for

securing rangeland tenure and advancing community-led development across the region. Within this broader framework, we will undertake specific activities including:

- **Kenya:** RRI will strengthen efforts to support land registration processes and promote responsible investment on community lands by assisting communities in developing an investment toolkit, facilitating multi-stakeholder dialogues, and building local capacities to engage with investors and government actors. We will also actively support the finalization of the Indigenous Peoples National policy and contribute to global advocacy efforts around the 2026 International Year of Pastoralism and Rangelands to elevate community voices and secure recognition of pastoralists' land and resource rights. This will include hosting an event on pastoralism in collaboration with the CLARIFI and Tenure Tracking teams. Additionally, RRI will raise awareness among African communities on carbon market initiatives and the potential risks of carbon trading, engaging government actors to advocate for the necessary legal frameworks to counter those risks, and facilitating dialogue on policy gaps to ensure carbon market projects respect community land rights and deliver equitable benefits.
- **Liberia:** RRI will build on ongoing efforts to implement the Land Rights Act and advance responsible investments in the oil palm sector. We will also work with coalition members and local partners to enhance the capacity of community forest management bodies to strengthen governance, accountability, and the sustainable management of community lands and forests. To strengthen community strategies, we will support communities in developing FPIC protocols to guide their interactions with investors and government actors. Furthermore, we will support gender-specific initiatives in collaboration with the Women in Global South Alliance (WiGSA) to promote women's leadership and equitable participation in land and natural resource governance.

# Work Programs by Theme



# Rights, Climate and Conservation (RCC)

## Current State of Play

With global temperatures reaching record highs, ecosystems nearing irreversible tipping points, and species' extinction rates climbing, current actions remain insufficient to meet the goals of the Paris Agreement and the Global Biodiversity Framework despite growing commitments. Securing a livable planet for future generations is impossible without urgent, coordinated action to reduce emissions, halt ecosystem loss, and invest in rights-based natural solutions.

In 2025, growing recognition of the role and importance of Indigenous Peoples (IPs), local communities (LCs), and Afro-descendant Peoples (ADPs) paved the way for new international commitments and renewed financial pledges at COP30 in Brazil to advance their collective rights. Yet, top-down fortress conservation approaches remain the norm across most countries, and carbon markets have yet to internalize the costs of social integrity. This struggle for justice and equity continues to hamper community-led solutions everywhere.

As countries continue their reliance on the land sector to meet their nationally determined contributions (NDCs) and seek to expand national conservation areas under Target 3 of the Global Biodiversity Framework—to conserve 30 percent of lands, waters and seas by 2030—communities are only likely to face growing demand for their territories. In effect, rightsholders continue to experience significant challenges and rights violations from climate and conservation initiatives, including lack of recognition and protection of land and carbon rights; exclusion from decision-making processes; inequitable benefit-sharing arrangements; opaque and complex contract terms; inadequate free, prior, and informed consent (FPIC) processes; insufficient access to legal and technical support; and rights violations such as land grabbing or exploitation by intermediaries.

Yet, despite the limitations of existing [national legal and policy frameworks](#) and the mounting pressures placed on communities, political support for positive action has arguably never been greater, and with this the opportunity to foster positive change.



*“We do not call what we do conservation. It’s our daily habit and it is who we are.”*

— **Putu Willy Suputra**, a youth trekking guide from the Masyarakat Adat Dalem Tamblingan in Bali, Indonesia



## Workplan for FY 2026

- ▶ **2026 Opportunity Framework:** To better capture the value proposition of dedicated efforts to secure community land and resource rights, RRI will work with key collaborators (Woodwell Climate Research Centre and ICCA Consortium) to develop an opportunity tracking platform to support community-led conservation, restoration, and livelihoods. In addition to documenting the adequacy of existing legal frameworks, local implementation capacities, and the political will to initiate or implement reforms, the platform will offer a dynamic framework to advance RRI's localization agenda for just and equitable solutions to global climate, biodiversity and sustainable development, help guide actions and investments by public and private actors, and strengthen coordination between allied organizations.
- ▶ **Land Rights Standard Socialization:** RRI will support the socialization and accessibility of the Land Rights Standard across the coalition by developing an online self-paced course and guidance document or phone application to help raise awareness around the Standard and build rightsholder understanding of how to use it in support of their priorities.
- ▶ **Provide Cross-cutting Technical Support to RRI staff and coalition partners:** The Rights, Climate and Conservation Team will provide technical support and guidance in climate and conservation to RRI staff and partners across regional and thematic programs, including support for the Africa and Latin America rights-based conservation reports, trainings, and other initiatives.
- ▶ **Assessment of Community Experiences with Carbon Markets:** In coordination with RRI's regional programs, the RCC team will carry out assessments of IPs', LCs', and ADPs' experiences with carbon markets. We will conduct a review of recent analytical contributions in the last three years to identify persistent challenges and emerging best practices and collect first-hand accounts of community experiences with jurisdictional and project-level carbon market initiatives across a sample of priority countries. In all instances, the study will collect information on the perceived positive and negative impacts of carbon markets on communities' rights and livelihoods, and the forms of legal and technical assistance that can best support their self-determination. This includes exploring the prospects of a dedicated pooled funding mechanism to support communities affected by carbon markets.

## Gender Justice

### Current State of Play

The weakening of multilateral alliances across the world and its effect on climate change negotiations, foreign aid cuts, and pushback on women's rights has intensified gender inequalities, as well as socioeconomic patterns of gender exclusion. In 2025, UN Women stated that women's and girls' rights face "unprecedented growing threats worldwide, from higher levels of discrimination to weaker legal protections, and less funding for programs and institutions that support and protect women."

Although we saw some [global progress](#) on equality, key challenges persist in closing the gaps on gender equality and women's and girls' human, land and tenure rights. Moreover, despite increasing recognition of women's and girls' crucial roles in protecting and restoring the world's biodiversity, management of natural resources, transferring ancestral knowledge, and boosting local economies, [states across the world](#) are failing to meet their legal obligation to protect Indigenous, Afro-descendant, and local community women's tenure rights.



*“The Women of the Global South (WiGSA), has been a platform that has allowed us, above all, to learn about the different experiences of struggle and resistance of Indigenous, Afro-descendant, and local community women. Today we can feel solidarity and keep alive the essence of the struggles that we have as women, because we know about them, we have heard about them.”*

— **Sara Omi**, Member of AMARIE, president of the CMLT, and WiGSA member



Global funding for gender equality has declined over the past several years, despite a positive current trend of commitments to [increasing international donor funding](#) for IPs, ADPs and LCs. Global funding for initiatives at the [intersection of gender, climate, and environment](#) remains low across all regions. New [bottom-up research](#) by RRI and the Women in Global South Alliance (WiGSA) in 2025 analyzed structural barriers faced by IP, ADP and LC women's organizations in accessing funding. It found that most grants received by organizations in the WiGSA network are short-term, lasting two years or less, and that very little funding reaches women directly from donors. Afro-descendant organizations particularly had the lowest annual budget compared to other organizations within the network.

In this context, women and girls from IP, ADP and LC communities and organizations are [mobilizing to demand climate justice](#), to be recognized as rightsholders, included in decision-making processes, and to be direct recipients of global funding. The [Indigenous Women's letter to the world](#) reclaims Indigenous women's rights and full, equal, and substantive participation in the decision-making processes of global climate governance, and WiGSA is [gaining momentum](#) as a trustworthy interlocutor that brings about the voices and long-term expertise of women's organizations working on the frontlines of climate and conservation action.

WiGSA's and RRI's recent [joint report](#) analyzes structural barriers faced by IP, ADP, and LC women's organizations in accessing funding. The report found that most grants received by organizations in the WiGSA network are short-term, lasting two years or less, and that very little funding reaches women directly from donors. Afro-descendant organizations had the lowest annual budget compared to other women's organizations within the network.

Within this context, RRI's Gender Justice Program has joined several new global initiatives to boost commitments under the [Three Rio Conventions](#) in realizing women's land rights. Under the framework of the [Women Land Rights Initiative, WLRI](#), RRI is bringing its expertise on women's rights within community-based

land tenure rights and will continue contributing to evidence and strategies on "democratizing access to finance," expanding new opportunities for collaborative work, and positioning of WiGSA as a key actor.

## Workplan for FY 2026

In 2026, Gender Justice will pursue the following strategic priorities.

### 1. Continue to strengthen the global positioning of the Women in Global South Alliance (WiGSA).

**(WiGSA).** The program will continue to strengthen WiGSA's advocacy capacity, decision-making processes, networking, and broadening alliances with other initiatives to enhance effectiveness and strategic positioning of women rights-based agendas and access to direct funding. In this context, RRI will support the following activities:

- ▶ A strategic meeting to consolidate WiGSA's guiding principles for strengthening internal cohesion, defining plans for influencing other collectives (unity, inclusion, respect, solidarity, etc) and strengthening targeted advocacy plans, including donor engagement to ensure WiGSA members are visible to potential funders and funding opportunities, and launching of the WiGSA guiding principles.
- ▶ Bilateral encounters. RRI support will expand peer learning exchanges to strengthen solidarity and equip IP, LC, and ADP women with the knowledge and tools to advance their rights agenda at local and national levels. Peer exchanges will focus on: 1) Afro-descendant women in LAC and African women organizations' common perspectives and struggles for rights; 2) Women's entrepreneurial initiatives and their role in political empowerment and consolidation of community tenure rights, including the sharing of analysis and case studies prepared by RRI.



*"We must recognize the leadership role women and girls are playing in conservation efforts. We cannot save nature unless we put Indigenous, Afro descendant, and rural women at the center."*

— **Cécile Bibiane Ndjebet**, Founder and President, REFACOF, and WiGSA member



### 2. Help strengthen the action plan of the Women's Land Rights Initiative (WLRI) by inserting a collective tenure rights perspective and stronger representation and voice of IP, ADP, and LC women and WiGSA within [WLRI](#).

RRI's Gender Justice program will support linkages between WiGSA strategy plans with the WLRI action plan to build a path for WiGSA's mission strategic influencing and collaborative work. Proposed actions include:

- ▶ A workshop with WiGSA and key allies within the WLRI to develop a Women's Land Rights Protocol for funders, building upon WiGSA Guiding Principles and the [Land Rights Standard](#).

- ▶ Hold an event in coordination with the Bosch Foundation and Forest Peoples Programme for a reverse call for proposals from funders, including a global launch of WLRI Protocol.
- ▶ Positioning RRI's Gender Justice program role as an advisor to the WLRI by sharing models for direct funding to women's organizations and to influence donors and WRLI partners to include more concrete perspectives on women's land rights in collective systems.
- ▶ Consolidated bottom-up research with WiGSA's ADP women organizations on their rights within community tenure systems in collaboration with RRI's Tenure Tracking and Latin America programs.



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*“Gender-transformative reforms recognizing the distinct rights of Indigenous, Afro-descendant, and local community women must be a priority on paper and in practice if we have any hope of achieving the 2030 Agenda in the next five years.”*

— **Ketty Marcelo Lopez**, Peruvian leader from the Asháninka Indigenous community, President of ONAMIAP, and WiGSA Member



3. **Transformative biodiversity conservation: Enabling Indigenous and Afro-descendant women-led actions in Colombia and Peru.** With the leadership of The Center for International Forestry Research (CIFOR) and in collaboration with La Asociación de Mujeres Afrodescendientes del Norte del Cauca (ASOM), Organización Nacional de Mujeres Indígenas Andinas y Amazónicas del Perú (ONAMIAP), Sociedad Peruana de Derecho Ambiental (SPDA), and The Leibniz Centre for Agricultural Landscape Research (ZALF), RRI's Gender Justice will participate in the preparation phase of a full project proposal to develop capacity and tools for grassroots women's organizations in Colombia and Peru to implement and share lessons from their conservation actions by leveraging existing processes. To achieve this, RRI will:
  - ▶ Participate in country missions and bilateral meetings with government actors to present projects, follow up on interest, and co-design a proposal and Gender Action Plan.
  - ▶ Participate in meetings with the Consortium Partners to co-develop stakeholder mapping and analysis and identifying knowledge and capacity gaps.
4. **Strengthen direct and fit for purpose funding for IP, LC, and ADP women's organizations in the climate and conservation financial architecture.** In this context, RRI will lead two pieces of research to inform donors and advocates of gender equality in climate and conservation finance:

- ▶ Develop a study for the Women’s Land Rights Initiative (WLRI) in collaboration with the Bosch Foundation on the “geography and priority theamics of global funding” to better understand the current geographies receiving land rights funding and identify the women’s rights holders being left behind. This project aims to promote the gender perspective in the Forest Tenure Funders Group (FTFG) and other members of RRI’s Path to Scale platform.
- ▶ Following up on its analyses of [global funding reaching WiGSA organizations](#), RRI and WiGSA will develop the preparation phase of the third phase of their bottom-up analysis to track progress and/or setbacks on global funding reaching IP, ADP, and LC women’s organizations. The study will assess changes in the level and quality of funding received by WiGSA women’s organizations since the new FTFG Pledge announced at COP-30 in Brazil.

## Rights and Livelihoods

### Current State of Play

While recognition of land and resource rights has expanded over the past decade, experiences across the RRI coalition confirm that secure tenure alone does not guarantee sustainable local economies or self-determined livelihoods. The next frontier lies in ensuring that communities can convert their rights into economic prosperity—building resilient local economies that sustain both people and their traditional ecosystems.

The climate, biodiversity, and development communities are increasingly aligning around “livelihoods-first” approaches that link tenure security with economic opportunity and ecosystem stewardship. Major donors and investors are integrating language on community livelihoods into their forest and nature-positive strategies. Governments, donors, and private sector actors are recognizing that long-term forest and landscape conservation depend on viable community economies. RRI’s coalition-wide vision for livelihoods, [the 2025 global livelihoods baseline framework](#), and the Interlaken Group’s private-sector agenda have positioned RRI to guide and connect these efforts.

Simultaneously, Indigenous Peoples, local communities, and Afro-descendant Peoples (IPs, LCs, and ADPs) are pioneering thousands of community- and women-owned enterprises that support livelihoods and governance in agroforestry, sustainable timber, restoration, eco-tourism, and ethical markets—representing an estimated US \$70–170 billion annual market opportunity. Most community enterprises remain informal, under-capitalized, and constrained by weak enabling conditions: limited access to finance, infrastructure, and markets; restrictive policies; and inadequate technical support. Women and youth face even greater barriers to participation and leadership.

In 2026, the Rights and Livelihoods Program will consolidate this momentum into coordinated analysis, convening, and financing pathways to scale rights-based, community-led economic models that sustain livelihoods and conservation alike.

## Workplan for FY 2026

The Rights and Livelihoods program's 2026 priorities aim to strengthen community capacity, evidence, and partnerships for collective economies, while mainstreaming livelihoods in global policy and financing systems.

### 1. Strengthening coalition members and their networks

- ▶ **Coalition-Led Enterprise Mapping.** In collaboration with RRI's Gender Justice and Youth programs, coordinate a bottom-up mapping of community, youth and women-led enterprises across Africa, Asia, and Latin America to document scale, impact, and investment needs, led by rightholder partners.
- ▶ **Women's Economic Leadership.** Identify and elevate successful women-led enterprises through case studies, storytelling, and donor outreach, linking these models to broader advocacy on gender-responsive tenure and livelihoods.
- ▶ **Youth-Led Livelihoods Initiatives.** In partnership with RRI's Youth program and regional rightholder networks, map and support youth-led livelihoods initiatives (beyond enterprises), with a specific focus on strengthening local economies, job creation, and reducing outward migration of IP, LC, and ADP youth. This effort will identify youth-driven innovations, elevate models of youth leadership, and highlight opportunities to sustain intergenerational knowledge transfer through targeted investment and technical support.

### 2. Creating and sustaining enabling conditions for reform and transformation

- ▶ **Global Livelihoods Baseline Study.** Pilot and publish the first flagship-level comparative analysis of enabling conditions for collective rightholders to pursue self-determined livelihoods across 20 countries, generating data for policy and donor engagement.
- ▶ **Evidence and Policy Engagement.** Produce policy briefs connecting livelihoods, tenure security, and climate outcomes, targeting policy makers and other stakeholders linked to the governance of rural lands and forests.



*“When local communities are vulnerable and at risk, companies’ investments are also at risk. When the communities get their due benefits from the land, everybody wins.”*

— **Renee N. Gibson**, Rural Integrated Center for Community Empowerment



- ▶ **Integration across RRI programs.** Apply research findings to strengthen tenure and gender strategies, ensuring that livelihood pathways are embedded in future rights recognition efforts and policy dialogues.

### 3. Raising ambitions and strengthening coordination to scale community led-enterprises and investments

- ▶ **Network for Collective Action (Rights-Livelihoods-Conservation Network).** Launch a multi-stakeholder platform to align policy, finance, private sector, and research communities around scaling community-led enterprises and conservation economies. At COP30, key allies—including rightsholder leaders, donors, private sector actors, and civil society partners—committed to establishing a livelihoods coalition to coordinate strategies and investment, marking a major step in uniting global rights, conservation, and economic development agendas. Building on this momentum, the Network will be expanded and formalized in 2026.
- ▶ **Livelihoods and Community-Led Conservation Congress.** Convene a global gathering to set a shared agenda and catalyze investment in collective enterprise, conservation, and restoration initiatives.
- ▶ **Innovative Financing Pathways.** In collaboration with the Path to Scale, Interlaken Group, and CLARIFI, design and pilot rightsholder-governed blended-finance mechanisms and impact-investment partnerships to mobilize new resources for community economies.
  - **Interlaken Group (IG):** Mobilize new and diverse capital by linking community livelihoods initiatives with corporate sustainability commitments and jurisdictional/Forest-Positive approaches, while forging rights-based partnerships with downstream companies that unlock community-led collaborations and negotiations with supply-chain actors at the landscape-level.
  - **Path to Scale (P2S):** Engage donors with growing livelihoods portfolios and connect them with private-sector financiers and institutional donors operating in the same geographies, sharing similar priorities, and interested in blended-finance approaches.
  - **CLARIFI:** Channel direct finance to locally led livelihoods initiatives and provide catalytic funding that can de-risk, activate, and facilitate blended-finance arrangements.
- ▶ **Impact Coordination and Learning.** Strengthen coordination across livelihoods activities by gathering consistent information and lessons from ongoing initiatives, laying the groundwork for future collective reporting on rights-based livelihoods.

In 2026, the Rights and Livelihoods Program will connect evidence, networks, and financing to make rights-based livelihoods a central pillar of global climate and development strategies—ensuring that communities not only secure their rights but thrive from them.

## Path to Scale

### Current State of Play

Over the past year, the global funding landscape for Indigenous Peoples, local communities, and Afro-descendant Peoples (IPs, LCs, and ADPs) has continued to evolve. Aggregate disbursements to these groups

have risen since the launch of the IPLC Forest Tenure Pledge at COP26, although the current pace of delivery toward RRI's 2030 targets—400 million ha recognized and US \$10 billion mobilized—remains insufficient. While donors and rightsholders agree that at least 40 percent of climate and conservation finance should reach communities directly, in real terms less than one-fifth of current disbursements are channeled to rightholder' own organizations.

In the global funding landscape, there continues to be an overreliance on large intermediaries, while fragmented reporting from donors and weak accountability systems continue to limit progress. Transparency of private foundation portfolios also remains low, while political and economic volatility is increasingly constraining public development finance.

At COP30, allied partners announced a new generation of commitments that will significantly advance progress toward RRI's 2030 targets. The Forest and Land Tenure Pledge 2.0 (led by the Forest Tenure Funders Group) commit \$1.8 billion over five years with explicit emphasis on ADPs, women, youth, and increasing direct community finance. The Intergovernmental Land Tenure Commitment establishes a collective target endorsed by 15 countries to recognize and secure 160 million ha of IP, LC, and ADP lands by 2030. The Tropical Forest Forever Facility aims to mobilize \$250 billion for tropical forest protection, with 20 percent earmarked for IPs, LCs, and ADPs. Together, these initiatives create unprecedented momentum toward securing 400 million ha and mobilizing \$10 billion by 2030. Effective implementation in 2026 will be essential to convert these pledges into real impact on the ground.

Rightholder-led financing mechanisms—such as CLARIFI, the Podáali Fund, the Nusantara Fund, and the Fondo Territorial Mesoamericano—have rapidly expanded in size and maturity, demonstrating viable models for community finance and attracting growing donor interest. Yet demand far exceeds available resources: public data show these mechanisms can fund at most 30 percent of proposals received, and despite increased donor support for "direct" funding, most finance still moves through traditional intermediaries. As COP30 pledges broaden to include non-forest ecosystems, women, youth, and ADPs, they must respond to long-standing rightsholder demands by routing resources through community-governed mechanisms, since scaling these pathways is essential for ensuring global commitments translate into rights-based, community-driven action.

The Path to Scale (P2S) Funding Dashboard, developed jointly by RRI and Rainforest Foundation Norway (RFN) in 2024, is now the sector's leading platform for aggregating public funding data and informing collective accountability. 2026 represents a key moment to use these tools to strengthen transparency, inform new pledges, and build a coherent post-COP30 funding architecture.

## Workplan for FY 2026

The Path to Scale Program will focus on deepening data transparency, donor coordination, and accountability for rights-based financing while continuing to advance the global agenda to scale direct funding for IPs, LCs, and ADPs.

- ▶ **Expand and localize data access.** Add new indicators to the P2S Funding Dashboard to track funding to women, youth, and Afro-descendant rights organizations and to non-forest ecosystems such as drylands and rangelands.

- ▶ **Publish the 2026 edition of the *State of Funding Report*.** Update the third edition of RRI's flagship funding analysis with new insights on funding trends, accountability, and systemic reform following COP30 outcomes.
- ▶ **Integrate gender and inclusion metrics into funding analyses.** Ensure all analyses capture disparities in access to finance for women, youth, and Afro-descendant rights organizations and propose corrective measures.
- ▶ **Support coordinated donor action.** Continue to coordinate with the Forest Tenure Funders Group (FTFG) and its allied initiatives to monitor delivery of funding against recent commitments and inform global reporting on rights-based funding.
- ▶ **Sustain network engagement.** Maintain the Path to Scale network through regular touchpoints and flagship events—such as London and New York Climate Weeks—to assess progress on Pledge 2.0 and other funding mechanisms, strengthen coordination across partners, and gather feedback from communities on the ground, including through the launch of the *State of Funding 3.0* in late 2026.

In 2026, Path to Scale will consolidate its role as the global reference for tracking, analyzing, and reforming donor finance for collective rights and livelihoods—transforming data and dialogue into coordinated action toward RRI's 2030 targets.

## Tenure Tracking, Strategic Analyses, Program Performance, and Knowledge Management

### Current State of Play

Despite an increasing number of national laws that, on paper, recognize the tenure rights of Indigenous Peoples (IPs), Afro-descendant Peoples (ADPs) and local communities (LCs) as well as significant advancements in their international human rights protections, evidence shows that these rights remain precarious. National-level reforms since 2016 have posed many opportunities to strengthen community-based tenure rights, as well as those of the women within communities, but these opportunities only translated into limited advancements in rights recognition. Indeed, regression in rights remains a very real threat to communities and particularly women. Continued advocacy remains crucial to ensure governments not only recognize and safeguard community-based tenure rights but also implement their existing commitments to advance them.

Moreover, the rights of Pastoralist and Mobile Peoples remain underexamined. Rangelands cover over half of the world's land and support over two billion people, yet these landscapes and their communities are largely neglected with a critical gap in data on tenure rights. Pastoralists' collective and dynamic customary rights are poorly understood by policymakers, with particularly acute data gaps on the right to mobility and women's land rights within these communities.

The 2026 International Year of Rangelands and Pastoralists (IYRP) and Land Degradation Neutrality (LDN) targets under UNCCD create urgent opportunities for evidence-based advocacy to address these knowledge and policy gaps to support sustainable rangeland management.

2026 also presents opportunities to strengthen coordination within the RRI coalition for advocacy on water tenure in relation to the ongoing FAO-led Global Dialogue to develop Principles for the Responsible

Governance of Water Tenure; UNCCD COP17; and the UN Water Conference in December 2026. In 2026, we will work to leverage new data on nature of the legislative land-water nexus and its implications for communities' and community women's rights to use and govern freshwater, and pastoralist water tenure rights.

RRI's Tenure Tracking Program is now at a critical juncture. As of 2024, RRI has released a vast suite of comparable data detailing the status of forests, freshwater, and carbon rights of IPs, LCs, ADPs, and the women with these groups. Much of this data has been made available through RRI's online [Tenure Tool](#), but requires further development and socialization to fully empower rightsholders and their allies to use it to advocate effectively for their rights and hold decision-makers at all levels accountable.

In addition to improving accessibility and usability of the complex legal and area data presented across the Tenure Tool, reinvigorating the [LandWise Law Library](#) is a key component of RRI's strategy in 2026. Acquired by RRI in 2023, the platform serves as an important resource that strengthens the legal knowledge base and capacity of rightsholders to understand and exercise their tenure rights.

In addition to the Tenure Tracking work and the different strategic analyses undertaken across RRI regional and thematic programs, RRI is also continuing to strengthen monitoring, evaluation and learning (MEL) processes to improve impact and for continuous improvement. In 2025, RRI commissioned studies and evaluations, including a mid-term review of SPIV to inform an update and extension from 2027 to 2030. RRI teams have added regionally-based facilitators who support coalition partners and grant recipients to monitor progress toward project and coalition results and consolidate and share lessons across countries and regions. In 2026, RRI will develop internal processes to continue to improve organizational learning and to leverage data and information from across the organization to better tell the coalition's impact stories.

## Workplan for FY 2026

**1. Strategic Analysis and Global Engagement on Pastoralism:** Pastoralist and mobile peoples' organizations, including women-led groups, will be equipped with accessible advocacy tools and strategic analysis (developed through active rightsholder participation, including co-authorship) to effectively advance their tenure rights and influence policy reforms during and beyond the 2026 International Year of Rangelands and Pastoralists.

RRI will engage rightsholders in localized data collection in **seven countries** to strengthen the relevance, accuracy, and legitimacy of tenure rights assessments, while also building community capacity for ongoing monitoring and advocacy. Application of a new Pastoralist Rights Methodology, validated by the coalition in 2025, will result in a series of country case studies on pastoralists' mobility and access rights in early 2026 and a legal guide on the land and resource rights of pastoralist communities and the women within those communities in advance of UNCCD COP17, as well as a series of engagements and communications throughout the year targeting IYRP thematic months on gender, youth, and climate.

Such collaborative and community-led research will ensure that IPs, LCs, ADPs, and the women within them are not merely the subjects of analytical inquiry but actual co-authors and contributors to strategic analyses and tools, grounded in their knowledge systems and priorities.

## **2. Re-envisioning RRI's Approach to Tenure Tracking, Analyses and Knowledge Management:**

RRI has tracked the statutory community-based tenure rights of IPs, LCs, and ADPs since 2002, resulting in the world's largest longitudinal database and rich foundation of flagship reports detailing the state of land recognition, forest rights, gender rights, and freshwater access across the Global South and beyond. While such contributions have played a critical role in the advancement of the global land rights agenda, the ways in which communities and their allies access and use data are rapidly changing.

The path to influencing policies no longer rests in the production of extensive analyses, but in the timely generation of relevant data and talking points that can be leveraged to seize political opportunities and tipping points, and spearhead transformative change in increasingly complex and multivarious spaces. At the same time, rightsholders are calling for deeper commitments to data sovereignty and the meaningful inclusion of Indigenous and local leadership in all stages of research—from design to dissemination and use. Hence, to remain effective and relevant, RRI must adapt.

To secure the strategic value of its analytical contributions and tenure tracking efforts into the foreseeable future, RRI will need to:

- a.** Continue to improve the generative capabilities of its online Tenure Tool—inclusive of the findings and data from more than 2 decades of analysis and the contents of the LandWise Law Library—and the ability of rightsholders to use this information to advance their priorities;
- b.** Strengthen the relevance of analytical inquiry to better serve the needs and priorities of rightsholders (e.g., moving from rules in form to rules in use);
- c.** Establish the Opportunity Framework as a turnkey platform for leveraging and coordinating actions and investments towards rights-based reforms and improved livelihoods through more effective cross-cutting collaboration within and beyond RRI;
- d.** Integrate GIS capacities to support coalition members' efforts to map and document progress on the ground and monitor and report in-country contributions achieved via CLARIFI, the SRM, and RRI's regional programs. This will support the implementation of the Intergovernmental Land Tenure Commitment and strengthen community monitoring of emerging threats and opportunities (such as critical mining).
- e.** Support national-level implementation of the Intergovernmental Land Tenure Commitment through technical and legal guidance drawn from RRI tenure databases
- f.** Support and integrate locally-led analytical contributions and thought leadership of rightsholders to improve the integration of rapidly evolving traditional knowledge systems and their use in driving agendas and policy reforms; and
- g.** Improve RRI's monitoring, evaluation and learning (MEL) capacities to: (i) better document impact stories and lessons learned; (ii) review and update RRI's theory of change under its Strategic Program IV; and (iii) streamline monitoring frameworks, measurement tools, and reporting templates.

## **3. Pilot Transformative Research Training:** In collaboration with the Pathway Alliance for Change and Transformation (PACT), RRI will pilot an innovative training initiative designed to spearhead Transformative Research for Afro-descendant, Indigenous and Local Self-Determination (TRAILS). Conducted in parallel to the Global Livelihoods Congress, the TRAILS initiative is designed to increase

access to education attainment by building action-oriented research capacities within rightsholder communities, so they can better generate and exercise ownership over the data that can drive change and generate impact at local, regional or global levels.

## Strategic Communications

### Current State of Play

The purpose of RRI's Communications Team is three-fold: to **connect** advocates with the evidence they need to make their case; **elevate** coalition members' voices and campaigns; and **showcase** the extent of RRI's impact on the rights and development of IPs, LCs, and ADPs across the Global South.

To achieve these aims, Communications is responsible for i) producing and disseminating RRI's strategic analyses and advocacy tools and ensuring these are accessible and easy to use for coalition members and policymakers; ii) promoting thought leadership to influence policymakers and other stakeholders; iii) leading multimedia reporting and storytelling initiatives to amplify the results and impacts from RRI's initiatives and convenings; and iv) supporting advocacy campaigns to raise awareness of coalition members' rights movements and their leadership in climate and conservation action.

RRI's communications and outreach efforts have been historically challenged by several factors, including the complexity and accessibility of RRI's research and analyses; communicating the full extent of our impact at the local and regional levels to the right audiences; and the high volume of news competing for public interest in an increasingly challenging space for activists and their allies. There is also the added challenge of ensuring our messages resonate with all our target audiences, who have diverse needs and ways of processing information. To address these challenges, Communications will lead a multi-pronged approach in 2026 to achieve the following. ***Note: This work plan is informed by the programmatic priorities outlined in the preceding work plans, including foreseeable opportunities for collaboration and action.***

- 1. Improve the accessibility and promote use of RRI's research and learning initiatives by grassroots advocates, especially women, youth, and under-resourced organizations.** Through innovative technology and translation into local languages, coalition members will be better equipped for evidence-based advocacy of their rights.
- 2. Radically expand RRI's impact reporting and storytelling to capture the true extent and depth of RRI's positive influence and footprint at national and global levels.** We will leverage various communication mediums, including video, podcast, radio, print, and digital communications, to humanize and empower RRI's target communities to tell their own stories of impact, building credibility and success for the coalition in the long term.
- 3. Increase national and global print, broadcast, and online news coverage of RRI's work and coalition members' roles and achievements in rights, climate, and conservation actions.** Building upon media relationships established in 2022–2025, we will elevate the public profiles of RRI experts and local organizations on global stages, with a particular focus on the International Year of Rangelands and Pastoralists, resilient economies and women-led enterprises, water tenure, critical minerals and just transition, and direct climate finance.

**4. Support coalition members' national and regional-level advocacy campaigns for land and resource rights.** The Communications Team will continue to implement its campaigns program in 2026, delivering customized campaign support to selected campaigns and documenting their results, lessons, and impact.

## Workplan for FY 2026

We will undertake the following initiatives in 2026 to achieve RRI's strategic priorities.

- 1. Improve the accessibility and clarity of RRI's research for local advocacy.** Write and publish infographics, key messages, case studies, policy briefs, and other shorter, more accessible content to complement longer analyses.
  - ▶ **Digital Communications:** Refresh the RRI website, improving navigation, language, and search function to improve accessibility, clarity, and show casing of RRI's impact.
  - ▶ **Rights and Livelihoods:** Produce and promote RRI's flagship Global Livelihoods Baseline analysis and accompanying policy briefs connecting livelihoods with tenure security and climate outcomes in local languages.
  - ▶ **Path to Scale:** Publish the third edition of RRI's State of Funding report and a policy brief outlining direct funding modalities and granting mechanisms.
  - ▶ **Tenure Tracking:** For the International Year of Rangelands and Pastoralists, publish case studies balancing climate science with local storytelling.
  - ▶ **Gender Justice:** Produce and promote peer learning infographics and multimedia content in the coalition's languages in coordination with the Women in Global South Alliance (WiGSA), to complement research led by IP, LC, and Afro-descendant women-led organizations, including research on direct funding for women.
  - ▶ **Rights, Climate, and Conservation:** Amplify existing and forthcoming resources related to carbon markets, including the Carbon Rights Hub (published 2025) and a six-part video series on carbon markets (published 2024). Incorporate outputs from the planned rethink of RRI's approach to strategic analyses into promotional strategy.
  - ▶ **Africa:** Publish the Africa Conservation Report and develop complementary multimedia in regional languages to promote ownership at the local level.
  - ▶ **Latin America:** Write and publish peer learning advocacy documents drawing key recommendations and messages from recent regional outputs and produce a case study highlighting *maritories* as essential for ADPs' livelihoods in Latin America and the Caribbean.
- 2. Promote coalition learning initiatives to enable grassroots ownership of RRI's data and research-based advocacy tools.** Support the launch of learning initiatives while promoting ownership at the local level.
  - ▶ **Rights and Livelihoods:** Support the launch of phase two of the Livelihoods Learning Community, prioritizing accessibility and content clarity.

- ▶ **Rights, Climate, and Conservation:** Support the socialization of the Land Rights Standard across the coalition.

- ▶ **Tenure Tracking:** Support redesign of the LandWise Law Library website to improve accessibility and launch a campaign to socialize updates made to tenure tracking tool.

**3. Support coalition members' national and regional-level advocacy campaigns.** Implement RRI's campaigns program, delivering customized campaign support for up to 8 campaigns and documenting results, lessons learned, and impact.

- ▶ **Strategic Support and Campaigning:** Open a new call to provide tailored, ongoing support to coalition members in designing and executing communications strategies, advocacy campaigns and rapid-response activations, as well as in creating compelling content and its strategic dissemination to engage target audiences at both national and global levels.

- ▶ **Movement Building and Policy Engagement:** Strengthen campaigns led by coalition members' networks (e.g., WiGSA), foster storytelling collaboration among organizations, and enhance engagement with international institutions and policy mechanisms, such as the IACHR, to drive meaningful, evidence-based communications.

- ▶ **Capacity-building:** Develop educational resources and facilitate online trainings for coalition members on effective campaigning and create opportunities for continued capacity and knowledge strengthening.

**4. Expand impact storytelling to capture the true extent and depth of RRI's positive influence and footprint at national and global levels.** Scale up impact storytelling initiatives at local level.

- ▶ **Communications:** Define "impact storytelling" using SMART goals (Specific, Measurable, Achievable, Relevant, and Time-bound) and document how storytelling can help achieve an organization's advocacy and fundraising goals, to be shared as a guide with the coalition.

- ▶ **Latin America / Tenure Tracking:** Execute a video project showcasing Afro-descendant Peoples' rights-based water conservation strategies in selected countries in Latin America and the Caribbean ahead of the UN Water Conference in December 2026.

- ▶ **Rights, Climate, and Conservation:** Highlight first-hand accounts of communities' experiences with carbon markets.

- ▶ **Asia:** Amplify rights-based conservation big wins and challenges in focus countries and collaborate on social media reels/posts.

- ▶ **CLARIFI:** Strengthen CLARIFI's visibility locally and internationally through the implementation of localized impact storytelling initiatives, including training and connecting grantees with strategic communications resources.

**5. Experiment with new communications methods, leveraging new technologies to reach target audiences.**

- ▶ **Youth:** Launch an RRI podcast series for Indigenous, Afro-descendant, and local community youth to share their stories and recommendations for climate and conservation action.

- ▶ Produce a **multilingual e-zine** showcasing the coalition's big wins and impact in 2021–2025. Continue to amplify RRI's video repository on global stages at film festivals, university campuses, and other events.

**6. Increase national and global print, broadcast, and online news coverage of RRI's work and coalition members' roles and journeys in rights, climate, and conservation actions. Elevate the public profiles of coalition members on global stages.**

- ▶ **Rights and Livelihoods / Gender Justice:** Organize a media site visit to a community to document women's leadership in leading local enterprises, preferably with a member of the Women in Global South Alliance (WiGSA).
- ▶ **Rights and Livelihoods:** Share local impact stories to frame RRI's thought leadership in regional and global media in the lead-up to the Livelihoods and Community-led Conservation Congress.
- ▶ **Africa:** Promote RRI's thought leadership through op-eds and speaking engagements on rights-based conservation and the risks of critical minerals mining in the Congo Basin.
- ▶ **Coalition and Strategic Networks:** Global and regional media outreach throughout the year to showcase winners of the RRI Collective Action Award.
- ▶ **Youth / Asia:** Place an op-ed ahead of a major international event elevating the voice of Indigenous and local community youth leaders in Asia.

## Community Land Rights and Conservation Finance Initiative (CLARIFI)

### Current State of Play

CLARIFI operates within a growing global movement to secure more direct and equitable funding for IPs, LCs, and Afro-descendant Peoples. As outlined in the [\*State of Funding for Tenure Rights\*](#) report launched in September 2025, tenure rights for these groups continue to receive less than one percent of total climate-related philanthropy and official development assistance. While the overall funding landscape has expanded and laid the groundwork for more direct support, it has not yet undergone a fundamental shift in how resources are delivered.

In response, CLARIFI's 2026 priorities are shaped by these persistent gaps and the urgent need for funding systems that are more responsive and accountable to rightsholders. CLARIFI will continue to deliver resources directly, with flexibility and responsiveness at the forefront, responding to the priorities set by our partners. It will also remain active in the broader movement pushing for systemic change by engaging in campaigns such as [\*The Pledge We Want\*](#), and will continue to integrate its work into global efforts like the Forest Tenure Funders Group (FTFG) Pledge, Forest People Climate (FPC) and the Tropical Forest Forever Facility (TFFF).

Given the vital role of IPs, LCs, and Afro-descendant Peoples in safeguarding ecosystems, and the continued failure of funding to reach them directly, innovative, several rightholder-led funding mechanisms have emerged in response. Since its inception, CLARIFI has supported this shift by supporting and partnering with regional Indigenous-led funding mechanisms such as the Mesoamerican Territorial Fund



*“For too long, Indigenous Peoples and local communities have received shockingly little climate funding. We are excited about the hope and promise CLARIFI brings to channel long overdue recognition and resources directly to the Earth’s most effective stewards.”*

— **Stanley Kimaren Ole Riamit**, Maasai leader and Founder-Director of Indigenous Livelihoods Enhancement Partners (ILEPA)



(FTM) and the Indigenous Peoples’ Alliance of the Archipelago (AMAN). CLARIFI also collaborated with Indigenous Peoples of Asia Solidarity Fund (IPAS), the Network of Indigenous and Local Populations for the Sustainable Management of Forest Ecosystems in Central Africa (REPALEAC), and the Jaguata Funds established by Articulation of Indigenous Peoples of Brazil (APIB), reflecting our continued commitment to supporting the important work of national and regional funding mechanisms.

Because of this growing ecosystem of rightsholder-led infrastructure, and the critical need to scale it, CLARIFI will continue to support, expand, and connect with these mechanisms in 2026, on the one hand to create synergy and complementarity, and on the other to ensure that more resources flow directly to communities driving climate, conservation, and rights-based action. CLARIFI’s work with regional funding mechanisms is more than just a funding pathway; it represents an important opportunity for peer exchange and learning. To this end, CLARIFI will continue to deepen its participation in the Shandia platform of the Global Alliance of Territorial Communities (GATC) and work to further integrate diverse rightsholder movements into its portfolio.

CLARIFI is an RRI initiative and exists to support its mission to protect and elevate the rights and struggles of IPs, LCs, and Afro-descendant Peoples to own, develop, and protect their traditional territories and ecosystems. CLARIFI’s thematic priorities are therefore grounded in RRI’s Opportunity Framework and country and regional programs, which identifies where political momentum is strongest for rights-based solutions.

In alignment with RRI’s deepening focus on gender and youth, in 2026, CLARIFI will continue to prioritize support for women- and youth-led organizations. Engaging youth secures continuity and knowledge transfer across generations, while empowering women with access to data, technology, and decision-making spaces transforms their roles from peripheral to central in governance. For the 2026 grantmaking cycle, we aim to continue our support and strengthen alignment with the shared vision of all lands (forests, mangroves, rangelands/pastoralists, and other ecosystems), peoples, and territories within the coalition’s

Strategic Framework. This includes ensuring close coordination with women-led organizations under WIGSA, as part of RRI's broader movement, and with the coalition's Global Youth Movement.

CLARIFI also plans to deepen support for community-led conservation and the development of sustainable local economies. In line with its Steering Committee's guidance, CLARIFI will place a stronger emphasis on advancing these thematic priorities to ensure greater coherence and impact across all initiatives.

## Workplan for FY 2026

### *Grantmaking*

In 2026, CLARIFI will implement a more fit-for-purpose grantmaking strategy designed to increase impact, accessibility, and accountability. This includes launching a new grant cycle with clearly defined roles and decision-making processes for the CLARIFI Steering Committee, aimed at ensuring greater transparency and shared ownership. CLARIFI aims to fund at least **100 projects in 2026** through this cycle while continuing to strengthen its project pipeline by streamlining and maintaining a flexible, user-friendly submission platform. This platform has a target to engage approximately 400 potential projects. Additionally, CLARIFI will prioritize the development of a functional monitoring, evaluation, and learning system to better track outcomes, capture lessons, and continuously improve support to rightsholder-led initiatives.

### *Operations*

In 2026, CLARIFI will continue to strengthen and broaden its internal capacity to ensure effective, accountable, and responsive operations. This includes investing in the technical capacity of its team, refining internal policies and procedures to align with best practices, and deepening collaboration with regional programs and partners. These efforts are essential to sustaining high-quality grantmaking, supporting rightsholder-led initiatives, and advancing the long-term goals of both CLARIFI and its role within the RRI coalition.

CLARIFI is collaborating closely with the RRI communications team to ensure consistent messaging and effective implementation of its communications plan within the broader RRI communications strategy.



*“CLARIFI addresses a need long felt by Indigenous, Afro-descendant, and local community organizations for a vehicle that mobilizes funding directly to them for activities not yet supported adequately by any donor.”*

— **Pasang Dolma Sherpa**, Executive Director of Nepal's Center for Indigenous Peoples' Research and Development (CIPRED) and CLARIFI Steering Committee member



A key element of this approach is engaging a diverse range of stakeholders and strengthening CLARIFI's visibility through storytelling that highlights and centers partner voices. Additionally, CLARIFI aims to support movement partners in actively participating in and contributing to these communications efforts, amplifying shared messages and impact across the coalition.

## **Fundraising**

In 2026, CLARIFI aims to mobilize \$35 million in funding, with a continued commitment to ensuring that at least 80 percent of resources are directly disbursed to communities. To achieve this, CLARIFI will implement a targeted fundraising strategy focused on three key donor pathways: strengthening relationships with philanthropic foundations, engaging bilateral donors, and pursuing accreditation with major climate finance mechanisms such as the Green Climate Fund (GCF), Global Environment Facility (GEF), and the Tropical Forest Forever Facility (TFFF). Fundraising will also align with CLARIFI's six thematic priorities, enabling more tailored pitches to funders with specific interests. For example, CLARIFI will launch the SPACES initiative in partnership with Campaign for Nature, emphasizing alignment with the global 30x30 biodiversity and climate goals.

To this end, CLARIFI will release its first-ever General Donor Report, which will serve both as an accountability tool for current flexible donors and as a communications asset for engaging prospective partners. The report will provide an overview of CLARIFI's direct grantmaking process and present insights on the state of direct funding within its projects. In addition to key data and figures, it will feature stories from the ground and lessons learned from our partners' experiences, helping to shape and strengthen the collective narrative of community-led action and impact.

In 2026, CLARIFI will also continue to strengthen its strategic alliances with other IP and LC-led funds at global, regional, and national levels. CLARIFI's concept note template is designed to be user-friendly, quick, and flexible by reducing the time and effort required to pitch a project and receive feedback. Developed to build priorities from the ground up, it reflects our commitment to fit-for-purpose, community-driven programming. With over 200 project submissions already received through this approach, the template demonstrates CLARIFI's ongoing dedication to making the project development process accessible, responsive, and effective.

## **Governance**

CLARIFI continues to work closely with its Steering Committee to support their ideas and vision, ensuring alignment with our shared goals. In 2026, CLARIFI will welcome two new Steering Committee members who will represent youth and Afro-descendant Peoples, strengthening inclusivity and broadening perspectives within our governance. Additionally, CLARIFI is exploring opportunities to establish a formal presence in Canada in 2026 as a subsidiary of RRI, which would enhance our operational capacity and strategic positioning in the region.

In 2026, CLARIFI will be planning a Learning Exchange in Africa as part of its governance approach to create space for grantees to engage more broadly with CLARIFI's Steering Committee members. Kimaren Ole Riamit, CLARIFI Steering Committee member, has expressed interest in hosting the Learning Exchange, which will be designed to foster direct connections with grantees and establish a meaningful feedback loop. The event will serve as a safe and collaborative space for learning, sharing experiences, and strengthening relationships across the network.

# Coalition and Strategic Networks

## Current State of Play

2025 marked a landmark year for RRI. Throughout the year, the Coalition and Strategic Networks (CSN) team organized a series of coalition-wide gatherings, online and in-person, to mark RRI's 20<sup>th</sup> anniversary and to reflect on its history, achievements, and vision for the next 20 years.

These meetings included the Kathmandu Coalition Strategy Meeting in July, followed by virtual Global Strategy Meetings; consultations on RRI's Memorandum of Understanding (MOU) consultations; a Thinking Session in Washington with RRI's founders; and Ad Hoc meetings to address the current U.S. and global contexts. Each meeting contributed to critical reflections on RRI's mission, values, and how we see the future of the coalition. These reflections contributed to the following key priorities identified by the coalition:

1. Strengthening the localization agenda rooted in our communities' local realities and supporting solutions on the ground.
2. Strengthening women's and youth's leadership within our sector and in the coalition, supporting leadership development, strategy support, fundraising, and advocacy efforts for their networks.
3. Promoting community-led models of development centered on inclusive governance, integration of traditional knowledge, conservation, and economic prosperity for communities and territories.
4. Fostering collaboration and spaces for learning across RRI's coalition partners and strategic allies. This year's gatherings reinforced the core values of the RRI coalition: comradery, solidarity, deep connections across languages and geographies, and a commitment to continue working together towards our shared mission. We came out of this year knowing that the coalition is as strong as ever and ready to start a new phase of impactful work in its next decade of action.

## Workplan for FY 2026

In 2026, we will work to restructure the RRI coalition as outlined in a new Memorandum of Understanding (MOU) which defines an updated structure and governance process. The biggest changes will be the addition of new Partners and the creation of two new bodies: 1) an Advisory Council to represent Partners, and 2) a Council of Elders to provide strategic counsel to RRI's leadership.

The CSN team will be responsible for onboarding the new Partners as well as members of our two new councils and implementing the entirety of the new coalition Structure. As part of its ongoing management of the coalition, CSN will also continue to manage RRI Fellows and Board of Directors, organize quarterly Partner meetings, as well as annual and ad-hoc Advisory Council and Council of Elders meetings.

CSN's strategic priorities for 2026 include:

1. **Grow the Coalition:** Welcome up to 80 new Partners to RRI, ensuring that the new group of organizations is informed about RRI's programs and priorities and understands their role within the coalition. CSN will also create and onboard the new members of the Advisory Council and Council of Elders to ensure everyone knows their role and mandate within the Coalition. Planned activities

include onboarding new Partners, managing coalition communications, updating contacts lists and guides for contacting coalition members and secretariat staff, and initiate the Advisory Council and Council of Elders.

- 2. Strengthen the coalition:** Ensure that the coalition is led and run by its members by integrating the leadership of member organizations into the co-design and implementation of RRI's activities. Also ensure that women and youth are protagonists in coalition spaces, actively participating and sharing their wisdom with the members. Prepare online learning activities on themes relevant to coalition members. Planned Activities include: A virtual Campaigning and Advocacy Workshop Quarterly Coalition Meetings; support for the RRI Youth Network in the implementation of their roadmap and strengthening their global movement; and issuing a Call for Nominations for the Second RRI Collective Action Awards.
- 3. Foster collaboration:** Ensure integration between Fellows, MegaFlorestais' leaders, and coalition members by identifying and supporting opportunities for collaboration. Ensure timely communication of program activities to ensure coalition members can actively engage with programs that align with their organizational goals. Planned activities include: MegaFlorestais Thinking Sessions; Quarterly Fellow meetings; Quarterly Partner Meetings, and Youth Network's Global Meetings.
- 4. Active participation:** Consult coalition members frequently to ensure their input and perspectives are captured in the planning of RRI activities. This includes various forms of consultation from polling to thematic strategy consultations and gathering inputs for planning RRI's quarterly coalition meetings. Planned activities include: Virtual Governance and Global Strategy Meetings; Quarterly Coalition Meetings and polls/surveys; organizational support for key global coalition convenings; and sharing calls for consultation, guidance or collaboration with RRI programs.
- 5. Strengthen youth leadership:** Support the launch and strategy development of a new Global Youth Network, including strengthening the voice and leadership of youth within the RRI coalition. CSN will support youth leaders to implement their Global Youth Roadmap, a summary of the youth priorities defined at RRI's first Global Youth Forum in 2025. Planned activities include: Periodic meetings for the Global Youth Network, Regional Youth meetings, and supporting RRI's youth leaders' COP31 participation.
- 6. North-South-South Strategy:** Plan to expand RRI's network to include Indigenous Peoples in North America (Canada and United States of America). Assess opportunities for collaboration that can help advance our shared mission to strengthen community-led conservation, self-determination, and sustainable livelihoods. Planned activities include: Commission an assessment of opportunities for North-South-South collaboration; initial meetings between coalition members and North American leaders; and presentation of assessment findings and recommendations to the coalition.

Last but not least, in 2026 we will continue to organize large virtual gatherings with over 200 coalition members, mostly from RRI's priority regions, at our virtual Governance and Global Strategy Meetings. These virtual spaces will ensure greater participation of coalition members at a lower cost and with lower carbon footprint.

By acting on the above priorities, we believe we can ensure that the RRI coalition has a solid structure to grow stronger and more impactful for years to come. Leadership development, capacity building, transparency, and engagement will be our key ingredients for continuing to leverage our collective power to achieve concrete results—from the territorial to the global level.

# Finance and Administration

## Current State of Play

RRI's operating environment in 2026 is shaped by heightened political scrutiny, internal growth demands, and the need to strengthen systems and partnerships to manage increased complexity and risk.

- ▶ **U.S. political context:** The current U.S. administration has created regulatory uncertainty and higher scrutiny of nonprofits, especially as it relates foreign funding and climate advocacy. In 2026, Operations will maintain a heightened compliance posture through regular screening of sanctions, documentation, and audit readiness.
- ▶ **Organizational growth and complexity:** Increased volumes of grants and procurement demand stronger systems, clear distinctions among award types, and consistent monitoring/reporting across entities.
- ▶ **Ongoing operations reform:** Our 2025 reorganization established three Operations sub-teams (Finance & Accounting; Awards & Compliance; Human Resources & Administration) and set up groundwork for systems upgrades, policy reviews, and multiyear award pilots

## Funding

### *Global Funding Landscape*

RRI's fundraising efforts in 2026 take place against a complex and evolving global funding environment. The U.S. political context under the current administration has created regulatory uncertainty and heightened scrutiny of nonprofits, particularly organizations engaged in foreign funding and climate advocacy. This environment demands that RRI maintain enhanced compliance protocols while also pursuing strategic diversification of funding sources to mitigate concentration risk.

Simultaneously, the international development and climate finance sectors are experiencing significant shifts. While commitments made at COP summits and through multilateral climate funds have increased in recent years, the competition for these resources has intensified dramatically. Foundations and bilateral donors are increasingly prioritizing locally-led initiatives and direct funding to Indigenous Peoples' and community-based organizations—a trend that aligns well with RRI's coalition model but also requires the organization to clearly articulate its unique value proposition as both a coalition convener and implementing partner.

The window of opportunity around community land rights and forest governance remains open but contested. With the recent conclusion of COP30 and RRI's "Earth's #DefendersLeadTheWay" campaign gaining momentum, there is potential to leverage heightened visibility around Indigenous Peoples' and local communities' roles in climate solutions. However, this must be balanced against donor fatigue in traditional environmental funding circles and the need to demonstrate measurable outcomes and impact at scale.

To navigate this landscape successfully, RRI's fundraising strategy must emphasize the organization's 20-year track record, its unique position bridging global advocacy with on-the-ground implementation through trusted partners like REPALEAC and through mechanisms like CLARIFI, and its proven capacity to manage complex, multi-country initiatives with strong financial oversight and accountability. The organization's recent MacKenzie Scott funding, combined with likely renewed support from NICFI, Skoll

Foundation, and others, demonstrates growing philanthropic recognition of RRI's model—momentum that must be strategically cultivated and expanded in 2026 and beyond.

## **Workplan for FY 2026**

In 2026, RRI's Operations team will consolidate reforms, roll out new systems, and expand partner-facing capacity to strengthen compliance, support organizational growth, and enable fit-for-purpose collaboration across the coalition, develop a fundraising strategy for the implementation of the RRI's strategic framework (SPIV 2023-2027) and CLARIFI.

### **Fundraising strategy**

In 2026, RRI's Development team, in close coordination with Program, Communications, and Finance/Operations teams, will lead the development and implementation of a comprehensive fundraising strategy to support RRI's Strategic Framework (SPIV 2023-2027) and CLARIFI programming. While the recent MacKenzie Scott funding provides substantial support and organizational stability over the next five years, RRI remains significantly under-funded relative to strategic targets: the organization requires \$15 million annually to fully implement the RRI Strategic Framework and \$35 million annually for CLARIFI operations.

The fundraising strategy will advance RRI's mission to secure and expand land and resource rights for Indigenous Peoples, Afro-descendant Peoples, and local communities globally, with particular focus on critical geographies including the Amazon Basin, Congo Basin, and Southeast Asia. The strategy centers on four primary objectives: (1) diversifying RRI's donor base beyond current foundation supporters to include bilateral donors, multilateral institutions, climate finance mechanisms, and purpose-aligned private sector partners; (2) securing multi-year funding commitments that align with the five-year strategic framework timeline and provide predictable support for both coalition convening and direct program implementation; (3) strengthening institutional fundraising capacity through improved systems for donor relationship management, prospect research, and coordinated proposal development that leverages RRI's dual role as both a global coalition and operational NGO; and (4) positioning RRI and coalition partners to capitalize on strategic opportunities around COP30 and the growing global recognition of community-led conservation and climate solutions.

This integrated approach will ensure fundraising efforts remain strategically aligned with organizational priorities, coalition member needs, and RRI's 20-year track record of advancing transformative policy and practice change in forest governance and land rights.

### **Overall Operations**

- 1. OPS Working Groups:** With support from the Coalition and Strategic Networks team, we will launch working groups with Operations points of contact from RRI Partners and funding recipients on topics such as human resources, procurement, and financial reporting. These working groups will collectively identify operational training needs and capacity-building opportunities within the coalition in their topic areas. Once training needs are identified, the working groups will prioritize topics for discussion and learning to take place, most likely through quarterly virtual 'clinics' where the topic area is discussed with case studies in best practices and question and answer sessions. We will aim to hold at least four trainings/virtual clinics on operations topics in 2026.
- 2. Canada Expansion Plans:** Complete RRI's charitable registration in Canada and implement the associated operating controls, such as banking, tax filings, and payroll/benefits alignment.

## **Awards & Compliance (A&C)**

- 1. Grants Management System:** Complete configuration and roll out a new Grants Management System for the organization. This system will centralize and more efficiently track information on RRI's outgoing funds (i.e. collaborative agreements, subgrants, consulting contracts) while reducing the administrative burden on staff and collaborators. We will begin with a phased launch for collaborative agreements and grants (including SRM and CLARIFI projects), followed by other types of agreements.
- 2. Compliance and Monitoring:** Continue to review and approve increasing volume of awards and contracts during 2026 ensuring compliance with RRI and donors' policies and procedures. Tools in the new grants management system will support our compliance monitoring by providing a consolidated view of all agreements, including updated compliance checklists or scheduling check-ins with grantees.
- 3. Risk rating and monitoring:** With support from the Chief Operating Officer (COO), revise the grantee risk rating rubric and tier monitoring accordingly. This includes updating documentation standards and capacity building plans for lower capacity RRI Partners.
- 4. Financial Contracts and Templates:** Continue to update organizational templates, tools, and guides for easier use by staff and collaborators while ensuring compliance. Templates will be reviewed and updated prior to integration into the new Grants Management System.
- 5. Procurement & RFPs:** Continue revision of procurement tools, templates, and procedures and consolidate guidance for staff. Finalize purchase requisition and purchase order procedures and train staff in their use.
- 6. Indefinite Delivery, Indefinite Quantity (IDIQ) contracts:** Pilot a new IDIQ framework for outsourcing certain functions such as web services and research, designed to reduce procurement times and improve documentation.
- 7. Fit for purpose award types:** Introduce a "grant" approach (distinct from "Collaborative Agreement"), with new template and update supporting materials and staff guidance.
- 8. Multi-Year Awards:** Present an updated multi-year sub-granting approach (policy + pilot findings + risk/mitigation) for Board approval.
- 9. Capacity Building for Partners:** Increase capacity building and training of Partners/subgrantees in new and existing compliance policies and procedures.
- 10. SRM Program:** Maintain high quality of the SRM Program to meet its purpose and obligations, guiding all program staff in the vetting of proposals and adding value to the preparation of SRM approval packages for approval.

## **Finance & Accounting (F&A)**

- 1. Financial system (FMS) selection:** Select a new accounting/financial management system in early 2026 and define a phased implementation roadmap with change management and data migration plan.
- 2. Auditor Renewal:** Lead the open competition and selection of a new audit firm for the FY2025 audit.
- 3. Timely closing:** Ensure monthly closing of the books and budget variance analysis to optimize financial operations.

4. **Capacity strengthening:** Engage consultant to assess process/control gaps, staffing structure, and training needs; implement a prioritized remediation plan with measurable checkpoints.
5. **Project audit review:** Ensure timely review of audits related to collaborative agreements and feedback process to coalition members
6. **Financial reporting to donors:** Improve financial reporting to donors to allow for cash or accrual basis reports and upgrade RRI's processes to allow for timely quarterly submission of donor reports.

## ***Human Resources & Administration (HR&A)***

1. **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.
2. **Institutional Structure Review:** Engage consulting firm to work with the Executive Team and leadership to review current institutional structure and suggest approaches to ensure a more effective and strategic restructuring for RRI moving forward with SP4 and beyond.
3. **Developing a Staff Safety and Security Protocol:** Refine and implement a comprehensive Staff and coalition members Safety and Security Protocol to protect employees, partners, and collaborators during travel and other coalition/work-related activities. This will include photo work IDs for local DC staff, risk assessments, sexual harassment policy, and crisis management planning, with ongoing staff training.
4. **Reviewing IT Services Provider:** Conduct a review of IT providers to ensure that RRI's IT services are competitive, efficient, and aligned with evolving operational needs. The provider will assist with the development and enforcement of cybersecurity and data recovery strategies, a security audit, implementing multi-factor authentication, and training staff to mitigate risks.
5. **All staff retreat:** Plan and deliver an in-person staff retreat in Montreal to build cohesion and alignment on priority issues and 2026 activities.
6. **Montreal office:** Support the search and opening of a physical office in Montreal.
7. **Internship Program Design:** Develop and launch a formalized internship program, with clear guidelines, legal review, and alignment with RRI's strategy and values.
8. **Employee Handbook Review:** Conduct full handbook update, separating Canada/US/international policies for easier use by staff.

## **2026 Training Plans**

### ***Internal (RRI staff at the Secretariat)***

Trainings for RRI staff in 2026 will be provided through various methods including in person at the staff retreat, during monthly staff meetings, virtually via zoom, self-paced online sessions, etc. For new staff, training will be offered as part of onboarding for key topics.

## ***External Trainings for collaborators***

We will select at least four topics based on the findings from a survey of operational points of contacts in RRI's collaborator organizations. Training sessions will be recorded. Below are examples of potential topics:

- ▶ **MANDATORY: Safeguarding & Harassment Prevention** (reviewing policies, reporting, response).
- ▶ **Sanctions/Watchlist Screening for Partners** (who/what/when/how to document).
- ▶ **Financial Reporting Basics** (per diem & participant support, cash advances, audit readiness). Procurement best practices
- ▶ **Audits** (how to prepare, org vs. project audits, understanding auditor letters, etc.)

# Work Plans Budgets



## 2026 Budget by Program

| RRI                                      | Funded              | Unfunded           | Total Budget        | As a % of RRI Funded |
|--|---------------------|--------------------|---------------------|----------------------|
| <b>Regional Programs</b>                 | <b>\$3,618,077</b>  | <b>\$2,060,291</b> | <b>\$5,678,368</b>  | <b>32%</b>           |
| Africa                                   | 1,941,100           | 1,236,375          | 3,177,475           | 17%                  |
| Asia                                     | 960,978             | 425,916            | 1,386,894           | 9%                   |
| Latin America                            | 715,999             | 398,000            | 1,113,999           | 6%                   |
| <b>Thematic Programs</b>                 | <b>\$1,851,143</b>  | <b>\$814,555</b>   | <b>\$2,665,698</b>  | <b>16%</b>           |
| Gender Justice                           | 596,012             | 218,555            | 814,567             | 5%                   |
| Path to Scale                            | 242,642             | -                  | 242,642             | 2%                   |
| Rights & Livelihoods                     | 553,104             | 469,000            | 1,022,104           | 5%                   |
| Rights, Climate & Conservation           | 459,385             | 127,000            | 586,385             | 4%                   |
| <b>Program Optimization &amp; Impact</b> | <b>\$4,580,081</b>  | <b>\$1,034,259</b> | <b>\$5,614,341</b>  | <b>41%</b>           |
| Coalition & Strategic Networks           | 836,822             | 272,962            | 1,109,784           | 7%                   |
| Contingency Fund                         | 255,000             | 125,000            | 380,000             | 2%                   |
| Fundraising & Donor Engagement           | 534,191             | 145,036            | 679,227             | 5%                   |
| Strategic Response Mechanism             | 1,000,000           | 150,000            | 1,150,000           | 9%                   |
| Sr. Program Office                       | 498,981             | 32,000             | 530,981             | 4%                   |
| Strategic Communications                 | 745,862             | 66,500             | 812,362             | 7%                   |
| Data, Impact & Learning*                 | 709,226             | 242,761            | 951,987             | 6%                   |
| <b>Operations &amp; Administration</b>   | <b>\$1,193,862</b>  | <b>\$268,803</b>   | <b>\$1,462,665</b>  | <b>10.6%</b>         |
| <b>Total RRI 2026 Budget</b>             | <b>\$11,243,163</b> | <b>\$4,177,909</b> | <b>\$15,421,072</b> | <b>100%</b>          |

| CLARIFI                                      | Funded              | Unfunded            | Total Budget        | As a % of CLARIFI Funded |
|--|---------------------|---------------------|---------------------|--------------------------|
| Grants (new and committed)                   | 9,341,595           | 19,077,429          | 28,419,024          | 66%                      |
| Salaries & Fringe                            | 916,688             | 13,520              | 930,208             | 6%                       |
| Fundraising & Donor Engagement               | 45,000              | 20,000              | 65,000              | 0.3%                     |
| CLARIFI operational support                  | 424,358             | 42,500              | 466,858             | 3%                       |
| Capacity Building & Grantee Engagement       | 1,018,820           | -                   | 1,018,820           | 7%                       |
| M&E, Learning, and Communications            | 870,090             | -                   | 870,090             | 6%                       |
| <b>Operations &amp; Administration</b>       | <b>\$1,498,852</b>  | <b>\$1,317,057</b>  | <b>\$2,815,909</b>  | <b>10.6%</b>             |
| <b>Total CLARIFI 2025 Budget</b>             | <b>\$14,115,403</b> | <b>\$20,470,506</b> | <b>\$34,585,909</b> | <b>100%</b>              |
| <b>Total RRI &amp; CLARIFI Target Budget</b> | <b>\$25,358,566</b> | <b>\$24,648,414</b> | <b>\$50,006,981</b> |                          |

\* Includes Tenure Tracking, Monitoring & Evaluation, and Research

## 2026 Program Budget by Activities

| Program       | Funded             | Unfunded           | Total Budget       | Activity Description                         | Activity Details  |
|---------------|--------------------|--------------------|--------------------|--|---|
| <b>Africa</b> | <b>\$1,941,100</b> | <b>\$1,236,375</b> | <b>\$3,177,475</b> |  |   |
| 26RF03        |                    | \$647,119          | \$647,119          | CAFI-funded Activities (funding pending)     | Funding pending: CAFI-funded collaborative agreements covering the DRC  |
| 26RF04        | \$1,085,000        |                    | \$1,085,000        | SIDA-funded Activities                       | SIDA funded collaborative agreements covering the DRC (CFLEDD, CRI, CTIDD, DGPA, ANAPAC)  |
| 26RF05        |                    | \$40,000           | \$40,000           | Liberia Programmatic Agreements              | Collaborative agreements in Liberia   |
| 26RF06        |                    | \$57,000           | \$57,000           | Kenya Programmatic Agreements                | Collaborative agreements in Kenya   |
| 26RF09        | \$10,000           |                    | \$10,000           | Regional Programmatic Agreements             | Collaborative agreements that are region-wide   |
| 26RF10        |                    | \$45,000           | \$45,000           | Cameroon Programmatic Agreements             | Collaborative agreements in Cameroon  |
| 26RF12        | \$55,696           | \$135,000          | \$190,696          | Africa Convenings                            | Costs for convenings (funded by NICFI, CAFI, SIDA)  |
| 26RF13        | \$94,276           | \$62,500           | \$156,776          | Africa Consultants                           | Covers consultants other than facilitators (e.g. conservation and ALIN report consultants)  |
| 26RF14        | \$81,910           | \$20,000           | \$101,910          | Africa Other Direct Costs                    | Other Direct Costs for CAFI and SIDA (e.g. audit, IT, equipment costs)  |
| <b>Asia</b>   | <b>\$960,978</b>   | <b>\$425,916</b>   | <b>\$1,386,894</b> |  |   |
| 26RSID01      | \$16,000           | \$30,000           | \$46,000           | Strengthening partners capacity in Indonesia | Support ICCA Consortium Network (strategic plan + case studies); Support coastal/marine network (strategic plan & meeting of broader network); Learning/ Planning Workshops |

| <b>Program</b> | <b>Funded</b> | <b>Unfunded</b> | <b>Total Budget</b> | <b>Activity Description</b>   | <b>Activity Details</b>   |
|----------------|---------------|-----------------|---------------------|---|---|
| 26RSID02       |               | \$50,000        | \$50,000            | Conservation network initiatives in Indonesia                       | Conservation work: Grand People's Conservation Summit, policy briefs (NBSAP & Article 8j Work program), resolutions from summit for UNCBD |
| 26RSID03       |               | \$90,000        | \$90,000            | Coastal & Marine network initiatives in Indonesia                   | "PLCUP mapping; Mangrove-based livelihood pilots"   |
| 26RSID04       |               | \$-             | \$-                 | Locally led research and policy engagement initiatives in Indonesia | Advocacy/engagements with Customary Forest Recognition Acceleration Task Force  |
| 26RSID05       |               | \$30,000        | \$30,000            | Youth Initiatives in Indonesia                                      | Forest governance monitoring; Storytelling training; Youth documentation of livelihood/community conservation initiatives                 |
| 26RSIN01       | \$131,000     |                 | \$131,000           | Strengthening partners capacity in India                            | Core support; Learning/Planning Workshop  |
| 26RSIN02       | \$200,000     |                 | \$200,000           | Land Conflict research support in India                             | Nutgraph License  |
| 26RSIN05       |               | \$20,000        | \$20,000            | Youth Initiatives in India  | Storytelling for 1 partner; Storytelling for youth; Youth documentation of livelihood/community conservation initiatives                  |
| 26RSNP01       | \$47,000      | \$20,000        | \$67,000            | Strengthening partners capacity in Nepal                            | "Core support; Indigenous women's rights; Strengthening defenders work; Learning/Planning Workshop"                                       |

| <b>Program</b> | <b>Funded</b> | <b>Unfunded</b> | <b>Total Budget</b> | <b>Activity Description</b>                                     | <b>Activity Details</b>  |
|----------------|---------------|-----------------|---------------------|---|--|
| 26RSNP02       |               | \$40,000        | \$40,000            | Livelihood & Conservation initiatives in Nepal                  | Pilots on Agroforestry and green enterprise development; National workshop on Community Forests and Conservation   |
| 26RSNP04       | \$25,000      | \$-             | \$25,000            | Locally led research and policy engagement initiatives in Nepal | Research on gaps of customary institutions revival & module development; Develop charter of demands; Advocacy to push for ILO 169 & UNDRIP                                       |
| 26RSNP05       | \$25,000      | \$30,000        | \$55,000            | Youth Initiatives in Nepal                                      | Forest governance monitorings; Accountability initiative TBD; Storytelling workshop; Youth documentation of livelihood/community conservation initiatives; Fire Prevention       |
| 26RSR01        |               | \$-             | \$-                 | Strengthening regional partners capacities in Asia              | Support for regional initiatives are likely for AIPP/NIWA/AIYP, AYIPN and even RECOFTC can be sourced through SRMS and/or CLARIFI. Projects can be part of the QR code campaign. |
| 26RSR02        | \$20,000      | \$35,000        | \$55,000            | Regional Youth Initiatives in Asia Region                       | AIYP General Assembly OR AYIPN IIYC and COP 2026; Regional learning event built around stories   |
| RS_Committed   | \$8,761       |                 | \$8,761             | Carried over activities begun in 2025                           | Remaining activities that began in 2025 and have outstanding deliverables/ payments to be made in 2026.  |

| Program       | Funded    | Unfunded  | Total Budget | Activity Description                                  | Activity Details   |
|---------------|-----------|-----------|--------------|---|--|
| Latin America | \$715,999 | \$398,000 | \$1,113,999  |   |  |
| 26RL01        | \$50,000  |           | \$50,000     | Youth territorial rights training course              | Implementation of regional youth training of trainers process on territorial rights of IP, ADP, and LC.  |
| 26RL02        | \$50,000  |           | \$50,000     | Thematic exchanges                                    | Implementation of a territorial training school and two in-person convenings on direct financing mechanisms, ii) rights-based conservation strategies, territorial control and defense.                                      |
| 26RL03        | \$20,000  |           | \$20,000     | Genetic resources and biodiversity analysis           | Analysis of Indigenous Peoples', Afro-descendant Peoples', and Local Communities' own research processes on genetic resources and biodiversity.  |
| 26RL04        |           | \$35,000  | \$35,000     | Regional coalition organizational capacity plans      | Follow up on capacity mapping of the Regional Coalition's organizations to develop plans to strengthen groups of organizations based on Coalition exchanges, CLARIFI investment, accompaniments & other possible strategies. |
| 26RL05        | \$40,000  |           | \$40,000     | Women's collective enterprise mentorship and exchange | Mentorship, learning & exchange event with women's economic enterprises and follow-up to the roadmap planned in the 2025 study on IP, ADP, and LC women's enterprises' interactions with the market.                         |

| <b>Program</b> | <b>Funded</b> | <b>Unfunded</b> | <b>Total Budget</b> | <b>Activity Description</b>                                | <b>Activity Details</b>  |
|----------------|---------------|-----------------|---------------------|--|--|
| 26RL06         |               | \$15,000        | \$15,000            | Latin America regional coalition communications strategy   | Effective communication strategy between regional Coalition; develop comms tools to disseminate & encourage adoption of RRI research by IP, ADP, LC orgs for advocacy                |
| 26RL07         | \$65,000      |                 | \$65,000            | Latin America community rights observatory                 | Community rights observatory and rapid response tech platform to document, raise awareness of digital & territorial extractivism, and to highlight & address defenders' cases        |
| 26RL08         |               | \$30,000        | \$30,000            | Latin America Lawyers Network convenings                   | Lawyers network to promote strategic litigation in territorial defense, through regular meetings, case analysis, technical, financial, & communications support.                     |
| 26RL10         |               | \$150,000       | \$150,000           | Fire prevention actions in the Amazon basin                | Follow-up on prevention actions against the impacts of fire implemented in the Amazon Basin through political advocacy to governments and ACTO                                       |
| 26RL11         |               | \$40,000        | \$40,000            | Latin America community monitoring and protection platform | Develop a community monitoring & protection platform to avoid deforestation and reduce threats based on lessons learned in the 2025 analysis of GIS and community monitoring systems |

| Program | Funded   | Unfunded | Total Budget | Activity Description                                    | Activity Details   |
|---------|----------|----------|--------------|---|--|
| 26RL12  | \$5,000  |          | \$5,000      | Latin America regional women's agenda convening         | Implement a women's political agenda for: (i) recognition of IP, ADP, and LC women's tenure rights; (ii) direct financing access; (iii) protection of women environmental + territorial defenders  |
| 26RL13  |          | \$20,000 | \$20,000     | Community funds and biomes analysis in Latin America    | Follow-up on results of the 2025 funding mechanisms analysis, in relation to integration of various biomes and communities, and assessment of their promotion of territorial rights, protect genetic resources & biodiversity protections and FPIC |
| 26RL14  | \$15,000 |          | \$15,000     | International dialogues participation & advocacy        | Advocacy at international dialogues as CBD COP, UNFCCC and others, congresses in the region to position the defense of the territorial rights of IPs, ADPs, and LCs.   |
| 26RL15  | \$31,600 |          | \$31,600     | Afro-descendant peoples 'maritorios' mapping & advocacy | Positioning of maritorios as essential livelihoods for Afro-descendant populations on international agendas and with international cooperation.  |
| 26RL16  |          | \$35,000 | \$35,000     | Regional planning meeting for Latin America             |  |
| 26RL17  |          | \$30,000 | \$30,000     | Brazil Engagement                                       | Activities in Brazil, including PAS activities organized with the Brazil and Colombia governments, to engage with other governments, Afro-descendant organizations, and CLARIFI grants.  |

| <b>Program</b>        | <b>Funded</b>    | <b>Unfunded</b>  | <b>Total Budget</b> | <b>Activity Description</b>   | <b>Activity Details</b>   |
|-----------------------|------------------|------------------|---------------------|---|---|
| RL_Committed          | \$33,498         |                  | \$33,498            | Activities committed in 2025  | Applies to agreements made in 2025 and payments that will take place in 2026.   |
| <b>Gender Justice</b> | <b>\$596,012</b> | <b>\$218,555</b> | <b>\$814,567</b>    |   |   |
| 26GJ01                | \$94,000         |                  | \$94,000            | Continue to strengthen the global positioning of the Women in Global South Alliance (WiGSA) | Strengthen WiGSA's institutional framework, decision-making processes, and networks to enhance effectiveness and strategic positioning by increasing its visibility and credibility. Includes in-person meeting in Africa for all global WiGSA members.   |
| 26GJ02                | \$90,900         | \$10,000         | \$100,900           | Strengthen the action plan of the Women's Land Rights Initiative (WLRI)                     | Strengthen WRLI tracks focused on Gender Action Plans & Financing, 2 research pieces related to WLRI (1 analysis of case studies on collective land rights) in order to promote a broader understanding of women's rights in the context of collective rights in diverse settings and contexts. |
| 26GJ05                | \$20,000         |                  | \$20,000            | Bilateral Peer Learning Exchanges   | Bilateral exchange between IP-ADP-LC women organizations to equip them with knowledge and tools to advance their rights agenda at local, national and international levels.   |
| 26GJ06                | \$30,000         |                  | \$30,000            | Tracking Geographies of Funding   | Research will map the geography of global funding to better understand where funding is placed and identify the geographies and women rights holders left behind.   |

| <b>Program</b>       | <b>Funded</b>    | <b>Unfunded</b> | <b>Total Budget</b> | <b>Activity Description</b>  | <b>Activity Details</b>  |
|----------------------|------------------|-----------------|---------------------|--|--|
| 26GJ07               | \$18,000         | \$45,000        | \$63,000            | Advocacy Activities  | 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.   |
| 26GJ08               | \$40,000         |                 | \$40,000            | ADP Women's Tenure Rights Publication  | Consolidated bottom-up research with WiGSA's ADP women organizations on their rights within community tenure systems in collaboration with RRI's Tenure Tracking and Latin America programs  |
| 26GJ09               | \$13,000         | \$35,000        | \$48,000            | Continued baseline research for funding reaching women's organizations   | Prep for 3rd phase of bottom-up analysis to track progress and/or setbacks on global funding reaching IP, ADP, LC women's orgs. The study will assess in following years the level/ quality of funding received by WiGSA women's orgs to review if new Pledge announced at COP30 is bringing progress regarding women's organizations' direct access to funding. |
| 26GJ10               |                  | \$20,000        | \$20,000            | IKI project implementation: Start of Phase 1   | IKI Implementation Phase activities (funding pending)  |
| <b>Path to Scale</b> | <b>\$242,642</b> |                 | <b>\$242,642</b>    |  |  |
| 26PS01               | \$85,000         |                 | \$85,000            | Strategic Analysis & Evidence: Generate data and insights to track and accelerate global tenure funding progress | Generate rigorous, coalition-led analysis to track and accelerate global progress toward scaling funding and policy support for Indigenous, local, and Afro-descendant tenure and livelihoods.   |

| <b>Program</b>                  | <b>Funded</b>    | <b>Unfunded</b>  | <b>Total Budget</b> | <b>Activity Description</b>  | <b>Activity Details</b>  |
|---------------------------------|------------------|------------------|---------------------|--|--|
| 26PS02                          | \$42,000         |                  | \$42,000            | Global Convenings & Engagement: Mobilize stakeholders to align commitments and scale rights-based finance for 2030 goals       | Mobilize and align key stakeholders—donors, governments, rightsholders, and allies—around shared commitments to scale rights-based finance and monitor progress toward 2030 goals.               |
| 26PS03                          | \$32,500         |                  | \$32,500            | Coordination & Network Strengthening: Sustain Path to Scale as global platform for collaboration, monitoring, & accountability | Sustain and expand the Path to Scale platform as a living coalition mechanism connecting funders, rightsholders, and implementing partners around a shared monitoring and accountability agenda. |
| <b>Rights &amp; Livelihoods</b> | <b>\$553,104</b> | <b>\$469,000</b> | <b>\$1,022,104</b>  |  |  |
| 26LIV01                         | \$105,762        | \$245,000        | \$350,762           | Mainstreaming Global Support for Collective Livelihoods and Economies  | Elevate collective livelihoods and enterprises as a central pillar of global conservation, climate, and development agendas.   |
| 26LIV02                         | \$70,000         | \$190,000        | \$260,000           | Leverage Multi-Stakeholder Networks and Generating Global Guidance for New Sectors   | Activate the Interlaken Group and allied platforms to expand private sector engagement and create new norms, tools, & coalitions supporting collective rights & livelihoods.                     |
| 26LIV03                         | \$37,500         |                  | \$37,500            | Country-Level Engagement to Advance Collective Livelihoods, Rights Recognition, and Private Sector Action                      | Implement rights-based livelihood models & policy commitments by direct collaboration with communities, govt's & private sector actors in key sourcing landscapes.                               |

| Program                                   | Funded           | Unfunded         | Total Budget     | Activity Description                               | Activity Details   |
|---|------------------|------------------|------------------|--|--|
| 26LIV04                                   |                  | \$12,000         | \$12,000         | Program Coordination, Communications, and Learning | Strengthen operational foundation of the Rights & Livelihoods program to sustain learning, communication & cross-regional collaboration.   |
| <b>Rights, Climate &amp; Conservation</b> | <b>\$459,385</b> | <b>\$127,000</b> | <b>\$586,385</b> |  |  |
| 26RCC01                                   | \$70,000         | \$90,000         | \$160,000        | 2026 Opportunity Assessment                        | Map out opportunities for community-led conservation and restoration, and link individual case countries to the findings of the livelihood assessment that will look at enabling conditions for community-based enterprises and development opportunities      |
| 26RCC02                                   | \$35,000         |                  | \$35,000         | Community Carbon Markets Assessment                | The study aims to collect information on the perceived positive and negative impacts of carbon markets on communities' rights and livelihoods  |
| 26RCC03                                   |                  | \$10,000         | \$10,000         | Land Rights Standard Socialization                 | Support the socialization and accessibility of the LRS across the coalition by developing an online application that would allow rightsholders to access all materials related to the LRS from their phones. (Note - Comms budget includes adapting materials) |
| 26RCC04                                   | \$7,700          |                  | \$7,700          | RC&C New York Climate Week Event                   | NYCW event hosted by RC&C  |

| <b>Program</b>                            | <b>Funded</b>    | <b>Unfunded</b>  | <b>Total Budget</b> | <b>Activity Description</b>             | <b>Activity Details</b>   |
|---|------------------|------------------|---------------------|---|---|
| RCC_Committed                             | \$67,273         |                  | \$67,273            | Carried over agreements started in 2025 | Activities began in 2025 that carry into 2026 and the financial commitments related to them   |
| <b>Coalition &amp; Strategic Networks</b> | <b>\$836,822</b> | <b>\$272,962</b> | <b>\$1,109,784</b>  |   |   |
| 26CSN01                                   | \$85,042         | \$11,000         | \$96,042            | Coalition Management & Governance       | Coordinate GSM & governance meetings; onboarding new partners; quarterly coalition updates; Advisory Council, Council of Elders, & Fellows meetings. Includes training, updates to coalition guide, translation of materials. |
| 26CSN02                                   | \$118,237        |                  | \$118,237           | RRI Board Management                    | Support for in-person and virtual Board meetings, including interpretation and document translation.  |
| 26CSN03                                   | \$47,098         | \$20,000         | \$67,098            | Global Youth Network Coordination       | Implementation of the Global Youth Roadmap through virtual meetings, translation, and strategic coordination of youth leadership initiatives.   |
| 26CSN04                                   | \$27,000         | \$10,000         | \$37,000            | North - South Strategy Scoping          | Engagement of consultants to explore strategic engagement with Indigenous & Tribal Peoples in North America. Potential implementation pending funding.  |
| 26CSN05                                   | \$38,562         |                  | \$38,562            | MegaFlorestais                          | 3-4 MegaFlorestais thinking sessions on thematic topics between government forest service leaders and coalition.  |

| <b>Program</b>                      | <b>Funded</b>      | <b>Unfunded</b>  | <b>Total Budget</b> | <b>Activity Description</b>   | <b>Activity Details</b>  |
|-------------------------------------|--------------------|------------------|---------------------|---|--|
| 26CSN06                             | \$288,840          | \$95,000         | \$383,840           | Livelihoods Congress Logistics  | Full logistical support for ~60 coalition participants for Livelihoods Congress: travel, lodging, reimbursements & interpretation. Includes local contracts & planning support for event delivery. |
| 26CSN07                             | \$100              | \$41,000         | \$41,100            | RRI Award Coordination  | Coordination of the RRI Award process: external review, communications, consultant support, promotional materials, and award prize.  |
| <b>Strategic Response Mechanism</b> | <b>\$1,000,000</b> | <b>\$150,000</b> | <b>\$1,150,000</b>  |   |  |
| 26SRM01                             | \$993,226          | \$150,000        | \$1,143,226         | SRMs  | Funding for SRMs   |
| <b>Sr. Program Office</b>           | <b>\$498,981</b>   | <b>\$32,000</b>  | <b>\$530,981</b>    |   |  |
| 26SPO01                             |                    | \$20,000         | \$20,000            | Program supervision and leadership  | Oversight or staff, programs, etc.   |
| 26SPO02                             | \$8,400            |                  | \$8,400             | Convenings and strategic collaboration with partners, colleagues, and allies                          | Costs related to attending and hosting meetings, events, meals   |
| <b>Strategic Communications</b>     | <b>\$745,862</b>   | <b>\$66,500</b>  | <b>\$812,362</b>    |   |  |
| 26COM02                             | \$40,927           |                  | \$40,927            | RRI and its affiliated websites improved to serve as information hubs for coalition members & allies. | Technical support and web development to increase website's usability and traffic. Includes updates for SEO; design and functionality changes; and consultant support.                             |

| <b>Program</b> | <b>Funded</b> | <b>Unfunded</b> | <b>Total Budget</b> | <b>Activity Description</b>  | <b>Activity Details</b>  |
|----------------|---------------|-----------------|---------------------|--|--|
| 26COM03        | \$19,732      |                 | \$19,732            | Maintenance and strengthening of communications systems, processes, and tools.   | Maintenance & fees for software & systems to support digital presence; social media management; in-house translations; project management; monitoring & tracking metrics.                                    |
| 26COM04        | \$80,870      | \$39,500        | \$120,370           | RRI's impact and achievements at regional & national levels are captured and promoted globally.                        | Production, translation, & digital outreach support for annual report, impact storytelling, regional analyses, trainings, videos, SRM impacts, & other coalition activities at regional and national levels. |
| 26COM05        |               | \$3,500         | \$3,500             | 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.   |
| 26COM06        |               | \$14,000        | \$14,000            | Global community is informed & influenced by RRI's research and advocacy tools on climate, conservation & livelihoods. | Production and outreach for climate, conservation, and livelihoods analyses and events (e.g. Land Rights Standard, carbon rights, pastoralism, Livelihoods Congress).  |
| 26COM07        | \$50,000      |                 | \$50,000            | Profiles of RRI experts and local organizations on global stages are elevated in national and global media.            | Press relations firm promotes RRI experts and local organizations in national and global print, broadcast, and online news.  |

| Program                            | Funded           | Unfunded         | Total Budget     | Activity Description   | Activity Details   |
|------------------------------------|------------------|------------------|------------------|--|--|
| <b>Data, Impact &amp; Learning</b> | <b>\$709,226</b> | <b>\$242,761</b> | <b>\$951,987</b> |  |  |
| 26DIL01                            | \$13,095         |                  | \$13,095         | Monitoring, Evaluation & Learning systems and tools development and implementation | MEL systems and tools development and implementation   |
| 26DIL02                            |                  | \$30,000         | \$30,000         | GIS systems and tools development and use  | GIS systems and tools development and use  |
| 26DIL03                            | \$100,000        | \$100,000        | \$200,000        | Locally-led research initiatives   | Support and integrate locally-led analytical contributions and thought leadership of rightsholders to improve integration of rapidly evolving traditional knowledge systems and their use in driving agendas and policy reforms              |
| 26DIL04                            | \$15,000         |                  | \$15,000         | FCLP activities  | FCLP activities, including monitoring commitments  |
| 26DIL05                            | \$50,000         |                  | \$50,000         | Opportunity Framework development  | Establish the Opportunity Framework as a turnkey platform for leveraging & coordinating actions and investments towards rights-based reforms & improved livelihoods through more effective cross-cutting collaboration within and beyond RRI |
| 26DIL06                            | \$60,925         |                  | \$60,925         | Strategic Analysis and Global Engagement on Pastoralism                            | Apply Pastoralism Framework to 7 countries; produce Country Case Studies on Pastoralist Mobility and Access and Legal Guide for Pastoralist Rights; strategic engagement for the IYRP  |

| <b>Program</b>    | <b>Funded</b>      | <b>Unfunded</b>    | <b>Total Budget</b> | <b>Activity Description</b>   | <b>Activity Details</b>   |
|-------------------|--------------------|--------------------|---------------------|---|---|
| 26DIL07           | \$37,500           |                    | \$37,500            | Tenure Tool and the LandWise Law Library  | Continue to improve the generative capabilities of the Tenure Tool—using findings & data from 2+ decades of analysis and contents of the LandWise Law Library—and the ability of rightsholders to use this info to advance their priorities |
| 26DIL08           |                    | \$7,500            | \$7,500             | Strengthen rights to ecosystem functions and services                                     | Finalization of the land-water nexus brief and hold virtual dialogue to socialize the importance of community rights to ecosystem functions and services.   |
| 26DIL09           | \$15,000           |                    | \$15,000            | Camp training pilot   | PACT pilot training event; integrating RRI data; GJ country profile integration   |
| 26DIL10           | \$31,000           |                    | \$31,000            | Strategy and structure review of RRI's global analysis, including tenure tracking program | Engage external support to facilitate review and discussions regarding an updated strategy for global analysis and structure for Tenure Tracking activities.  |
| <b>Operations</b> | <b>\$2,692,714</b> | <b>\$1,585,860</b> | <b>\$4,278,574</b>  |   |   |
| 26OPSAAC          | \$187,800          | \$260,000          | \$447,800           | Awards & Compliance costs   | Costs related to developing and processes collaborative agreements, grants, contracts, and procurement.   |
| 26OPSFAC          | \$263,200          | \$402,500          | \$665,700           | Finance & Accounting costs  | Costs related to finance, accounting, audit, and banking.   |
| 26OPSHA           | \$736,990          | \$333,000          | \$1,069,990         | HR & Administration costs   | Costs related to Human Resources management, IT, office, and administration   |
| 26OPSM            | \$98,221           | \$160,000          | \$258,221           | Montreal Operations costs   | Overhead costs related to Canada office and operations  |

| <b>Program</b> | <b>Funded</b>       | <b>Unfunded</b>     | <b>Total Budget</b> | <b>Activity Description</b>                                | <b>Activity Details</b>   |
|----------------|---------------------|---------------------|---------------------|--|---|
| <b>CLARIFI</b> | <b>\$12,616,551</b> | <b>\$19,153,449</b> | <b>\$31,770,000</b> |  |   |
| 26CLF01        | \$5,837,500         | \$19,077,429        | \$24,914,929        | Subgrants under CLARIFI                                    | CLARIFI subgrant projects   |
| 26CLF02        | \$1,018,820         |                     | \$1,018,820         | Capacity-building framework development & implementation   | Grantees participation in strategic events, workshops, training to allow exchanges and practical learning.  |
| 26CLF03        | \$789,200           |                     | \$789,200           | CLARIFI's M&E framework implementation & sharing learnings | Conduct convenings, assessments, and reporting to strengthen CLARIFI's M&E practices.   |
| 26CLF04        | \$80,890            |                     | \$80,890            | CLARIFI communication strategy implementation              | Focus on storytelling and contextualizing outputs and outcomes to reflect changes on the ground. 1 video impact story in LA and impact stories for all regions.           |
| 26CLF05        | \$318,858           | \$15,000            | \$333,858           | CLARIFI operational & legal implementation                 | CLARIFI legal, org design, strategy & technical support, meetings, Steering Committee, board, legal advisors, grantees, consultant program services, interpretation, etc. |
| 26CLF06        | \$45,000            | \$20,000            | \$65,000            | CLARIFI fundraising activities & new donor engagement      | Fundraising efforts; Engagement with potential new donors   |
| CLF_Committed  | \$3,504,095         |                     | \$3,504,095         | 2025 or earlier commitments to be paid in 2026             | CLARIFI agreements in place before 2026, such as for BEF and BMZ multi-year awards or those extended into 2026.   |