

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

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

The Urgency and Opportunity for Impact at Scale

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

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

1. Communities customarily own at least half of the global land area but hold legal rights to less than 20 percent, and rights to other resource assets are often poorly defined.

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

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

Their demands for justice, quality, and self-determination are key to alleviating the poverty

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

- 3. Scaling up implementation:** Despite significant progress in the number of countries with policies and legal frameworks recognizing community land and resource rights, implementation remains a challenge in many jurisdictions. As noted already, more than 150 million hectares of tropical forest lands have been recognized as legally owned or designated for IPs and LCs in the past 15 years, but the potential is far greater (see above). To advance rights at the pace and scale required to meet international climate and

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

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

Designing the Path Forward

To realize the full potential of its mission and purpose, the RRI Coalition will need to do more to seize emerging opportunities and address persistent challenges. Results to date point to four operational lessons that provide guidance for the way forward. Combined with RRI’s value proposition and theory of change (see below), they provide the critical building blocks of its new five-year strategic program for years 2023 to 2027.

- 1. Strong local organizations and progressive social and market systems are required to seize opportunities, diminish the risks of rollbacks, and ensure progress towards rights-based climate and conservation actions.** Recent developments in Brazil, Kenya, and elsewhere illustrate the fragility of rights when they are not embedded in social, political, and market systems. The 30x30 target of the post-2020 Global Biodiversity Framework could easily be interpreted as justification for the displacement of local peoples. Additionally, jurisdictional carbon offset programs risk incentivizing government capture of local peoples’ rights to their carbon while voluntary carbon markets risk stimulating the private capture of community lands and forests. Experience, however, demonstrates that such risks can be mitigated when local organizations have the means and resources to confront threats and can count on strategic allies to amplify their actions and/or mobilize greater support. Among others, progressive companies and investors are often uniquely positioned to influence policymakers and bring an end to the criminalization and violence

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

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

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

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

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

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

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

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

Theory of Change

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

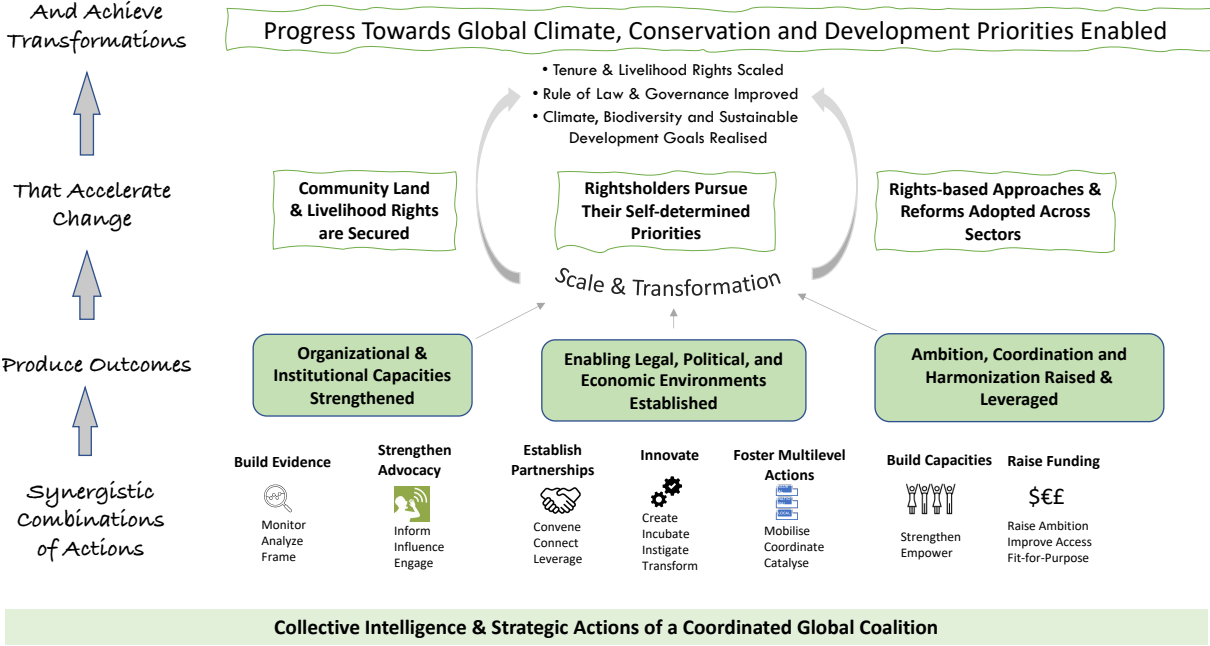
1. The creation of enabling legal, political, and economic environments across scales and sectors.
2. The building of organizational and institutional capacities to drive change at local, national, and international levels.
3. The pursuit of coordinated and synergistic actions that can demonstrate feasibility,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

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

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

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

Figure 1: RRI Theory of Change



Core Assumptions

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

Table 1: Theory of Change Assumptions

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

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

Strategic Directions 2023–2027

As the world's leading rightsholder-led coalition with the ability and legitimacy to convene and mobilize all stakeholder groups, RRI aims to leverage its reformed structure, innovations, and catalytic functionality to raise ambitions, scale up country-level actions, and trigger the changes required to scale up rights over the 2023–2027 period. To this end, RRI's 4th Strategic Program (SP4) will support the realization of two distinct sets of priorities. The first is linked to the broader aspirations of the land rights movement for meeting the 2030 climate, conservation, and sustainable development agendas. They reflect the long-term [institutional goals](#) of the RRI Coalition, as defined in its 2020 [Memorandum of Understanding](#), and more recent Partner demands for an inclusive consideration of the different lands and ecosystems held by communities.

For the 2023–2027 period, RRI's work program aims to contribute to the following goals:

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

Linked to the above goals are three interrelated and mutually reinforcing strategic objectives that will guide RRI's overall work program for the 2023–2027 period. Going forward, RRI will utilize the Path to Scale framework (see Annex 1) and the Opportunity Framework to foster coordinated actions towards the following set of objectives:

- 1. Scale up in-country engagement to support local organizations and advocacy in Africa, Asia, and Latin America through regional programs, the Strategic Response Mechanism (SRM), and the Community Land Rights and Conservation Finance Initiative (CLARIFI).** There are now more countries than ever with the laws and regulations needed to advance the formal recognition of community land rights, but implementation remains slow and at risk of rollback. To seize emerging opportunities and empower local peoples to advocate for their rights, RRI will substantially increase country and regional program support to IP, LC, ADP and women's movements, organizations, and civil society organizations (CSOs) to secure and effectively govern their lands and territories and mitigate the risks of rollbacks and criminalization. Renewed strategic engagement of the Coalition in countries will increase the number of states with adequate enabling environments for gender-sensitive, legal, regulatory, and procedural frameworks, and enhance institutional capacities for the recognition of community tenure and livelihood rights. This renewed engagement will yield a robust pipeline of mid- to large-scale investment opportunities for CLARIFI, the Tenure Facility and other financial mechanisms to invest in scaling up community land rights and mitigating climate change.

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

- 2. Catalyze global ambitions, coordination, and innovation to scale up the agency of rightsholders to the level and pace required to achieve 2030 global climate and conservation goals.** The rapidly changing global political-economic context, associated food and energy crises, and declining aid budgets in developed countries, coupled with growing support from private philanthropies, imply that new modalities and network connections are needed to raise capital to the levels required to secure community rights at scale. RRI will leverage and expand the Path to Scale working group of global donor agencies, private philanthropies, financial mechanisms, NGO intermediaries, and rightsholder networks to coordinate strategies and investments that support the most strategic geographic and political opportunities for advancing community land and livelihood rights. RRI will mobilize this group to scale up funding and other enabling factors to secure the land and resource

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

3. Mobilize key constituencies and leverage networks, data, and tools to drive support for community land tenure, governance, and self-determination. RRI will mobilize and expand its existing programs, networks, data, and tools, to advance the following priorities:

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

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

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

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

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

Box 2: From Darkness to Blue Skies: A coalition listening exercise

Over the course of 2022, one hundred leaders of grassroots networks in 22 countries—men, women, and youth among Indigenous Peoples, local communities, and Afro-descendant Peoples—were interviewed about their hopes, dreams, and fears for the future. The interviews, commissioned by RRI, used the "Blue Skies" thinking approach, which is a freeform space for brainstorming and new ideas. We encouraged participants to be open-minded and to think beyond day-to-day concerns. We sought clarity on what they want the world to be like in 2030 and beyond, how such a world could be brought into being, and their worries about their paths to get there. The leaders we interviewed expressed diverse views but shared at least one universal vision. In a "blue skies" world, their communities would have secure rights to their communal lands, forests, and territories; including the rights to govern these areas and exercise control over who lives there and uses their resources. Four key themes emerged in these conversations:

- The need for new generation of foundational leaders
- The freedom to live with dignity and rights
- Embracing technology to create new narratives
- The creation of a new Indigenous model of economy

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

Program Results

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

Table 2: SP4 Results Framework

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

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

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

Risk Management

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

Table 3: Risks and Mitigation Strategies

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

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

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

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

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

Budget Request

RRI is requesting \$75 million over five years—15 million per year—an increase of approximately 54 percent over the annual average budget (\$9.8 million) of the preceding five years 2018–2022. The increased funding would strengthen RRI’s country and regional programs, gender justice approach, and strategic initiatives. If funding were secured at this level, RRI would commit to regranting at least 50 percent of the SP4 budget increase directly to local organizations through its annual planning process and the Strategic Response Mechanism. This would enable RRI to dramatically scale up investments towards establishing paths to scale and transformation at local and national levels and supporting the legal recognition and implementation of the land and resource rights of IPs, LCs, ADPs, and particularly the women among them, including their ability to realize their self-determined priorities.

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

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

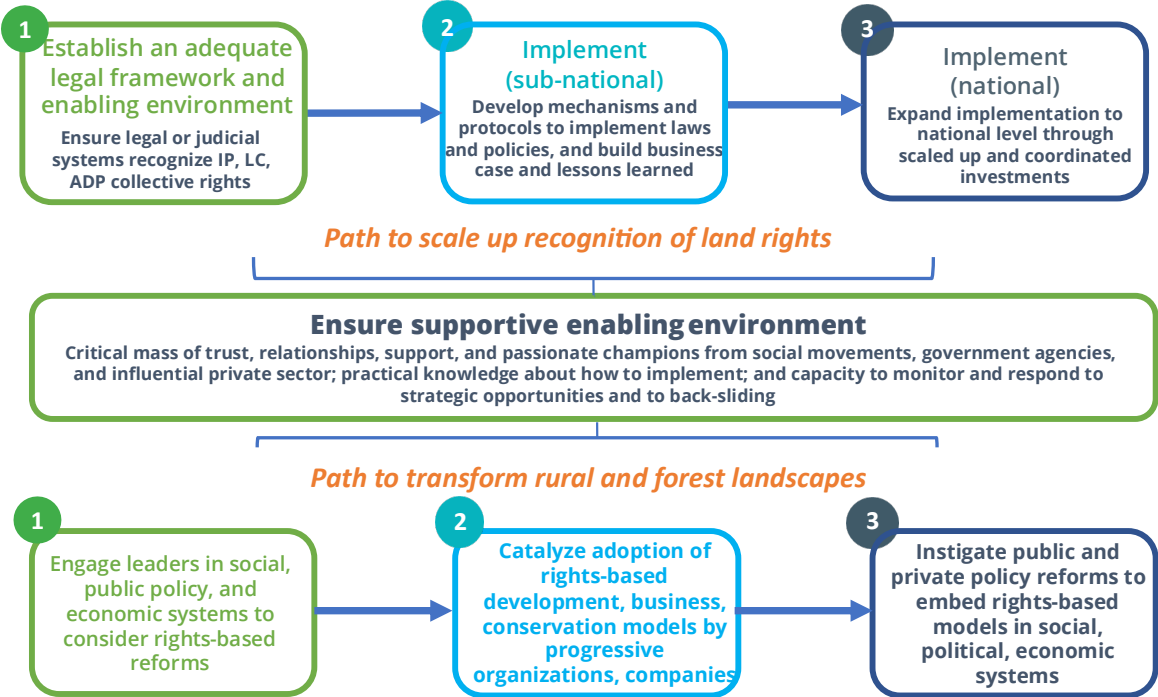
Goal	2023	2024	2025	2026	2027
RRI Core and Global Programs, Research, Technical Assistance & Coordination, Communications, and Networking	9	9	9	9	9
Regranting to support local organizations via the Regional Programs and the SRM	6	6	6	6	6
Total	15	15	15	15	15

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

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

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

Figure 1: Path to Scale up Recognition of Land Rights and Transform Rural Landscapes, Achieving Global Targets



This framework can be used to identify and track country and global progress and was first applied with the development of the “Opportunity Framework” tool in 2020. The most recent update conducted in 2021 found that, of the 35 countries assessed, 10 had satisfactory conditions for implementation at the national level, 17 had partially satisfactory conditions for implementation, and 8 were unsatisfactory and in need of an adequate legal framework and enabling conditions. In this manner, the framework can be used both to identify opportunities and monitor the progress and pipeline of countries from the first stage of readiness to full, national implementation. Similarly, this framework can be used to facilitate the coordinated deployment of donor funding. By nature, some donors, such as the World Bank, are uniquely positioned to fund national level, government-led implementation projects (stage three). Other donors, such as the Tenure Facility, are designed to

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

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

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

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

Indicator Score Key
Adequate
Partially Adequate
Inadequate

Overall Readiness Status
Satisfactory
Partially satisfactory
Unsatisfactory

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

Appendix 2: RRI Governance and Coordination

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

RRI's Institutional and Business Arrangements

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

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

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

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

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

Linkages to the Tenure Facility

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

CLARIFI

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

Strategic Planning and Resource Allocation

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

Organizational Strengthening

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

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

Planning, Monitoring, and Evaluation

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

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

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

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

Internal Monitoring and Evaluation System

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

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

Independent Monitor

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

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

Endnotes

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- ⁷ Rights and Resources Initiative. 2017a. Power and Potential: A Comparative Analysis of National Laws and Regulations Concerning Women's Rights to Community Forests. Washington, DC: Rights and Resources Initiative. doi: 10.53892/PMYV6840.
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