



Tenure Facility

Living Forests. Thriving Communities

DEEPER ROOTS:

STRATEGIC FRAMEWORK 2023–2027

INTERNATIONAL LAND AND FOREST TENURE FACILITY
LEARNING EXCHANGE 2022

EXECUTIVE SUMMARY

Successful action to reduce climate change, biodiversity loss and poverty requires dedicating support to Indigenous Peoples and local communities (IP and LC) to help them secure and sustain their land and forest rights. The International Land and Forest Tenure Facility (Tenure Facility) is the largest financial mechanism focused on this issue.

The 2023-2027 Strategic Framework provides an opportunity for the Tenure Facility to build on its success, incorporate lessons learned, and enhance its close relationships with the drivers of positive change in the world's critical ecosystems – Indigenous Peoples and local communities (IP and LC).

As of December 2021, Tenure Facility projects have contributed to the formal government recognition of Indigenous Peoples' and local communities' rights over 7.5 million hectares of land and forest in fifteen low- and medium-income countries, benefiting some 2,700 communities. These projects have also helped thousands more communities progress towards secure tenure in an additional area just over that amount. We have facilitated IP and LC to work together, consult with neighbours, resolve disputes, map their territories, and take steps to acquire legal recognition of their resource rights.¹

Our Vision is of Indigenous Peoples and local communities thriving in their ancestral territories with full recognition of their right to own, manage and develop their traditional lands, territories, and resources. Our Mission is to work in partnership with Indigenous Peoples and local communities to strengthen their tenure and ability to preserve, protect, and enjoy the benefits of their traditional lands, territories, and resources. We root our work in three core Values: Respect, Reliability, and Trust.

Our Five-Year Target is, by 2027, to strengthen Indigenous Peoples' and local communities' tenure over 60 million hectares of lands and forests, benefiting 15 million people.

Securing IP and LC tenure remains at the core of our operations. Going forward, we will make more effort to help communities sustain and protect rights over forests and lands once they have been titled and recognised, improve as well as implement government policies, strengthen IP and LC organizations and promote gender equality and inclusion of youth within communities, and use the Tenure Facility's bridging role to help IP and LC organizations attract funds, information, and services from other sources. We will also increase our work in the three main humid tropical forest regions of the Amazon and Congo Basins and Southeast Asia.

Indigenous Peoples and local communities face new opportunities and challenges. There is growing public recognition by policymakers, scientists, donors, and activists that secure IP and LC tenure is one of the most important and cost-effective approaches to stem the global loss of biodiversity and combat climate change. Consumers and investors are also aware that unclear, insecure, or contested tenure undermines the integrity of the products they buy and the viability of the investments they make. However, IP and LC also face economic pressures on their lands and resources, restrictions on civil society as democratic values narrow in some places, and a slow recovery from the disproportionate destabilizing impacts of the COVID-19 pandemic on their economic, political, and social networks. IP and LC

IN THE NEXT FIVE YEARS, WE WILL FOCUS OUR EFFORTS ON THE FOUR FOLLOWING AREAS AND STRATEGIES TO FULFIL OUR GOALS:

1: STRENGTHEN AND GROW OUR PROJECT PORTFOLIO

- STRATEGY 1.1: PRIORITISE TROPICAL FOREST REGIONS
- STRATEGY 1.2: EXPAND ACTIVITIES FUNDED THROUGH OUR GRANTS TO PARTNERS
- STRATEGY 1.3: DEEPEN OUR LOCAL AND REGIONAL EXPERTISE
- STRATEGY 1.4: SCAN FOR EMERGING OPPORTUNITIES

2: BROADEN AND DEEPEN OUR PARTNERSHIPS

- STRATEGY 2.1: BROADEN OUR NON-GRANT PARTNERSHIP NETWORK
- STRATEGY 2.2: DEEPEN OUR ENGAGEMENT WITH IP AND LC NETWORKS AND ALLIANCES

3: INCREASE KNOWLEDGE EXCHANGE AND FINANCE FOR IP AND LC TENURE SECURITY

- STRATEGY 3.1: FOSTER CONTINUOUS AND TARGETED LEARNING
- STRATEGY 3.2: UPGRADE OUR RESOURCE MOBILISATION AND DONOR RELATION EFFORTS

4: STRENGTHEN OUR INTERNAL CAPACITY

- STRATEGY 4.1: CONTINUOUSLY STRIVE TO BE A FIT-FOR-PURPOSE ORGANIZATION
- STRATEGY 4.2: ADAPT MONITORING, EVALUATION, AND LEARNING (MEL) TO PARTNER CONTEXTS
- STRATEGY 4.3: INVEST IN OUR STAFF

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ACRONYMS

CSO	Civil Society Organization
DRC	The Democratic Republic of the Congo
FPIC	Free and Prior Informed Consent
IP AND LC	Indigenous Peoples (IP) and Local Communities (LC)
MEL	Monitoring, Evaluation and Learning
ODA	Official Development Assistance
NGOs	Non-governmental Organizations
RRI	Rights and Resources Initiative
ToC	Theory of Change



INDIGENOUS PEOPLES:

Peoples that self-identify as indigenous and have various characteristics including historical continuity with pre-colonial and/or pre-settler societies; strong links to territories and surrounding natural resources; distinct social, economic, or political systems; distinct language, culture, and knowledge; and who resolve to maintain and reproduce ancestral environments and systems as distinctive peoples and communities. The absence of one or more of these is not disqualifying. It includes the concept of ‘tribal peoples,’ meaning “peoples whose social, cultural, and economic conditions distinguish them from other sections of the national community, and whose status is regulated wholly or partially by their own customs or traditions or by special laws or regulations.”

LOCAL COMMUNITIES:

Refers to communities that have collective, customary tenure systems and associated laws and long-standing, culturally constitutive relations to their traditional lands and resources, and whose status is regulated wholly or partially by their own customs or traditions. The term ‘local communities’ also refers to Afro-descendant groups who traditionally occupy and use lands and natural resources, where their ways of life and culture are linked to their utilization of these lands and resources. These groups are distinct from those Afro-descendants recognised as ‘tribal peoples’ in the Americas.

GOVERNMENTS:

The collection of statutory institutions responsible for developing, passing, and enforcing laws and policies at the national, sub-national, and local levels.

DONORS:

Specialised entities representing governments, multilateral institutions, and/or private interests whose function is to provide resources (financial and/or technical) for implementing projects or programs to achieve defined outcomes.

PRIVATE SECTOR:

The private sector constitutes a range of organizations and industries. There are enterprises whose business models are reliant on access to land and natural resources. The actors in these industries range from large investment funds, banks, insurance companies, and multinational corporations to national-level companies that buy, transform, and export raw materials, middlemen who buy from producers, and local producer cooperatives and community enterprises.² Smallholder producers and community enterprises are an important part of the private sector in rural areas.

CIVIL SOCIETY:

The collection of “organizations not associated with government—including schools and universities, advocacy groups, professional associations, and faith-based and cultural institutions. They are an important source of information for both citizens and government. They monitor government policies and actions and hold government accountable. They engage in advocacy and offer alternative policies for government, the private sector, and other institutions. They deliver services, especially to the poor and underserved. They defend citizen rights and work to change and uphold social norms and behaviours.”³

COLLECTIVE TENURE:

A self-identified community’s relationship with the land and tangible and intangible resources within their territories is a crucial basis for their sustenance and self-determination. Collective tenure is founded on shared stewardship principles and governed by defined institutions.

TENURE SECURITY:

The security of tenure is founded on healthy relationships between the various rights-holders to land and other resources and duty-bearers. Healthy relationships require:

- a shared recognition of rights and responsibilities held by the different parties. Recognition can be legal or customary, which includes formal titles and other legally recognised rights to resource use/benefit, the recognition of boundaries between neighbouring communities, the recognition of the rights of women and youth within communities and the recognition of the rights of nature in communities where such rights are valued.
- a respect of agreements through transparent, responsive, and equitable governance, monitoring, and practice.
- the protection of rights when they are threatened, including legal defense, enforcement, and dispute resolution.
- the enjoyment of right, which enables communities to thrive from sustainable livelihoods.

TRADITIONAL ECOLOGICAL KNOWLEDGE:

The knowledge, innovations, and practices of IP and LC relating to the environment that they inhabit and that has been accumulated, verified, transmitted, and updated over generations. “It is born of long intimacy and attentiveness to a homeland and can arise wherever people are materially and spiritually integrated with their landscape.”⁴

CHAPTER 1

THE TENURE FACILITY: SUPPORTING INDIGENOUS PEOPLES AND LOCAL COMMUNITIES TO SECURE THEIR TENURE

STRATEGIC PLAN 2023-2027

1.1 OUR ORIGINS

The International Land and Forest Tenure Facility is a financial mechanism focused on partnering with Indigenous Peoples and local communities (IP and LC) in the global south to secure their collective land and forest rights. Our organization was incubated by the Rights and Resources Initiative (RRI) from 2014-2016. It was formally established in 2017 as a non-profit organization based in Stockholm, Sweden. In 2018, we became fully independent from RRI. We are governed by representatives of Indigenous Peoples, local communities, and sector experts. Our secretariat in Sweden and our network of regional tenure specialists manage a portfolio of grants and activities advancing IP and LC tenure security in partnership with organizations in Africa, Asia, and Latin America. We also benefit from regular engagement with our Advisory Group of global tenure security professionals.

At the time of our founding, broad stakeholder consultations and a global analysis of IP and LC needs concluded that implementation of community tenure reform requires a fit-for-purpose organization that can bring specialised and scarce technical expertise to bear internationally, combined with local presence and knowledge, over a timeframe that adapts to the realities on the ground. Our organization was created to fill this role.

1.2 STRATEGIC FRAMEWORK OVERVIEW

In this document, we present our Strategic Framework for 2023-2027. We developed this framework through a year of consultations with our various stakeholders, including IP and LC partners, our Board of Directors, our Advisory Board, our donors, and individuals with whom the Tenure Facility has established meaningful relationships. It builds on our 2018-2022 Framework Programme that guided our work for the past five years.

We begin with a statement of our Vision, Mission, and Values, as well as a reminder of why we do what we do. We then briefly describe how we put these values into practice to fulfil our mission, outline how we work, review our accomplishments since our founding, and highlight key issues that we've learned along the way.

In the second section, we briefly examine critical changes to the global context since our establish-

ment, highlighting both opportunities to advance our cause, as well as emerging challenges. Together, the first and second sections form the foundation upon which our Strategic Framework is built.

In section three we unpack our theory of change (ToC), telling the story of how a combination of strategically deployed funding and technical support can deliver meaningful results to secure IP and LC tenure, including articulating the kinds of activities we will fund and the outcomes we will track through our Results Framework.

Finally, we present our five-year ambition and dive into the four core areas where we will focus our energy as an organization to fulfil that ambition. On an annual basis, we will produce workplans that operationalise these strategies.

1.3 OUR VISION, MISSION, VALUES

Our Vision:

Indigenous Peoples and local communities thrive in their ancestral territories with full recognition of their right to own, manage and develop their traditional lands, territories, and resources.

Our Mission:

To work in partnership with Indigenous Peoples and local communities to strengthen their tenure and ability to preserve, protect, and enjoy the benefits of their traditional lands, territories, and resources.

Our Values:

We live the Tenure Facility organizational values within the team and in our collaboration with strategic allies, donors, and all other external stakeholders.



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Respect

- Respect Indigenous Peoples' and local communities' cosmovisions.
- Elevate equity in the exercise of land and forest rights, with a focus on supporting the least heard within communities.
- Respect and honour our team's diversity and cultural differences.
- Encourage and promote a healthy and inclusive working environment.

Reliability

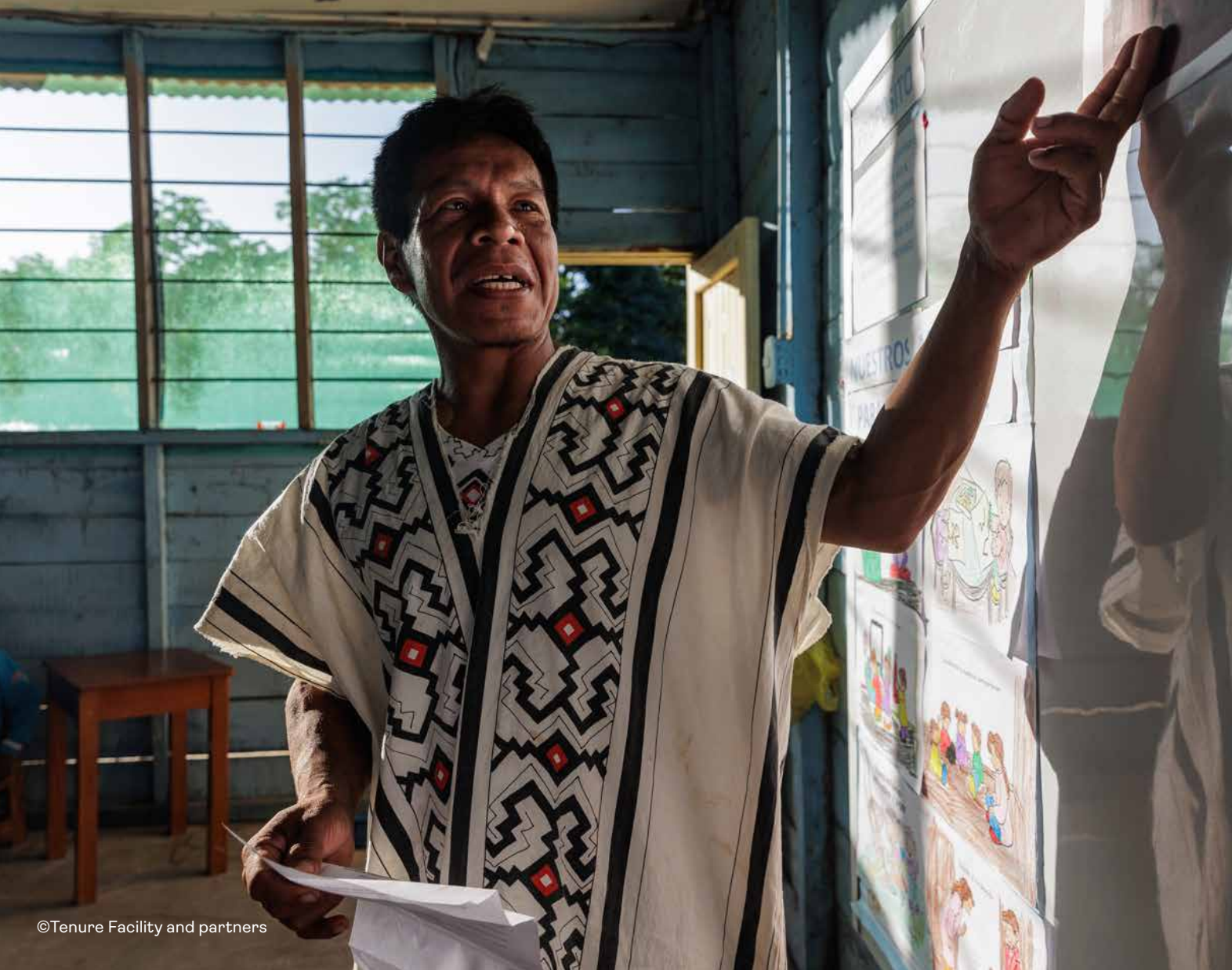
- Establish a culture of clear and timely communications, transparency, and accountability where information is shared following time bound agreements as well as proactively when needed.
- Uphold the highest international standards of accountability, transparency, equity, and environmental protection.

Trust

- Nurture trusting, responsible, and longstanding relationships with Indigenous Peoples and local communities as well as with donors and other stakeholders.
- Ensure transparency, accountability, in all decisions in projects and collaborations.

1.4 WHY WE FOCUS ON IP AND LC TENURE SECURITY

More than 2.5 billion IP and LC occupy almost half of the world's land area, yet they legally own less than 10% of their territories. In most countries where they live, Indigenous Peoples have been marginalised and their tenure rights ignored, despite international recognition through instruments acknowledging their rights to land and territories such as ILO 169 and the United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP). These richly biodiverse ancestral lands are vital to our global climate, fresh water, and food security. Reducing land conflict, advancing human rights, promoting development, and contributing to long-term climate solutions can start with strengthening community tenure.



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Once IP and LC secure their lands, communities show marked improvements in land planning, social engagement, and economic opportunity. Among its many environmental benefits, securing tenure of IP and LC often significantly reduces deforestation and forest degradation, helping mitigate climate change. Where community land rights are secure, deforestation rates can be up to twenty times lower, forest cover is frequently of higher quality, and fires are typically less damaging than under other land management regimes.⁵ These considerations take on global importance since more than one-third of the world's remaining large compact pristine forests are in land managed or owned by indigenous peoples.⁶ IP and LC also manage over 20 million hectares of mangrove forests, which provide crucial ecosystem services such as carbon sequestration, erosion control, and flood control in coastal regions.⁷

Securing and sustaining IP and LC land rights is one of the most cost-effective solutions in the battle

against climate change and biodiversity loss. WRI estimates that the cost of avoiding carbon dioxide emissions through securing IP and LC tenure rights in the Amazon ranges from USD 2-12 per ton of carbon dioxide.⁸ This cost is significantly lower than that of carbon capture and storage approaches, which according to an IEA estimate range from USD 15-150 per ton.⁹ Land rights are therefore an effective and efficient climate solution with other major co-benefits to the environment and people.

Additionally, secure land tenure is critical for the realisation of the right to food.¹⁰ When food producers and collectors are confident the land and resources are theirs, they invest in soil and water conservation practices, and protect and restore trees.¹¹ Across Asia, Africa, and Latin America the food, fodder, fibre, medicines, and materials that one billion poor people¹² collect from forests and trees provide 20-30 per cent of their families' income and subsistence, and a higher per cent for families living in remote forested areas.¹³

1.5 HOW WE WORK

Our work supports the historical and ongoing efforts of IP and LC to strengthen, exercise, protect, and benefit from their rights to traditional lands, territories, and resources. We influence the change process (see Theory of Change Section 4) by sourcing partnerships and projects, providing financial and technical assistance to help IP and LC secure and sustain their tenure and to share lessons learned from these experiences. Our work falls broadly in four phases:

Source:

Identifying the alignment of social movements, legitimate IP and LC leaders, capacities, and opportunities that support tenure security and broaden our reach to its fullest possible extent.

Secure:

Supporting the social, political, and technical processes that enhance IP and LC tenure security and ability to exercise their rights to territories.

Sustain:

Supporting the growth and maintenance of cultural, social, economic, and political capital of IP and LC partners as a basis for continued tenure.

Share:

Facilitating knowledge sharing and learning to positively influence and increase support for IP and LC land and forest rights, and to inform others about proven best practices for supporting IP and LC to secure and sustain land and forest rights.

We differentiate ourselves from other organizations in this sector through a unique combination of:

Funding scale:

We offer IP and LC organizations and allied civil society organizations (CSOs) the opportunity to obtain larger levels of funding than those provided through small grants programmes of multilateral agencies and international non-governmental organizations (NGOs). Most Tenure Facility grant budgets range from USD 1 million USD 2.5 million. More funding for their activities means IP and LC can grow in size and political power, expanding their reach and enhancing their overall capacity. In many cases, project sizes increase over time, as organizations strengthen and exhibit a track record of delivering meaningful benefits.

Trust:

We invest in building trust and respect among local, national, and Indigenous organisations, governments, multilateral organisations, and private sector actors.

Responsiveness:

We are committed to providing support quickly and with little bureaucratic red tape. Our continuously improving processes ensure that our partners receive timely and appropriate support.

Flexibility:

With a focus on results, we provide partners flexibility in the types of activities undertaken to secure and sustain tenure rights.

Organizational strengthening:

In addition to providing financial resources, we facilitate IP and LC organizations' access to training, exchanges, and advisory services to help them strengthen their institutional capacity in order to achieve their goals.

Relationships:

We benefit from numerous relationships with CSOs, donors, researchers, government agencies, and inter-governmental agencies. We use this network to identify potential partners and service providers, to find opportunities for outsized impact, and to facilitate relations between our partners and other resources.



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Our partners' projects include efforts to improve IP and LC's ability to protect their rights, govern their territories, and administer their resources. These initiatives also strengthen efforts by governments to support community land rights, helping place IP and LC at the heart of such efforts. We increasingly support projects in which IP and LC take effective steps to strengthen their tenure security that are not dependent on government action. Looking ahead, we aim to work more with communities who have received a formal title to help them sustain their rights to their territories for future generations and to share their lessons with others at different stages of the journey.

To receive our support, both IP and LC organizations and groups accountable to IP and LC must root their approaches in the Free, Prior, and Informed Consent (FPIC) of the communities with whom they are working. Additional information on our Project Eligibility and Selection Criteria is provided in Annex 2. Details on our Policies and Standards are found in Annex 3.



CHAPTER 2

PROGRESS AND LESSONS TO DATE



STRATEGIC PLAN 2023–2027

2.1 PROJECT ACHIEVEMENTS

Since our launch, we have demonstrated that significant progress can be made to strengthen IP and LC tenure in countries with different socio-political contexts and legal frameworks. This progress builds on the many years of struggle, advocacy, and mobilisation by IP and LC to establish the necessary legal frameworks and political will. With our funding and support, IP and LC have increased the area of land and forest with legally recognised community tenure, while strengthening the rights of women and other marginalised groups within their communities. We expect these results to enable better protection and management of forests, thereby reducing deforestation, forest degradation, forest carbon emissions, and biodiversity loss.

Since 2015, the Tenure Facility has supported projects to secure and sustain IP and LC land and forest tenure in 15 countries: Belize, Burkina Faso, Cameroon, Colombia, Democratic Republic of Congo (DRC), Guyana, Indonesia, India, Kenya, Liberia, Mali, Mozambique, Nepal, Panama, and Peru. As of December 2021, we have disbursed USD 24 million to partners on the ground for the implementation of projects and invested another USD 8.7 million into project support.

Our 2018-2022 Framework Programme set a target of increasing the area of land under secure indigenous and community tenure by between 9 and 24 million hectares in the first five years. We have met this target. As of December 2021, our projects have contributed to the formal government recognition of over 2,725 IP and LC communities' land and forest rights, covering an area of 7.5 million hectares, and we are on track to document and verify evidence-based claims of up to 10 million additional hectares. Beyond formal recognition by governments, our projects have supported thousands of communities to take the essential first steps towards strengthening their rights – by facilitating their work to come together as communities, consult with neighbours, resolve disputes, map their territories, and begin the often-long process of acquiring legal recognition.¹⁴ In all areas combined, projects backed by the Tenure Facility are supporting approximately 7.5 million people.

2.2 LESSONS TO INFORM OUR NEXT FIVE-YEAR STRATEGIC FRAMEWORK

Learning is central to our work. It is a way we can remain responsive to our partners' priorities while upholding global standards of accountability, transparency, equity, and environmental protection. Our learning emerges from consistent dialogue and engagement with IP and LC, their representatives, and other stakeholders. Lessons from their feedback inform how we have planned for the next five years. Key lessons include:

With large, flexible, multi-year grants, IP and LC organizations can more effectively engage with government agencies and other actors, creating and widening windows of political opportunity. Several partners have noted that these resources have given them more credibility with government actors and have strengthened their leverage in negotiations with government officials.

Where governments are the bottleneck – or roadblock – for formal recognition, there are many alternative routes IP and LC can take to secure their tenure that do not require government action. These actions include:

- Mobilising and organising communities around collective tenure stimulates discussion about how they want to govern themselves and be represented in governance institutions. This process is foundational to their self-determination. It provides a basis for stronger internal decision-making and accountability, which can strengthen communities thereby positioning them to more effectively assert their rights.



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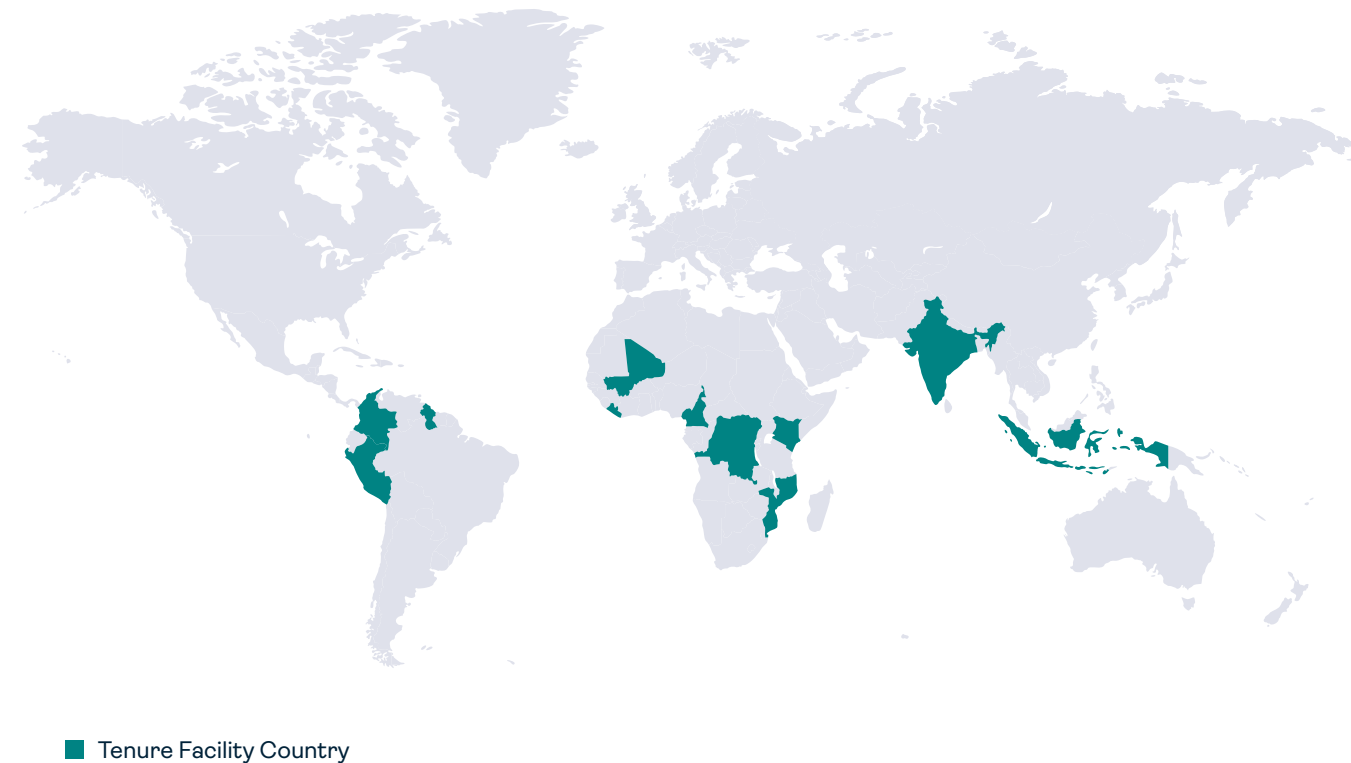


Figure 1: Tenure Facility Ongoing Projects

- The process of delimiting territories can help resolve long-term conflicts between neighbours when accompanied with mediation.
- Physical demarcation provides communities and their neighbours with clearly identified boundaries that can be monitored for encroachment or used for reaching land use agreements with others (companies, for example).
- The meaningful inclusion of women, youth, and other marginalised communities in governance structures is critical to ensuring that their rights are recognised and protected as part of securing community tenure.
- Doing so can help ensure traditional ecological knowledge and customary laws are passed on to new generations. Integrating women and marginalised community members can strengthen communities to face new challenges to their land rights while also respecting all community members' human rights.

A formal title, while important, is not sufficient to ensure secure IP and LC tenure.

- Communities with formal titles still need to have the tools and resources to monitor their territories against encroachments, to mount legal defenses, and to ensure the safety of their communities and leaders against reprisals.
- Long-term tenure security requires meeting communities' cultural and economic needs. This means that communities and households must be able to maintain their cultural identities and traditional knowledge, and generate viable and sustainable livelihoods from their lands and resources, enabling them to thrive. Without that, they are vulnerable to eventually losing their land and forests. With more and better opportunities available, youth have more reason to stay in their communities or return once they've completed their formal education. With economic stability and social cohesion, communities can retain and

DEMOCRATIC REPUBLIC OF CONGO

In 2020, our partners in DRC, the Centre for Support of Tropical Forest Management (CAGDFT), the Community Advocacy and Development Movement (CADEM), the Church of Christ in the Congo (CECU), the Centre for Promoting and Educating Grassroots Communities (CEPECO), and the Congolese Resources Institute (CRI), launched a project to support 10 communities across five provinces to obtain community forest concessions. This meant accompanying each community through the complex legal and regulatory process to obtain their concessions. Even more important than ticking the regulatory boxes, we have had to ensure that the work is community-driven and places a strong emphasis on women's rights and conflict resolution. A local cartographer is working with a select a group of community leaders who guide the process, including youth and women. This group uses GPS trackers to identify key sites such as hunting and fishing areas, cultural sites, and burial grounds. Workshops are then held among neighbouring communities to identify boundaries and resolve conflicts, and to produce draft maps for input and validation before submission to the government for titling.

Over the course of two years, 10 communities have received their concession agreements, which cover 180,000 hectares. Three others are awaiting the approval from the governors of those provinces. Despite their painstaking approach and the COVID-19 pandemic that hit just as the project was taking off, these 180,000 hectares are nearly double the amount of land that had been secured for communities by other actors across the entire country up until that point.

NEPAL

Nepal's 2015 Constitution brought the management of community forests under the jurisdiction of local governments, opening new opportunities for the recognition of community forest rights, including those of Indigenous Peoples. Our partners, the Federation of Community Forest Users of Nepal (FECOFUN), the Centre for Indigenous Peoples Research and Development (CIPRED), have been working with municipalities to support them inform municipalities and promote dialogue

between them and community groups regarding laws and regulations to secure community forest rights. Since the project, local laws have been enacted in 74 municipalities, and an additional 43 municipalities were inspired to pass their own acts that can secure community forest rights. The content of these acts is informed by what local groups themselves have prioritised and learned from other communities. Thirty-five communities have since created cadastres of their forests, which will connect to an online portal. The online tool will enable these groups and local governments to monitor the land and govern it more effectively, including streamlining dispute resolution. Almost 17,000 community members, including about 7,000 Indigenous People and 2,000 Dalits took part in mapping more than 88,000 hectares of community forests. Communities also identified and rated the value of their forest products and ecosystem services. As a result, participants are more aware of the benefits their territories provide them and the customary use of natural resources, which are the basis of local forest enterprises.

PERU

Despite some communities' legal recognition by the state dating back more than a decade, many Indigenous communities in Peru had not received their land deeds, which would have clearly demarcated their territories and provided protection against encroachments. Our partners, the Peruvian Society for Environmental Law (SPDA), the Regional Organization of the Indigenous Peoples of the East (ORPIO), and the Native Federation of Madre de Dios (FENAMAD), have been working with the regional governments of Loreto and Madre de Dios to support the titling and geo-referencing of native communities' territories. In 2021, 20 communities received support for mapping, expanding and titling their community lands, covering an area of nearly 320,000 hectares, and 41 other communities have submitted their files for approval, covering an additional 360,000 hectares. With a title, communities are now able to start operationalizing their vision for the future – for agroforestry, ecotourism, and other projects that do not force them to choose between their rights, their livelihoods, the environment, or their culture.

transmit traditional languages and knowledge to youth, bolstering cultural components essential to the long-term viability of communities and effective stewardship of land and resources.

Certain contexts require facilitating connections between IP and LC, government actors, donors, and other partners to enable the scaling up of recognition and protection of IP and LC rights and territories.

- Given the multi-faceted nature of securing and sustaining IP and LC tenure, we recognise that we alone cannot meet the full range of IP and LC needs and aspirations that is required. Instead, we seek out other organizations that have developed specific skillsets, networks and distinct perspectives that complement the support we provide to IP and LC. Many of our grant partners look to us to facilitate linkages among groups, so that they – and the communities they work with – have access to the full range of support that they need.

Investments in countries must be attuned to shifting political power and will at national and sub-national levels. Changes in laws, regulations, and judicial rulings present vital opportunities. Investments should also be aligned with the capacities of government institutions responsible for IP and LC tenure, and capacities of CSOs to take on and lead projects. To track the legal frameworks and enabling conditions in target countries, we need an active process of intelligence gathering and reporting on political shifts at national and sub-national levels. With good intel and strong relationships with organizations on the ground, we have an opportunity to catalyse or accelerate the implementation of beneficial laws currently with unrealised potential.

We strive to ensure that these lessons are incorporated into the next strategic phase, which is evidenced in adjustments to our Theory of Change, Results Framework and Focus Areas from the previous Framework Programme. These adjustments are also informed by observed changes to geo-political, economic, and environmental conditions changes across the globe (see Section 3).



CHAPTER 3

EMERGING OPPORTUNITIES AND CHALLENGES FOR IP AND LC TENURE SECURITY

STRATEGIC PLAN 2023–2027

Since the development of our 2018–2022 Framework Programme, the geopolitical conditions that affect our work and the work of our partners have changed considerably. Several new opportunities have emerged along with new challenges.

3.1 OPPORTUNITIES TO ADVANCE OUR MISSION

The single greatest opportunity to advance our mission in the last five years came during COP26 in November 2021, when leaders from Germany, Norway, the Netherlands, the U.K., the United States, and 17 philanthropic foundations pledged to increase support to secure, strengthen, and defend IP and LC rights to their lands and forests.¹⁵ They committed USD 1.7 billion in funding from 2021 to 2025 to “advance the role of IP and LC as guardians of the forest and nature,” with a particular emphasis on securing tenure and strengthening IP and LC organizations. This unprecedented level of funding presents a crucial moment for our organization – and other actors who have received funding resulting from this pledge – to demonstrate these resources’ transformative ability to promote IP and LC land tenure and environmental gains. This potentially represents a marked break with the experience of the previous decade, when projects to support IP and LC tenure received far less than one per cent of ODA funding for climate change mitigation and adaptation.¹⁶

The pledge reflects a growing recognition by policy makers, scientists, and climate activists that secure IP and LC tenure is one of the most important and cost-effective approaches to stem the global loss of biodiversity and to mitigate climate change.¹⁷ The pledge is the result of generations of IP and LC leaders networking, organizing, and advocating together for their rights. Over the past few years, these movements have increasingly found traction and shown their ability to set global and national agendas.

Major conservation organizations have also faced increased pressure and scrutiny over their human rights practices in the past few years because of IP and LC advocacy.¹⁸ As governments move to conserve larger and larger swathes of land and sea, the dominant global approaches to conservation are shifting – albeit slowly – to models centered on IP and LC input, in which these groups increasingly lead the design, planning, and implementation of conservation and restoration initiatives.¹⁹

Meanwhile, companies and governments are under pressure to set more ambitious climate mitigation targets, and the markets for “high-quality” carbon credits and nature-based solutions are growing at an unprecedented pace – the voluntary carbon market has quadrupled in value from 2020–2021.²⁰ “High-quality” is increasingly understood to be synonymous with “rights-based.” This presents new financial opportunities for communities. Leading brokers decry the “insufficient supply” of high-quality projects for them to invest in. Ecological restoration projects, green energy infrastructure, and initiatives to clean up the supply chains of major commodities are finding that unclear, insecure, or contested tenure are barriers to the viability of these projects.²¹ Rights-based critiques of these projects align with anticorruption advocates who are increasingly scrutinising infrastructure projects and large-scale land deals, putting pressure on leaders and governments to be more transparent and accountable to affected communities.

As the number of communities with secure tenure grows, we have an opportunity to proactively connect communities who wish to achieve secure tenure with entities who are trying to implement infrastructure, conservation, and economic development projects that directly affect their tenure.

Of course, this facilitation comes with risks since



Diverse contexts present nuanced opportunities and threats to IP and LC tenure. Each context requires adapted approaches and partnerships.

LATIN AMERICA

Given Latin America's long history of recognising collective land rights, there are fewer total hectares remaining to be legally recognised, as compared to the other two priority regions. However, there are growing threats to existing rights that must be protected – defending past gains is just as important as seeking additional formal recognition for other communities. Brazil is especially at a crossroads – the Amazon is nearing an ecological tipping point and is the focus of much of the world due to increases in deforestation in Brazil over the past five years and the flagrant disregard for IP and LC rights. In other countries in Latin America, there are favourable laws, court rulings, and political movements that may enable large advances to recognise and strengthen IP and LC tenure (e.g., Colombia and Suriname). The region has generated significant innovations, such as economically vibrant and environmentally sustainable community-based forest enterprises, payment for environmental services, and territorial funds that can provide lessons and opportunities to the Tenure Facility and our partners.

ASIA

Given the comparatively high population density of communities in Asia's tropical forest belt, we have an opportunity to engage with the greatest number of people and communities by scaling up our current portfolio of projects. Indonesia, for example, has 40 million hectares of unrecognised IP and LC lands and a highly organised civil society that has been looking to scale up its efforts to map and defend communities' rights. While the region hosts some unsympathetic national governments (e.g., Myanmar) there are opportunities at the sub-national level in other countries (e.g., Nepal and India). There are increasing threats from commercial concessions/land grabs (e.g., agricultural, forestry, mining).

AFRICA

Africa has nearly double the unrecognised hectares of IP and LC lands than the other two regions combined. The DRC has 196 million hectares of unrecognised IP and LC lands – which alone represents a larger area than the total potential in either Latin America or Asia. Beyond the DRC, there may be opportunities to advance formal recognition during the next five-year phase in Liberia and Kenya, among others. We have learned that investments in IP and LC organizations, networks, and communities to begin the path to securing tenure is an essential and invaluable step to create the conditions necessary for eventual formal recognition. We also see the possibility for substantial progress in parts of Africa, even without the involvement of governments, to improve the recognition and protection of women's land rights within communities, to resolve conflicts within and between communities, and to defend against threats to land rights.

Box 2: Regional contexts and opportunities for the Tenure Facility

many governments, companies, and organizations do not understand how to engage with IP and LC equitably and accountably as partners. Models for IP and LC ownership or shareholding in projects are increasingly providing an alternative to problematic 'benefit-sharing' approaches that relegate IP and LC to the role of 'beneficiaries' or 'stakeholders'. These new models ensure that control over projects remains in the hands of communities, as does the prosperity that these projects generate. Community-led projects cover a broad range of sectors, including clean energy, forest carbon, enterprises for processing timber, agricultural goods, non-timber forest products, and many others. There is an opportunity to share knowledge gained from these projects with companies, agencies, and organizations that could learn how to equitably engage with IP and LC. When it comes to yielding ownership to IP and LC, many potential partners simply lack the know-how.

Drawing from two 2020 studies conducted by RRI,²² Figure 2 summarizes the estimated "total potential" for formal recognition across three regions. Where there are strong legal frameworks, political will at both national and sub-national levels, and high capacities within CSOs and in government agencies, countries are categorised as "ready for large projects." Approximately 340 million hectares of unrecognised but claimed IP and LC lands are found in countries "ready for large projects." In some of these locations our work can catalyse further investments from bilateral and/or multilateral donors to secure IP and LC rights at a large scale.

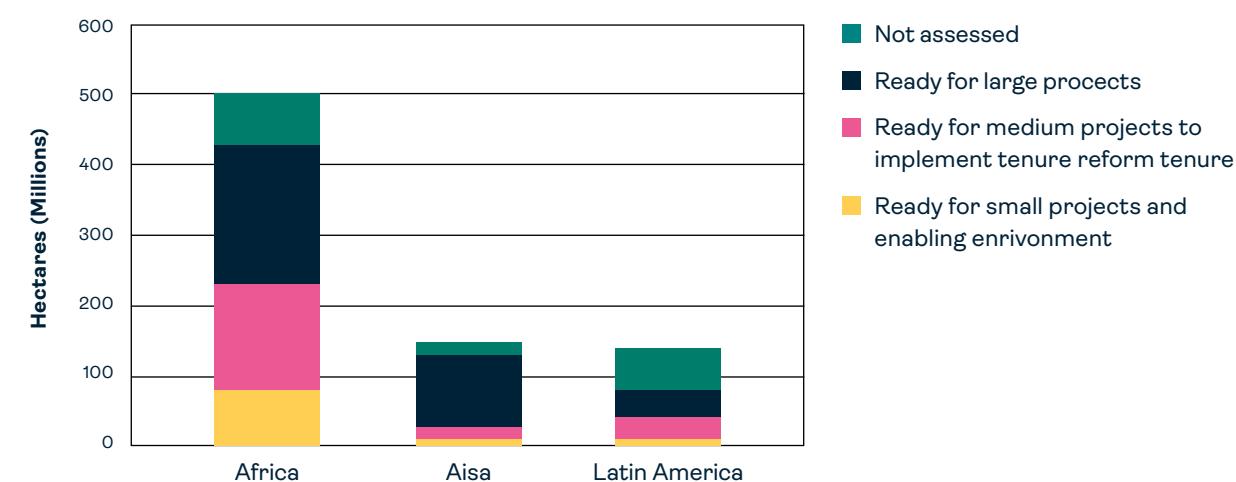
If some of these readiness dimensions are missing, RRI categorised areas as "ready for medium projects." They concluded that situation applies to approximately 214 million hectares of unrecognised but claimed IP and LC lands. If most dimensions are missing, areas are categorised as "ready for small projects" – projects that improve enabling conditions. We have learned that even in countries that RRI classified as being more suitable for small and medium projects, substantial gains can be made by supporting communities to secure their tenure without relying on governments. Investing in these areas now sets them up to be potential sites for large-scale investments after 2027. And countries with smaller land areas, like Nepal and Belize, may not need multilateral scale funding to deliver major results in a large proportion of lands and forests managed by IP and LC.

3.2 CHALLENGES TO OUR MISSION

The COVID-19 pandemic has had disproportionately severe effects on Indigenous and rural communities. The fact that the virus is most deadly and disabling for older demographics makes it an existential threat to communities in which elders are the vessels of culture, knowledge, and traditions – the building blocks of community self-identification and tenure.²³ The loss of elders has critical implications for the governance of ancestral territories and the preservation and dynamism of languages, customs, and traditional ecological knowledge.

The economic disruption brought on by the

Figure 2: Unrecognised IP and LC Lands by Region and Readiness





pandemic plunged many low-income countries into recession, which, followed by the inflationary crisis, has compounded the financial and political challenges that these nations already faced. Since the pandemic's outset, many middle-income countries have experienced a decade's worth of reversal in economic growth and poverty reduction.²⁴

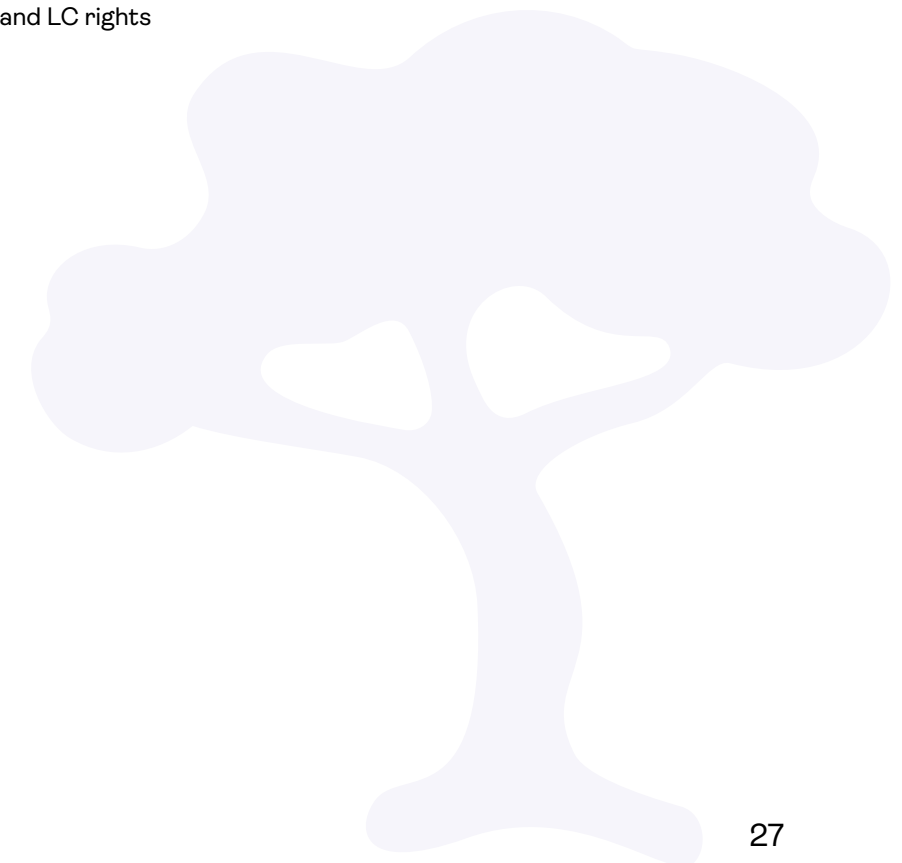
Meanwhile, economic pressures on IP and LC communities, their lands, and other resources have increased as global demand for most raw materials (especially those essential for a “Green” transition) outstrips supply.²⁵ Facing political pressure to stimulate growth, some governments have stripped back environmental and social safeguards, amplifying existing risks to IP and LC.²⁶ Governments in many countries are also imposing new restrictions on CSOs.²⁷ Several countries important to the Tenure Facility's mission are experiencing democratic decline, and rights defenders are under increasing threat of physical violence.

In nations of shifting economic priorities and democratic decline, agencies responsible for environmental regulation and protection and the processing of IP and LC land claims are likely to receive less government funding than they have in the past. This shortfall of support means that coordination between organizations like the Tenure Facility, donors, and governments (national and sub-national) is more crucial than ever to streamline the processes to formally recognise IP and LC rights and prevent bottlenecks from forming.

Despite the expanding opportunity to receive benefits from “high-quality” REDD+ projects, national governments often remain a major barrier separating those who want to buy carbon credits from the IP and LC who are protecting and restoring forests. As of 2021, most governments had not made much progress in creating equitable and transparent legal and regulatory conditions for IP and LC to benefit from carbon market or REDD+ financial flows.²⁸

Lastly, Official Development Assistance (ODA) from major bilateral donors has flatlined since 2016, with COVID-19 worsening the trend.²⁹ Making things worse, the war in Ukraine and its global repercussions has commanded international attention and financial assistance, which may draw attention and support from IP and LC land rights issues.

These challenges make it imperative that we act quickly and decisively to safeguard areas under threat and to support IP and LC in resisting the rollback of progress made to date. These challenges also make it even more important that we have well-connected eyes and ears on the ground to identify emerging threats or opportunities to advance our mission. Lastly, we must make progress in demonstrating that donor funding for IP and LC tenure makes globally significant impacts in order to maintain or increase the historically-high level of donor funding.



CHAPTER 4

OUR APPROACH TO STRENGTHENING IP AND LC TENURE SECURITY

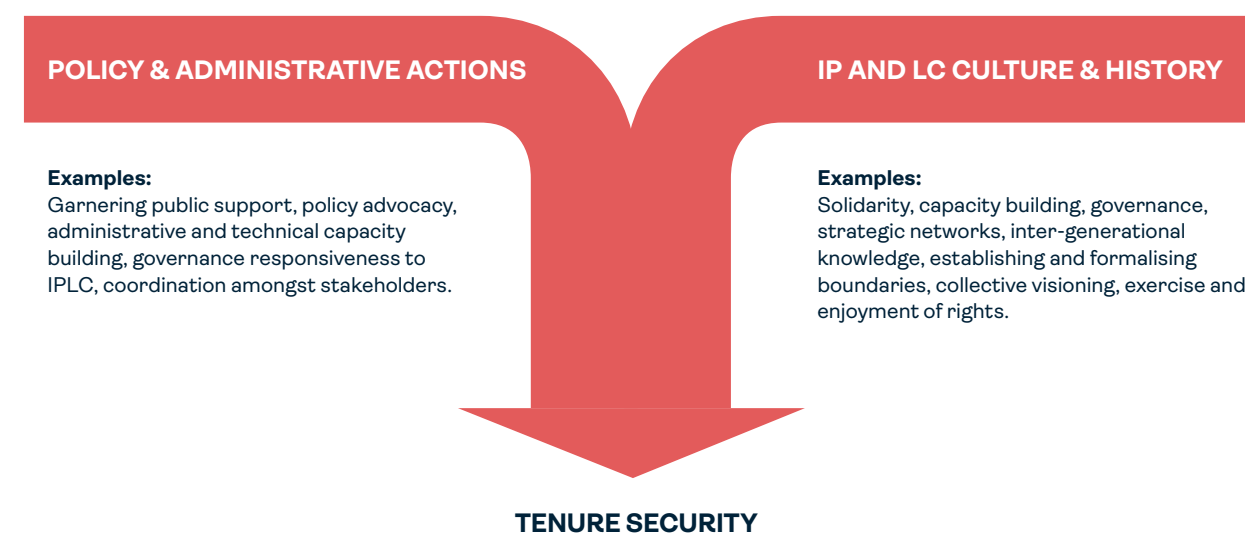


4.1 THEORY OF CHANGE

Collective IP and LC tenure security (See Box 3) results from long-term and dynamic processes engaging a variety of stakeholders. In almost all cases, decades-long struggles led by IP and LC and their allies generate windows of opportunity that they can seize to secure their tenure. In some cases, institutions like the Tenure Facility can help accelerate tho-

se processes or bring technical support when and where it can be most impactful. Figure 3 highlights the convergence of IP and LC culture and history with administrative and policy processes that can lead to stronger tenure security for communities.

Figure 3: Paths to Collective Tenure Security



COLLECTIVE TENURE: A self-identified community's relationship with the land and resources within their territories, which are a crucial basis for their sustenance and self-determination. Collective tenure is founded on shared principles of stewardship and governed by defined institutions.

SECURITY OF TENURE is founded on healthy relationships between the various rights-holders to land and natural resources and with duty-bearers, which require:

- A shared recognition of rights and responsibilities held by the different parties. Recognition can be legal or customary – so this includes formal titles

and other legally recognised rights to resource use/benefit, the recognition of boundaries between neighbouring communities, the recognition of the rights of women and youth within communities, and recognising the rights of nature in communities where such rights are valued.

- A respect of agreements through transparent, responsive, and equitable governance, monitoring, and practice.
- The protection of rights when they are threatened, including legal defence, enforcement actions, and dispute.

Box 3: How Do We Define Collective Tenure & Tenure Security?



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Keeping this broader view in perspective is foundational to our own ToC, which is illustrated in Figure 4.

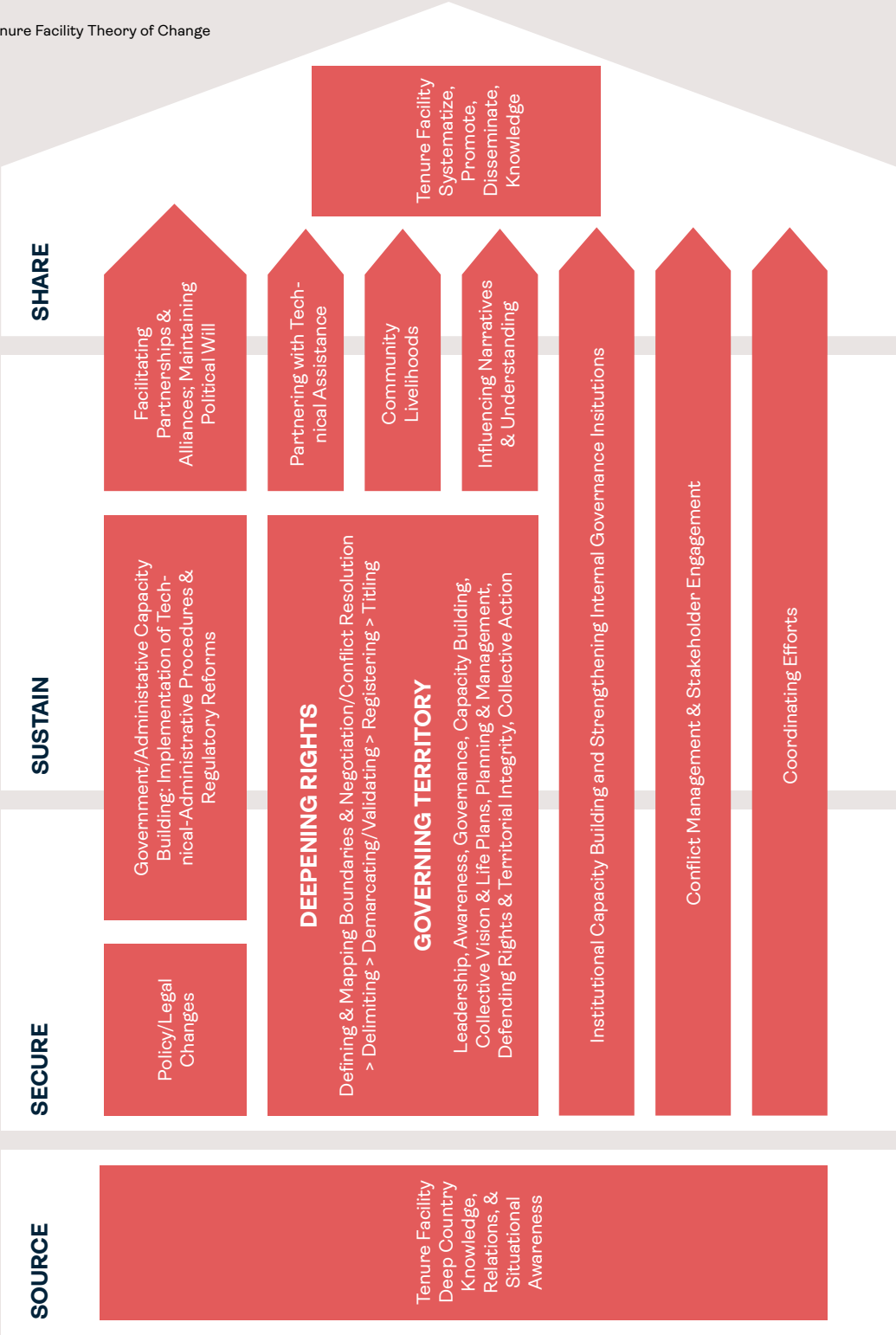
Generating our desired impacts (Living Forests, Thriving Communities¹) includes efforts that range from a) upstream engagements to generate political will that recognises, protects, and removes obstacles to obtaining, defending, or exercising collective land rights to b) engaging directly with government technical, regulatory, and administrative procedures to implement and strengthen those rights and tenure security to c) helping communities to understand and defend their rights, govern their territories, and monitor threats to their rights. These efforts typically involve helping our partners engage with government and non-government actors (e.g., private sector) to use their rights for their direct benefit and, by extension, the global benefits that enhanced tenure security for IP and LC provide. Throughout our operations, we facilitate

knowledge sharing and learning to positively influence narratives and understanding of this agenda. In figure 4 we describe how our Source, Secure, Sustain, and Share approach aligns our efforts to this ToC. By cultivating strong relationships with actors on the ground and building deep contextual knowledge, we can engage in ways that enable IP and LC to overcome or bypass these obstacles to secure formal government recognition their rights. Experience has shown, however, that we cannot always expect consistent political will over time. Government support for these efforts fluctuates and varies between agencies. Even when basic policies for formalising IP and LC tenure are in place, significant policy reforms may be required for implementation to advance.

¹ See page 63

LIVING FORESTS, THRIVING COMMUNITIES

Figure 4: Tenure Facility Theory of Change



Source
We will continue to source projects from organizations led by IP and LC and organizations that remain highly accountable to IP and LC and will require that they sustain the FPIC of the communities with whom they are working throughout the course of their projects. We will also continue to focus our efforts on low and middle-income countries where there is national or sub-national legislation that supports IP and LC land and forest rights recognition,³⁰ understanding that in many countries there remain significant barriers to the implementation and enforcement of those legal frameworks. Even though this refers to “forests” and most of the Tenure Facility’s work in 2023 – 2028 will be in forested regions, the Tenure Facility works in and will continue to work in diverse types of ecosystems, including grasslands, coastal areas, mountainous areas, and others.



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Secure

We will continue to support our partners as they guide communities through the often long and complex bureaucratic process of obtaining formal government recognition of their rights to land and forest. We will also support partner efforts in concert with government agencies to scale up implementation and improve existing land and forest legislation and policies. Our goal is to build relationships through this sustained engagement between IP and LC and government agencies, giving IP and LC more leverage in those interactions and creating or widening windows of opportunity to implement reforms. Government actors are expected to increase their motivation and capacity to formalise IP and LC rights, resulting in part from work by our partners who advise communities on how to help officials improve their procedures, provide them with practical tools to do their work, train their staff, and provide logistical support.

We also see value investing in community-level efforts even in some contexts where governments have limited capacity or political will to take the steps toward formal recognition. At the community level, our partners mobilise local groups by informing them about their rights, helping them to organise their governance structures, and assisting them to map, monitor, and demarcate their lands and resolve boundary disputes. These steps are crucial for improving communities' tenure security and for enhancing the rights and voices of marginalised members within these communities, especially women and youth. Ensuring that women and youth are at the heart of these community processes is essential to making them equitable and sustainable. Accomplishing this goal means providing community groups with information, training, resources, and support that allows them to fully engage in internal organizing and land rights processes, as well as with local governance institutions.

This ToC fully acknowledges that secure tenure

is not a static end state that can be “achieved” and then proceed to other concerns. Secure tenure requires a dynamic ongoing relationship between numerous actors whose incentives and behaviour may shift in response to emerging economic, social, political, environmental, and demographic changes. There are, however, concrete steps that can be taken to sustain IP and LC tenure security, of which obtaining a formal title or certificate is only one, albeit often crucial, step.

While acquiring a formal title from a government agency is important for many communities, it is often not sufficient to ensure tenure security for IP and LC and forest protection.ⁱⁱ Many IP and LC with formal land rights continue to face illegal encroachment as well as expropriation by governments who would allocate their lands for infrastructure or extractive projects without their FPIC. To address these issues, communities must be able to effectively defend their rights, and governments must be pressured to ensure that rights are respected. Agreements between communities and outside actors also must be fair and contain mechanisms to ensure that they are honoured.

Sustain

We recognise that sustaining tenure security results from communities' ability to thrive within their landscapes. Our ToC places high priority on strengthening the IP and LC organizations with whom we partner, recognising that this is essential to ensure that our partners can defend their territories and sustain an enabling environment that protects IP and LC land and forest rights long into the future. When appropriate, we will focus on strengthening IP and LC administrative and project management skills, improving their ability to comply with donor requirements, and positioning them to receive funding directly from donors with more complex processes.

Stronger communities will be better able to sustain their land rights. Stronger communities will have more robust institutions, organizations, and norms while integrating women and youth into representative structures. Their cultural identities and traditional knowledge will be retained. They will demonstrate strong social capital and economic well-being. Such communities will be better positioned to sustain progress in the face of land grabbing, government rollbacks, efforts to corrupt leaders,

and illegal land purchases. They will also enjoy the benefits of strong land tenure by pursuing livelihoods that enable communities to retain their youth and invest in needed services and infrastructure, while preserving and restoring ecosystems to ensure that future generations will maintain their relationship with their territories.

Many types of economic livelihoods projects are beyond our organization's current ability to adequately assess or provide the necessary technical expertise. Still, we will support projects where communities are taking the first steps toward developing a vision for their future, such as the development of “life plans” and other early-stage efforts. We will also connect the communities and organizations supporting these efforts to vetted partners who are better positioned to provide the resources and skills needed to support the implementation of these life plans.

Share

The last dimension of the ToC is to ensure that the lessons from all the above are readily shared amongst actors – to facilitate collective learning and knowledge sharing within and across countries and regions. As part of this pillar, we will continue to facilitate constructive engagement and partnerships between IP and LC organizations, CSOs, allied NGOs, governments, inter-governmental organizations, bilateral cooperation agencies, private companies, and other stakeholders who play roles essential to securing IP and LC tenure.

When appropriate, we will facilitate linkages between IP and LC organizations, governments, and major donors (bilateral and multilateral) to mobilise funding and support to bring the recognition of IP and LC lands and forests to a scale well beyond what we could accomplish alone.



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ⁱⁱ See page 63

4.2 RESULTS FRAMEWORK

Our Results Framework for 2023-2027 describes the long-term impact we seek to achieve as “Living Forests and Thriving Communities: providing national and global public and private goods.” The Results

Framework below describes how the activities we support, in alignment with our ToC, generate concrete outputs that generate intermediate and long-term outcomes leading to our desired impact.

	ACTIVITY TYPES	OUTPUTS (EXAMPLES)
Grant Funds and Technical Assistance	SECURE AND SUSTAIN Enhance territorial governance <ul style="list-style-type: none"> Raising awareness Develop human resources to manage territories Develop Collective Vision & “Life Plans” Plan and manage territorial and land use Monitor territory Defend rights & territorial integrity Strengthen internal governance institutions, including women and youth representation Manage conflicts Engage stakeholders Identify livelihoods opportunities and connect with other service providers Advance policy, legal, and regulatory changes supporting IP and LC tenure security Promote political will Coordinate efforts and enhance dialogues among government, NGOs, IP and LC	SECURE <ul style="list-style-type: none"> Materials and engagements sharing information about IP and LC rights with communities Training, technical assistance, exchanges, and training materials Resolved conflicts Governance institutions Women and youth groups SUSTAIN <ul style="list-style-type: none"> Next steps towards developing livelihood options and contacts with other service providers Preserved traditional ecological knowledge transmitted to other generations Training and advisory sessions for IP and LC organizations on project management, financial compliance, and other administrative needs Land use plans Territorial monitoring teams and approaches Community-endorsed Life Plans
	Map and register tenure rights <ul style="list-style-type: none"> Defining & mapping boundaries Negotiating boundaries Conflict resolution Delimiting territories Demarcating/validating territories Registration processes Titling Engage government counterparts <ul style="list-style-type: none"> Provide government and administrative capacity building Implement technical-administrative procedures & regulatory reforms 	SECURE <ul style="list-style-type: none"> Policy and law reform proposals Registration documents (non-title) Titles Court filings to support rights Resolved boundary conflicts Legal and policy advice Capacity building sessions for government counterparts on administration related IP and LC land tenure rights

INTERMEDIATE OUTCOMES	OUTCOMES
1. Strengthened IP and LC territorial governance institutions <ul style="list-style-type: none"> Fewer internal conflicts Clearer and better understood boundaries with neighbouring communities Fewer incursions on community territory Community-endorsed livelihood visions Traditional ecological knowledge retained 	Outcome 1. Rights-holders IP and LC realise and maintain rights to land and forests in and beyond Tenure Facility Project Areas
2. Legal recognition and protection of tenure rights <ul style="list-style-type: none"> Policy and law conducive to stronger IP and LC tenure Legal registration documents received by communities (including title among others) Political will to sustain IP and LC tenure security Administrative counterparts engaged with IP and LC institutions 	Outcome 2. Duty-bearers Government and other relevant duty bearers respect rights of IP and LC, engage in equitable and transparent agreements with IP and LC, and provide conditions for IP and LC to realise and maintain rights to land and forests in TF project countries
3. More and better coordinated allies to IP and LC work to sustain IP and LC tenure <ul style="list-style-type: none"> Partners better informed of tools and approaches to advance tenure security More efficient understanding of emerging political opportunities to secure tenure New non-grant partners understand how they can contribute to sustaining Tenure Facility project success 	

	ACTIVITY TYPES	OUTPUTS (EXAMPLES)
Knowledge, Facilitation And Networks	<p>SOURCE</p> <ul style="list-style-type: none"> Develop deep country knowledge of tenure history and mechanisms Develop country-level relationships Develop situational awareness of political economy <p>SHARE</p> <ul style="list-style-type: none"> Systematize, promote, disseminate knowledge on how to secure tenure <p>SUSTAIN</p> <ul style="list-style-type: none"> Facilitate partnerships and alliances Mobilise resources for IP and LC Influence narratives in support of IP and LC tenure security 	<p>SHARE</p> <ul style="list-style-type: none"> Internal information on country contexts and opportunities Learning events Materials and outputs from learning events Country-level coordination platforms / working groups. Documentation of learning how to be fit-for-purpose <p>SUSTAIN</p> <ul style="list-style-type: none"> Non-grant partnerships with new allies Funding proposals
ASSUMPTIONS		
	<p>INPUT ➔ ACTIVITY</p> <p>Enough potential projects exist that meet Tenure Facility criteria for support.</p> <p>Tenure Facility Secretariat has the capacity, knowledge, networks, and relationships required to deliver and support quality Tenure Facility investments.</p>	<p>ACTIVITY ➔ OUTPUT</p> <p>Projects and associated interventions are relevant to local and national priorities. Stakeholders engaged during design implementation and follow-up.</p> <p>Projects well-positioned, managed, and implemented. Tenure Facility builds on prior effort by IP and LC to advance their rights recognition.</p>

INTERMEDIATE OUTCOMES	OUTCOMES
<p>1. Increased or maintained funding for Tenure Facility and its Partners</p> <ul style="list-style-type: none"> Donors adapt their systems and rules to be more accessible to IP and LC. New donors understand the opportunities of supporting tenure security projects. 	<p>Outcome 3. Supporters</p> <p>Donors and other support organizations provide financial and technical support to IP and LC in Tenure Facility project countries and beyond.</p>
ASSUMPTIONS	
<p>OUTPUT ➔ OUTCOME</p> <p>Tenure insecurity is a result of multiple factors. Some of the more common factors include lack of political will leading to inadequate government support for formal recognition and/or respect for customary/de facto rights; failure of sectoral programmes/investments to follow rights-based approaches; lack of systematic support of IP and LC to claim, delimit, and formalise land and forest rights or to build their capacity to do so.</p> <p>De jure and de facto recognition of rights can form the basis for stronger livelihood and conservation activities. Technical interventions (tools, mapping, etc.) accompanied by strategic advocacy to change policies and administrative rules can permit tenure regularisation.</p>	

CHAPTER 5

ESTABLISHING DEEPER ROOTS TO SECURE AND SUSTAIN IP AND LC TENURE: OUR 2023–2027 PLAN



5.1 FIVE-YEAR AMBITION

In the next five years, we will adjust the scope of the Tenure Facility's support, incorporating what we have learned about what it means to secure tenure. Our five-year plan operationalises key lessons from the organization's incubation and establishment phases so that we can deliver on our ambitious commitments to donors and partners, highlighted in Figure 5. In the next three years, we will help strengthen IP and LC tenure to over 50 million hectares of land, while moving some of our focus to sustaining the newly strengthened tenure. In years 4 and 5, we aim expand that area by another 10 million hectares (Figure 5). In total, over the next five years we aim to strengthen IP and LC tenure to 60 million hectares – or approximately 10 per cent of all unrecognised IP and LC land in Africa, Asia, and Latin America. We estimate that approximately 15 million people's rights to land and forests will be strengthened through our partners' efforts in the next five years.

Several priorities guide our work for 2023–2027, respond to the context, our ambition, and partner expectations by:

- Delivering project commitments and grounding our work in national contexts.

- Emphasising our place within the ecosystem of organizations working in support of IP and LC, economic development and climate change mitigation/adaptation, while acknowledging we cannot service all partner expectations.
- Maintaining our commitment to share learning from our projects and partners while contributing to increasing support for the sector.
- Enhancing our internal capacity to proactively reach our goals and our commitment to improving our service delivery.

5.2 FOCUS AREAS: 2023–2027

Four focus areas guide where we will put our energy and resources over the next 5 years.

Focus Area 1: Strengthen and grow our project portfolio

OBJECTIVES

Over the next five years, we will aim to fund 40 partners to implement 40 projects that will have positive tenure, gender, livelihoods, conservation, and climate outcomes. We will proactively source project ideas from IP and LC, helping them to secure land and resource tenure and then to

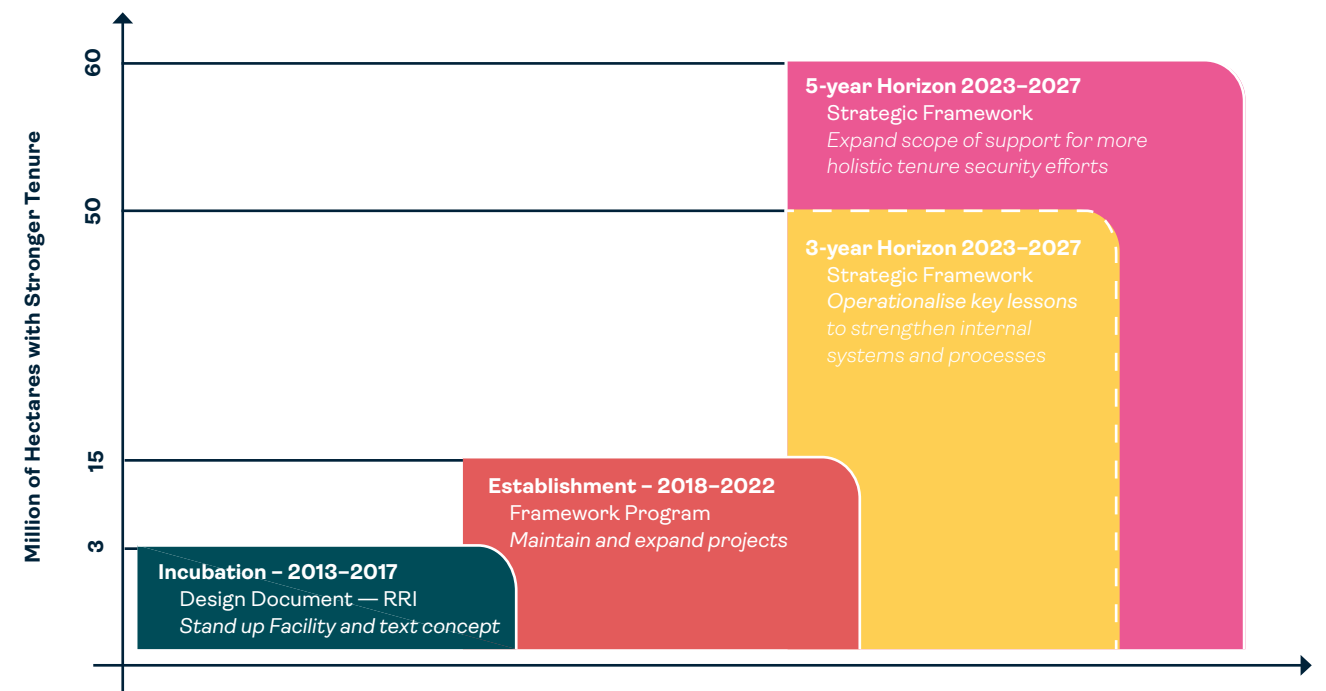


Figure 5: Our Five-Year Ambition to Strengthen IP and LC Tenure to 60 million hectares



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STRATEGIES

1. Prioritise tropical forest regions:

We will concentrate two-thirds of our resources in the Amazon and Congo Basins and tropical Southeast Asia. Within these regions, we will prioritise Brazil, DRC, and Indonesia – home to the tropical forests most vital to climate change mitigation. We will continue to work in drier and less forested areas, including the Sahel, East Africa, South Asia, and Mesoamerica – these regions will account for about one third of our portfolio. Figure 6 shows countries we expect to operate in over the initial two years.

2. Expand activities funded through our grants to partners:

Engage in long-term partnerships that strengthen IP and LC tenure security. This includes greater support for activities that:

- Strengthen social cohesion, social capital, traditional knowledge, territorial governance, natural resource management, and planning for viable, sustainable, and culturally relevant livelihoods.

- Aid organizational strengthening, enhancing local governance and land use planning.
- Reduce threats, push governments to enforce rights, and support IP and LC' ability to exercise those rights effectively.
- Engage with partners to improve and reform policies that affect IP and LC rights.

3. Deepen our local and regional expertise:

We will invest in building contextual and strategic knowledge of the local political economy shaping efforts to secure and strengthen collective tenure and affecting peoples' lived rights. In doing so, we will expand the Tenure Facility "circle of trust" and in-country networks, recruiting regionally based program officers and focal points with established networks and locally specific understanding of how to strengthen tenure. Combined with organizational strengthening, this strategy will allow us to support our partners' ability to sustain and scale-up the outcomes of at least half of their projects, reflecting our partners' increased ability to protect their rights while benefiting from them.

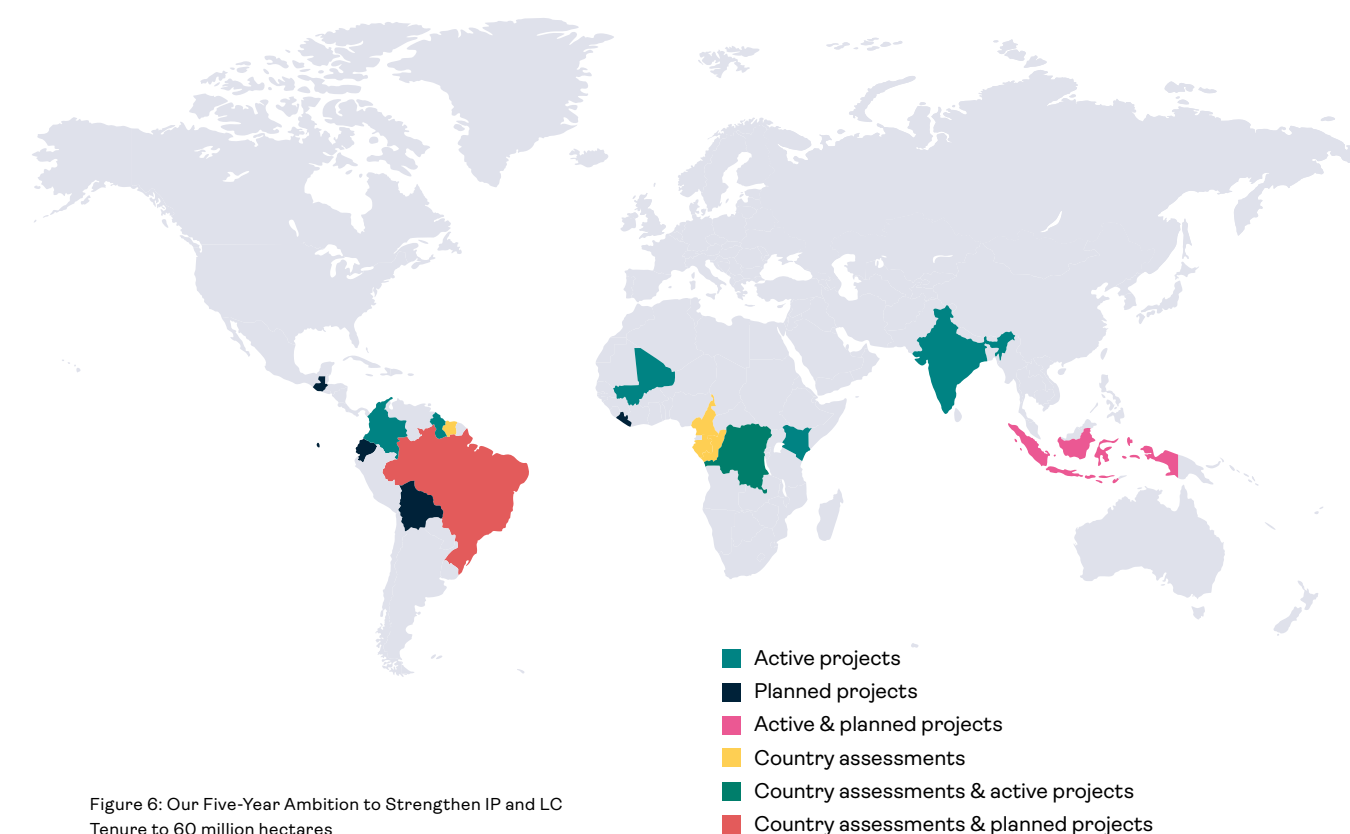


Figure 6: Our Five-Year Ambition to Strengthen IP and LC Tenure to 60 million hectares

FOCUS AREA 1 Strengthen and Grow Our Project Portfolio	FOCUS AREA 2 Broaden and Deepen Our Partnerships
FOCUS AREA 3 Increase Knowledge Exchange and Finance for IP and LC Tenure Security	FOCUS AREA 4 Strengthen Our Internal Capacity

strengthen their ability to sustain, protect, and exercise those rights. We have set a goal to strengthen tenure for 15 million people living on 60 million hectares of IP and LC land, enhancing their stewardship and contribution to the achievement of global climate change mitigation, biodiversity conservation, and poverty reduction goals.

WHAT WILL PROGRESS BY 2027 LOOK LIKE?

Partners in approximately 20 countries will be engaged in activities to promote collective land and forest rights and community governance. Their efforts will enable the protection and restoration of landscapes, significantly contributing to climate change mitigation and adaptation. In many of these countries communities will be actively pursuing land titling processes, while in others policy work and institutional support efforts will be underway to enable IP and LC to claim and exercise their rights.

Government and land/forest administrators will implement and support practical approaches to recognise and protect IP and LC, while promoting gender and social equity. Where communities have obtained or strengthened their legal rights, they will pursue opportunities to generate better livelihoods and take control of territorial governance.

4. Scan for emerging opportunities:

In countries where new legal frameworks emerge, we will expand our efforts and develop new projects and partnerships to legally secure IP and LC tenure. We will strengthen our internal capabilities and networks to monitor policy changes so we can time our actions in concert with these shifts.

ACTION PLAN

Year 1 Priorities

- Recruit staff and advisors in priority regions/ countries
- Develop several projects integrating expanded scopes
- Convene regional learning sessions

Years 2-5

- Conduct global scan for emerging opportunities
- Develop regional or country advisory groups

Focus Area 2: Broaden and deepen our partnerships

OBJECTIVES

Building on our strong regional presence and internal capacity, we aim to cultivate more partnerships with organizations and stakeholders beyond our direct project partners in the next five years. Such partnerships will enable us to a) facilitate connections between project partners and organizations who can provide with timely technical and financial support beyond the scope of the Tenure Facility's mission and b) align the Tenure Facility with the emerging IP and LC alliances driving regional and global advocacy for IP and LC rights and contribute to their success.

WHAT WILL PROGRESS BY 2027 LOOK LIKE?

Strategic collaborations between Indigenous groups, local communities, governments, development partners, NGOs, private sector companies, and social entrepreneurs will have been initiated and strengthened to enable communities to sustain their tenure and to scale up the recognition of rights in each country where the Tenure Facility engages, as well as at regional and global levels. The Tenure Facility will have actively contributed to IP and LC representatives' and alliances' strategic aims and helped them raise additional support for their activities.





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STRATEGIES

1. Broaden our non-grant partnership network:

We aim to build broader alliances and collaborate with external organizations at all levels: locally, nationally, regionally, and globally. These partnerships will help us improve our responsiveness and accountability to IP and LC, as well as scale up and sustain progress. We will also help our project partners develop complementary relationships with other organizations, donors, and service providers that they can rely on for support to sustain their rights. These efforts will focus on finding sources of additional financial and technical support for those whose projects we have supported.

Example types of partnerships:

- Knowledge management and strategic communications
- Legal empowerment specialists and legal defense funds

- Organizational strengthening specialists
- Organizations specialised in livelihoods development
- Service providers to companies with focus on sustainability and certification

2. Deepen our engagement with IP and LC networks and alliances:

We will consult with IP and LC leaders and associations, including those outside of our formal governance structures to better align our contributions with these groups' aspirations. We will support IP and LC in building alliances and connecting with stakeholders they would not usually have access to. We will expand learning opportunities for aligned organizations, facilitate regional connections between Tenure Facility and partners, and support efforts to improve stakeholder management, including periodic stakeholder mapping exercises. Where appropriate and requested, we will partner with locally led IP and LC funds and help them raise additional support for their activities.

ACTION PLAN

Year 1 Priorities

- Recruit partnership coordinator
- Convene platform of alliances for strategy development

Years 2-5

- Develop standard operating procedures for onboarding new non-grant partners
- Work with non-grant partners to develop economic livelihoods playbook

Focus Area 3: Increase knowledge exchange and finance for IP and LC tenure security

OBJECTIVES

Within our existing relationships, and the new ones that we cultivate, we will provide opportunities for partners and allies to exchange knowledge to accelerate learning about cost-effective approaches for securing IP and LC tenure at scale and how to do so in ways that centers the ownership of these processes by IP and LC. By sharing these results, we will be able to encourage existing funders in the sector to scale up their efforts and to partner more directly with IP and LC organizations, while also proactively welcoming new donors who are interested in supporting equity-based solutions to the global climate, biodiversity, and poverty crises.

WHAT WILL PROGRESS BY 2027 LOOK LIKE?

More donors will understand and put into practice fit-for-purpose funding approaches to support IP and LC tenure security and governance. There will be more direct financing available to IP and LC organizations working on activities relevant to tenure security in priority countries.

STRATEGIES

1. Foster continuous and targeted learning:

We will share information about cost-effective practical approaches for securing IP and LC land and forest rights and their multiple benefits. We will engage directly with IP and LC, women's organizations, producer organizations, CSOs, governments, funding agencies, private companies, investors, and other key stakeholders to foster learning and novel approaches. We will support knowledge exchanges related to projects and activities, with the goal of scaling up projects and transferring relevant lessons

from one country or context to another.

We will record and disseminate transferable knowledge and powerful stories, including the experiences of the Tenure Facility, as a novel approach to grant making and partnership. We will provide constructive recommendations to donors based on the Tenure Facility's experiences and best practices developed by others to enhance donor accessibility, processes, and systems, enabling more equitable and productive partnerships with and funding of IP and LC organizations.

2. Upgrade our resource mobilisation and donor relation efforts:

In addition to cultivating new and diverse sources of funding in alignment with global and IP and LC priorities, we will maintain relationships with existing donors through active engagement and report results that their contributions have enabled. This strategy will ensure sustainable growth from a diversified funding base with a healthy balance between bilateral and philanthropic funders. Building on 3.1, we will also facilitate connections between our partners and private, non-profit, multilateral, and government funders who can support partner aims and project goals to secure and sustain IP and LC land and forest rights. For example, we will continue to pursue Green Climate Fund accreditation as a pathway for significant funding for our partners.



©Tenure Facility and partners

ACTION PLAN

Year 1 Priorities

- Document Tenure Facility project approaches and transferable narratives
- Convene enhanced learning exchange with focus on fit-for-purpose donor engagement
- Recruit donor relations and resource mobilisation specialist

Years 2-5

- Develop fundraising plan for Tenure Facility
- Develop coordinated fundraising plan with other alliances

Focus Area 4: Strengthen our internal capacity

OBJECTIVES

We aim to strengthen our internal capacity, working to effectively and efficiently meet the IP and LC's needs for support and to uphold our commitments to our stakeholders (donors, board, advisory group, staff, partners, governments, etc.).

WHAT WILL PROGRESS BY 2027 LOOK LIKE?

The Tenure Facility has become an internationally trusted organization with a track record of catalysing secure land and forest tenure for IP and LC. Our governance, finance, and programming systems are fit-for-purpose to support project objectives, suited to the specific needs, characteristics, and rights of IP and LC organizations and allied CSOs, able to achieve project objectives, and incorporate quality and financial assurance systems. Our partners express support for the way we work with them. Our regional presence will have expanded in Africa, Asia, and Latin America, improving our ability to identify strategic opportunities and source new projects.

STRATEGIES

1. Continuously strive to be a fit-for-purpose organization:

We will continue to update our internal policies, processes, and systems to be more dynamic and sensitive to the needs of our partners and to enhance our targeted support, capacity building, connections, and advice in alignment with our ToC. Specifically, we will enter into more predictable, longer-term agreements while simplifying pro-

cesses and reducing turn-around time for project preparation and approval.

2. Adapt MEL to partner contexts:

We will employ an approach to monitoring, evaluating, and systematising of learning that places community knowledge and values at its centre and adapts to community needs across contexts, while maintaining rigorous, high-quality standards for internal tracking and reporting results. We will streamline reporting and make monitoring, evaluation, and learning (MEL) operational, useful, and adapted to the realities partners face on the ground. We will use community-level baseline and endline analyses to facilitate conversations within communities and enable community and organizational learning.

3. Invest in our staff:

We will cultivate a multicultural staffing structure with intersectional capabilities appropriate for working in various geographies and amongst distinct cultures. We will foster an organizational culture that creates space to listen and continuously improve our ways of working to align with IP and LC partnerships. We will recruit regional staff. We will deepen our long-term relationships with expert consultants who provide analytical support.

ACTION PLAN

Year 1 Priorities

- Define Tenure Facility's view of fit-for-purpose and benchmark status
- Assess required changes to financial controls, project design, MEL, capacity building, Intellectual property rights, and FPIC
- Proactively seek and consider candidates from Tenure Facility priority regions when recruiting

Years 2-5

- Monitor partner feedback about Tenure Facility's fit-for-purpose progress
- Update staff about on-boarding processes to ensure alignment with our values and understanding of how to work in partnership with IP and LC



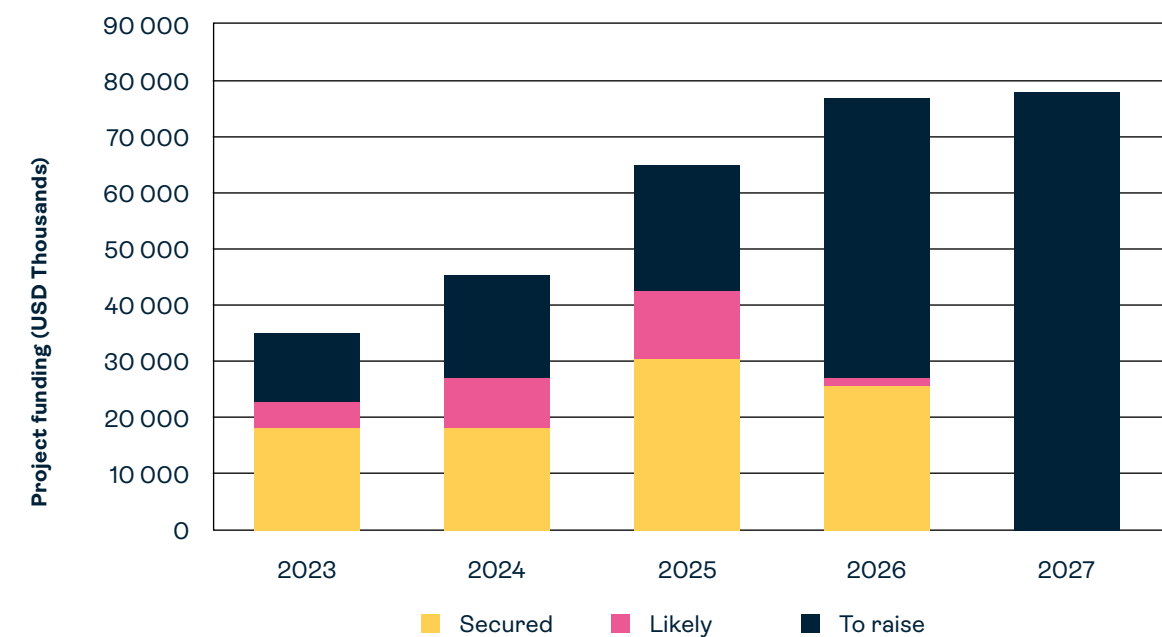
FINANCIAL FORECAST

To achieve our five-year ambition, we will rely on resources we have generated to date and continued fundraising during the coming years. We aim to disburse approximately USD 300 million over the next five years. When contextualized by our goal to strengthen tenure security to 60 million hectares of IP and LC lands, this amounts to approximately USD 5 per hectare. We have already secured (or are likely to secure) approximately 40 per cent of the funding required to reach this target.

Our financial forecast is based on a forward-looking estimate of our projects, partners, and funding. Figure 7 presents a projection of funding streams required to meet our disbursement goals during the next five-year period. While we forecast that projects will start with a certain distribution in time,

external factors influence partners' readiness, so the growth trajectory may be less. The chart below should be viewed as indicative, as our projects depend on donors providing the necessary funding as well as partners' ability to engage. However, any changes in amounts raised will not impact the effectiveness of funds disbursed. Our operational model is designed to accommodate fluctuations without relying on significant economies-of-scale. To a degree, funding needs in the beginning of the strategy period can be front-loaded to accommodate gaps. As expected, the funding gap increases over time as committed funds are expected to be depleted before the end of the five-year period.

Figure 7: Tenure Facility Projected Funding Streams and Funding Gap, 2023-2027



ANNEX

- 01. STRATEGIC PLANNING PROCESS
- 02. PROJECT ELIGIBILITY AND SELECTION CRITERIA
- 03. POLICIES AND STANDARDS
- 04. RISH MATRIX
- 05. REFERENCE LIST

01 – STRATEGIC PLANNING PROCESS

<p>Overview</p> <p>The strategic framework provides a blueprint for the Tenure Facility, clarifying its vision, mission, and values, and identifying key focus areas and goals for the upcoming five-year period.</p> <p>The Tenure Facility led a two-phase planning process in 2021 and 2022 to develop the 2023-2027 Strategic Plan:</p> <ul style="list-style-type: none">• Phase 1: Gathered and reviewed insights on internal and external opportunities, risks and trends, performance to date, and key lessons learned.• Phase 2: Defined strategic focus areas and actions underpinned by the ToC, outlining the Facility's 2023-2027 Strategic Framework. <p>In Phase 1, The Tenure Facility commissioned a detailed context analysis of changes that have taken place since the Tenure Facility officially launched in 2017, highlighting how these shifts may affect the Facility's strategic</p>	<p>niche, funding, and collaborations. In parallel, a stocktaking analysis tracked the strengths, weaknesses, opportunities, and threats stemming from operationalising the Framework Programme 2018-2022, and described key gaps in the ToC, MEL framework, and the Facility's engagement with partners.</p> <p>Extensive consultations, an online survey, and document reviews informed two additional background analyses describing how the Tenure Facility and its partners engage with government and private sector actors to strengthen and exercise collective tenure.</p> <p>In Phase 2, the Tenure Facility met with key stakeholders during the 2022 Learning Exchange and Tenure Facility Board and Advisory Group meetings. They developed a robust roadmap for the Facility's next steps. The team leading the strategic planning process engaged partners, donors, and government and</p>	<p>non-grantee collaborators during the Learning Exchange to validate and build on strategic insights through regional deep dives. The team then facilitated a series of work sessions with the Tenure Facility Management Team to draft and refine the ToC and further develop the strategic framework. The Tenure Facility Board of Directors, Advisory Group, staff, and partners validated the draft plan through restitution sessions, with a final Strategic Framework 2023-2027 approved in September 2022.</p>
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Stakeholder Engagement Summary

The table below shows the composition of stakeholders who informed this strategic plan.

	PARTNERS	FACILITY STAFF AND CONSULTANTS	FACILITY BOARD	ADVISORY GROUP	DONORS
Survey	43	24	1	3	4
Key informant interviews	3	6	8	4	4
Focus Group Discussions	52	12		5	
2022 Learning Exchange *	124	33	9	10	48

Those who participated in consultations were based in the following countries:

Africa DRC, Argentina, Belgium, Belize, Bolivia, Brazil, Burkina Faso, Cameroon, Canada, Colombia, Denmark, DR Congo, Ecuador, Finland, France, Gabon, Germany, Ghana, Greece, Guyana, India, Indonesia, Italy, Kenya, Liberia, Malawi, Mali, Mexico, Mozambique, Nepal, Netherlands, Nicaragua, Norway, Panama, Peru, the Philippines, Rwanda, Sweden, Switzerland, the United Kingdom, Uganda, the United States and Zimbabwe. (At least 43 countries)

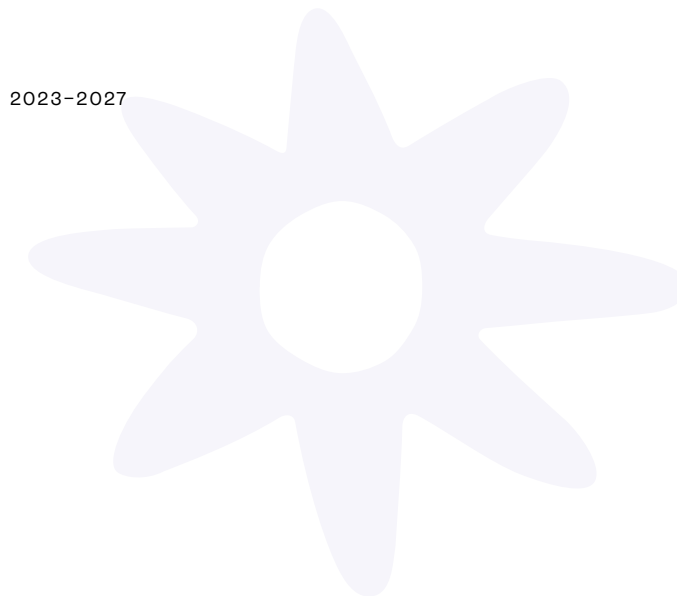
* All participants from the Learning Exchange are counted here, but a sub-set joined regional discussions.

GOVERNMENT	PRIVATE SECTOR	NON-GRANTEE COLLABORATIONS	TOTAL
2	0	7	84
3	7	8	43
	0		69
36		137	397

Stakeholder Engagement Approach

The table below describes the methods used to engage stakeholders throughout the strategic planning process.

	PARTNERS
Inclusive and Representative	Targeted engagement aimed to be representative of core stakeholders, and to facilitate the involvement of those potentially affected by or interested in the Facility’s strategic framework. It was designed to be context specific to reflect appropriate timeframes, local realities, and languages.
Integrated	The stakeholder engagement process recognised and was designed to capture interdependences and interactions between the types of Tenure Facility engagements. It used institutional and long-term forums for two-way communication, as demonstrated by the Learning Exchange and Advisory Group/Donor and Board meetings.
Interactive and Responsive	Modes of engagement provided participants with the information they needed to participate in a meaningful way, with strategic discussion managed by a team trained in with facilitation, communication and conflict resolution skills and designed as a two-way process including exchange of information, research, analysis and opinions between the Facility and stakeholders.



02 – PROJECT ELIGIBILITY AND SELECTION CRITERIA

COUNTRY OR REGIONAL ELIGIBILITY CRITERIA

1. Global Relevance:

- 1.1. Is the geography socially and environmentally relevant from a global policy perspective?
- 1.2. Does this geography contribute to the Tenure Facility's current global portfolio in terms of strategic balance and priority?
- 1.3. Is there significant IP and LC territorial area recognised and/or claimed with active involvement of IP and LC population/s?

2. Regulatory and Other Pathways:

- 2.1. Are there regulatory frameworks to formally recognise the lands, territories, and resources that IP and LC claim in this geography?
- 2.2. Are there other pathways IP and LC can pursue to secure and protect their territories, resources, forests, and lands?
- 2.3. What other readiness actions can be taken in the region, relevant countries, or the sub-region?

3. Willing and Able Actors in Place:

- 3.1. Are there regional intergovernmental entities and/or national and/or subnational governments willing and operationally able to support implementation of projects for recognition of IP and LC rights to their lands, territories, and resources?
- 3.2. Are there IP and LC networks, associations, and social movements that are able and well-positioned to get governments to recognise rights, or enforce rights that are already recognised and reduce threats to them, or to exercise their rights to their IP and LC lands, territories, and resources?
- 3.3. What is the sociocultural history, nature, track record and governance of these IP and LC networks, associations and social movements at regional (if relevant), national, and sub-national levels?
- 3.4. Are there other civil society organisations willing, able, and well-positioned to support scaling-up of the implementation of projects for recognition of IP and LC rights to their lands, territories, and resources?

4. Strategic Opportunities or Paths to Scaling up Impact and Their Rationale:

- 4.1. What are the main paths or routes for moving forward? Which of these might provide concrete strategic opportunities in the immediate or medium-term, and why? E.g., government processes, policies, and programmes; landscape of international donors and donor-funded processes and programmes; other approaches.
- 4.2. What is the likelihood of achieving results by pursuing any of these paths? What are the potential barriers and how might these be overcome?

5. Tenure Facility Niche and Value-Add:

- 5.1. Could a medium- to large-sized investment by the Tenure Facility and access to Tenure Facility expertise and networks achieve a meaningful result which others are not achieving? Could this help to leverage other resources, influence larger processes, or have a meaningful impact on its own?

PROJECT SELECTION CRITERIA

6. Main Project Partner

- 6.1. What is the history, nature, and governance of the main IP and LC partner and grant-holder? Will a fiscal sponsor be used, and if so, why?

7. Other Participants and Co-Implementors

- 7.1. What other IP and LC or other organisations are participating in implementing the project? What is their relationship to the main partner and grant holder?

8. Opportunity

- 8.1. What are the main opportunities? How would this proposed project provide a significant opportunity for achieving the Tenure Facility's overall thematic global aims? (e.g., nature conservation, biodiversity, forest management, conflict reduction)
- 8.2. What track record and capacity has/have the organisation/s demonstrated to represent relevant constituencies, achieve relevant results, manage funds?

9. Main Outcomes

- 9.1. What area of forest and/or land that will be secured and/or protected by the end of the project? (# hectares)
- 9.2. How many communities/families will benefit directly and indirectly from the project by its end, and what are their socio-cultural characteristics? (# communities) (# families)
- 9.3. What are the proposed central strategies to secure and sustain land rights?

10. Effectiveness

- 10.1. Are the proposed strategies likely to be effective and at what order of magnitude or scale?
- 10.2. Is there any evidence that the named organisation/s can collaborate effectively (if multiple organisations are co-implementing, collaboration with each other, and/or with other agencies or actors if these are critical to success)?

11. Capacity Building

- 11.1. Is there any indication that the proposed project would strengthen the capacities of the IP and LC territorial organisations and groups?

12. Social Inclusion

- 12.1. Is there any indication that the proposed project would strengthen (a) the social cohesion of IP and LC territorial organisations and groups, (b) the process of cultural revitalization of IP and LC territorial organisations and groups, and (c) the inclusion of women, youth, and minorities?

13. Risks

- 13.1. What are the five most significant risks and does the proposed project include realistic measures to mitigate them?

03 – POLICIES AND STANDARDS

Key policies and procedures approved by the Tenure Facility Board include:

<ul style="list-style-type: none">Standard Project Grant Agreement and appendicesProject grant management procedures and templates (PING)	<ul style="list-style-type: none">Employee handbookSalary policyTravel policyCrisis and human security managementConflict of interest policy
<ul style="list-style-type: none">Stakeholder engagementSustainable development policyGender policyIndigenous Peoples and local communities' policyPrivate sector engagementGrievance and redress procedure	<ul style="list-style-type: none">IT policyPrivacy and data security policy
<ul style="list-style-type: none">Risk management	<ul style="list-style-type: none">Fundraising strategy
<ul style="list-style-type: none">Financial management manualAccounting principlesAnti-bribery and anti-corruption policyWhistle-blower policyProcurement policyAnti-money laundering and Anti-terrorism financing policyExternal audit policyInternal financial controlInternal audit terms of referenceBudget and forecast processIneligible expensesContingency reserve guidelines	

04 – RISK MATRIX

The Tenure Facility has assessed sixteen risks (A to P):

- Five external risks affecting the Tenure Facility programme results and project portfolio.
- four internal risks affecting project performance.
- seven organizational risks affecting internal Tenure Facility capacity.

The assessment combines likelihood or probability of risk (i.e., how likely is it to happen) and severity of impact or consequence of risk (i.e., the negative impact if it does occur). Risks are assessed before and after mitigation measures are put in place, with the residual score providing the final assessment of low, medium, or high.

Figure 8: 3x3 Summary Matrix of Residual Risks after Mitigation Measures are Put in Place

	SEVERITY		
LIKELIHOOD	LOW B C G H P	LOW E F N O I	MEDIUM J K
	LOW D	MEDIUM A L M	HIGH
	MEDIUM	HIGH	HIGH

#	RISKS	MITIGATION MEASURES	
A	<p>Targeting of community lands for agro-industrial expansion (cattle ranching, palm oil, pulp, and paper plantations, shrimp farms, cacao, soybeans, associated arson), mining, large infrastructural projects, such as hydropowerⁱⁱⁱ and other activities that are linked to deforestation and degradation, undermine Tenure Facility goals.</p> <p>Political or private sector interference to advance private interest and undermine public good also divides IP and LC organizations and communities, and undermines success of projects.</p>	<p>The overall portfolio includes a diversified and balanced mix of projects, including projects that are high reward and low risk.</p> <p>Rigorous country assessments identify the most promising opportunities and pathways for securing and sustaining IP and LC land and forest tenure and those partner organizations best suited to take advantage of them.</p> <p>During project design governments are consulted on their policies, land zoning plans, and support for the proposed project.</p> <p>The new Tenure Facility Programme Framework places greater emphasis on project activities to sustain land tenure and forest rights, including activities that strengthen community social cohesion.</p> <p>Field-based appraisals identify risks on the ground early.</p> <p>Tenure Facility focal points located in regions and countries provide insight into political and social issues that may affect project implementation.</p> <p>Project partners are supported to develop and use monitoring and surveillance tools to identify potential encroachment before it happens or prevent and control fire.</p> <p>Projects support IP and LC organizations to raise awareness and build community capacity to identify external corruption early on.</p>	MEDIUM
B	Tenure Facility fails to meet its goal due to unfavourable external policy environments.	<p>The Tenure Facility sets overall targets that are ambitious but also realistic, based on the latest evidence.</p> <p>It develops its new five-year Programme Framework based on experience and lessons learned over the past five years.</p>	LOW
C	Land disputes, resource-related conflict and harassment (sometimes killings) of peoples that protect forests and lands. (Forty per cent of land and environment defenders murdered globally have been from Indigenous communities.) ^{iv}	<p>Country assessments where environments are difficult or sensitive to conflict involve consultation with specialists (e.g., UN, etc.) and recommend approaches to operating in such environments, including whether to operate or not. (Note: The Board, which includes individuals from international development agencies, approves the country list.)</p> <p>Tenure Facility staff are trained in conflict sensitivity as well as safety and security measures so they are better qualified to both assess risks for projects, how to mitigate them, and how to monitor them.</p> <p>Project partners include training in conflict sensitivity and resolution for their staff and community members.</p> <p>Some projects include explicit conflict resolution components and objectives.</p>	LOW
D	<p>Economic and other shocks lead to overly high costs of rights recognition in many countries.</p> <p>High transaction costs and the bureaucratic burden of securing formal rights and sustaining them undermines their economic viability.</p> <p>National and global shocks (hurricanes, floods, pandemics, global supply chain problems) disrupt activities or increase fuel prices, affecting the costs of field travel for mapping, inspections, patrols, etc.</p>	<p>Financial and economic viability of different legal figures and approaches are explored within project proposals.</p> <p>Regular review by Financial Controllers allows for adjustment of project budgets.</p>	LOW

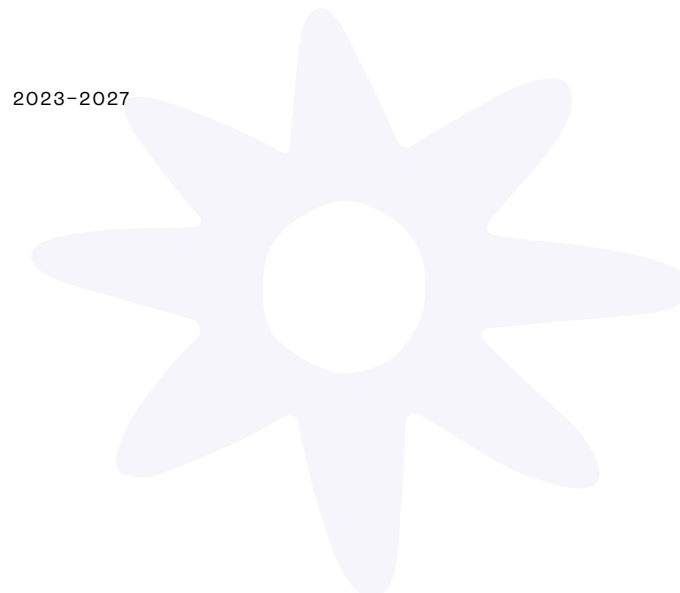
iii, iv See page 63

E	Compliance with requirements made by international funders or national governments undermines the Tenure Facility's efforts to support projects in ways that respect internationally recognised Indigenous Peoples rights and norms or are unsuited to community-driven project design and implementation.	<p>The Tenure Facility has an Indigenous Peoples and local communities' policy that has been updated recently and is based on best international practice. All staff are trained on this policy, and donors and partners are made aware of it.</p> <p>The new internal streamlined Tenure Facility systems, templates, and grant agreement, of which Indigenous Peoples and local community organisations have been consulted.</p> <p>The Tenure Facility Board and Advisory Group include experts in human rights and Indigenous Peoples rights.</p> <p>The standard Grant Agreement requires project partners to document that the project to be funded has the Free, Prior, and Informed Consent (FPIC) of affected communities.</p> <p>The Tenure Facility has an Intellectual Property Rights (IPR) policy that is reflected in its Grant Agreements with project partners and ensures the IPRs of IP and LC are respected.</p>	LOW
F	The project portfolio secures land tenure and forest rights but does not optimise nature and biodiversity conservation outcomes.	<p>All projects promote IP and LC role as stewards of nature and include activities designed to promote sustainable natural resource management.</p> <p>At least seven Tenure Facility projects are in IP and LC territories that are located close to or within protected areas.</p> <p>Projects include explicit and specific components to strengthen IP and LC traditional and intergenerational knowledge of community biodiversity management, environmental mapping and monitoring, and co-management of protected areas, with an emphasis on forests.</p> <p>Some projects include IP and LC self-managed conservation area, that access additional public or private support for conservation.</p> <p>Some projects opt for dual legal status harmonizing the protected area regime with that of the community governed area or Indigenous Territory.</p>	LOW
G	Projects inadvertently increase inter-community land disputes where there are overlapping claims	<p>Before a Grant Agreement is signed and before a project starts, the partner must seek the Free Prior Informed Consent (FPIC) of affected communities and provide evidence of active consultation.</p> <p>Significant unrest in a project area during project implementation may lead to an immediate suspension or termination of the Grant Agreement.</p> <p>Field visits, virtual meetings, and six-month narrative reports encourage Tenure Facility and partners to address sensitive issues early on and take remedial action.</p>	LOW
H	Projects fail to address gender inequality and social inclusion, fail to include youth or minority groups, bolster male domination in decision-making positions, do not address women's or minorities' land tenure or forest rights, or project activities increase the work burden of women or old people.	<p>The Tenure Facility has a Gender Equality and Social Inclusion Policy, which staff implement, are trained on, and project partners are aware of.</p> <p>The Secretariat has a person who serves as the gender focal point to promote learning related to gender issues.</p> <p>All project proposals explicitly address how the project will promote gender equality and social inclusion (men, women, youth, Indigenous, tribals, Afro-descendants, other minorities) and no project is approved without specific activities focused on that.</p> <p>Efforts to strengthen the role of women and appropriately build capacity of partners to improve gender equality and social equity are developed.</p> <p>Tenure Facility Programme Officers invest in dialogue with partners to identify effective, locally adapted approaches to promote gender equality.</p> <p>Gender equality is a central area of focus of Monitoring, Evaluation, and Learning efforts.</p>	LOW

I	Projects suffer from cases of financial misconduct, bribery, fraud, and corruption.	<p>Any reported incident of fraud or corruption is investigated and reported to the Board Audit Committee in the first instance.</p> <p>Thorough up-front Financial Due Diligence of project proponents by the Financial Controller and financial focal point include review of the organization's past financial track record and audit statements, its anti-corruption policies, and its internal systems.</p> <p>Copies of partners' independent annual project audits and Auditor-Management correspondence are scrutinized annually by the Financial Controller during project implementation. If a partner's project reports are significantly delayed or incorrect, or the organization's management does not act in response to its Auditor's Management Letter in a timely fashion, or there is a whistle-blower case, an organization may be subject to a Special Audit commissioned by the Tenure Facility, and/or the project may be terminated.</p>	LOW
J	The Tenure Facility is unable to maintain its internal capacity, ensure robust financial controls, and grow a quality project portfolio at the same time as it scales up and expands its project activities. This affects its credibility as an international funding mechanism.	<p>The Tenure Facility:</p> <ul style="list-style-type: none"> invests in improved organizational administration. implements its recently improved project management system and project pipeline plan. installs its new project management and accounting software. updates its operations manuals. implements its re-organization plan smoothly so that staff are clear on their modified responsibilities and priorities. 	MEDIUM
K	The Tenure Facility has weak internal capacity because it is unable to attract, deploy, and maintain the experienced human resources it needs for high performance internationally.	<p>The Tenure Facility hires a Head of People and Culture and combines international and local HR policies so it is unconstrained by a "Swedish-only" labour market.</p> <p>The Tenure Facility's HR policy, management, and its planned staff reorganization and decentralization make the best use of full-time staff, staff and a senior cadre combined with experienced specialist consultants (through competitive roster frameworks and outsourced HR management services if appropriate).</p> <p>Modified job descriptions and streamlined internal systems reduce workload burdens and enable staff to better prioritise and manage their time, and work in teams to develop internal "communities of practice".</p>	MEDIUM
L	IP and LC organizations lose confidence in the Tenure Facility because of burdensome Tenure Facility requirements, lack of cultural sensitivity, and accountability, and inconsistent messaging.	<p>There are well-known and highly respected Indigenous and community Board and Advisory Group members.</p> <p>There is a high level of transparency about organizational activities in the Tenure Facility's communications with partners and funders.</p> <p>There is open, transparent, respectful communication with groups critical of the projects and/or grantees, and a functioning and accessible Ombudsman and Grievance Mechanism.</p> <p>All Tenure Facility staff are familiar with and trained to use the updated Project Management Cycle and System, and the related simplified standard templates and Grant Agreement.</p> <p>Tenure Facility Programme Officers and Financial Controllers clarify expectations with potential project partners early in the process, ensuring they are clear about and happy with disbursement, reporting, and audit requirements.</p> <p>IP and LC organizations and other national and international actors benefit from participating in the communications and outreach generated by the Tenure Facility.</p> <p>The Tenure Facility's learning and communications activities raise the international profile of IP and LC land and forest rights and places them (and those involved in them) in a positive light.</p>	MEDIUM

M	Projects are poorly adapted to the changing realities on the ground.	Monitoring Evaluation and Learning (MEL) is used on multiple levels to help modify project strategies that fail to produce expected results. Experts at country level are assigned to work with projects from the start, contributing to meaningful project design, monitoring and reporting of results, and adjustment of projects if required. The Tenure Facility partners with research centers that can conduct rigorous studies of impact and project dynamics.	MEDIUM
N	The Tenure Facility encourages partners to adopt new organizational models that they will not be able to sustain, jeopardizing their future and the sustainability of project results.	<p>The Tenure Facility:</p> <ul style="list-style-type: none"> dialogues with grassroots grantees about their trajectory, without assuming they will become fully professionalised CSOs. encourages grantees to consider outsourcing activities unlikely to be sustainable in order to avoid fixed costs. supports project partners' efforts to diversify their funding sources and seeks actively to help leverage funding from other sources to enable co-financing and/or scaling up after project closure. 	LOW
O	Financial and administrative capacities of IP and LC organizations constrain the Tenure Facility's ability to support projects.	<p>Ensure partners hire independent auditors that meet international standards to carry out timely annual project audits and they respond to audit Management Letters within given timeframes.</p> <p>Help project proponents identify fiscal sponsors who can administer the funds if their current administrative capacities or legal status prohibit them from doing so.</p> <p>Help otherwise effective proponents strengthen their financial administrative capacity.</p> <p>Ensure each project includes a financial capacity building plan.</p> <p>Ensure financial service providers and financial focal points provide technical assistance and training to grantees, where needed.</p>	LOW
P	Safety and security of Tenure Facility staff are at risk when they carry out their duties in challenging environments.	The Tenure Facility has conflict and safety protocols in place that all staff can follow and use.	LOW





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- i. Even though this refers to “forests” and most of the Tenure Facility's work in 2023–2028 will be in forested regions, the Tenure Facility works in and will continue to work in diverse types of ecosystems, including grasslands, coastal areas, mountainous areas, and others.
- ii. “Territories with full property rights show a significant decrease in deforestation, while the effect does not exist in territories without full property rights”, according to Baragwanath, K. et al. (2020). Collective Property Rights Reduce Deforestation in the Brazilian Amazon. To note, titling alone does not necessarily lead to forest protection. Titling of forests long inhabited by Indigenous communities in Peru resulted in reduced forest change, where those titles were accompanied by forest management plans and restrictions on sale and subdivision of land. See Blackman, A. et al. (2017). Titling Indigenous Communities Protects Forests in the Peruvian Amazon. *PNAS*.
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