

# 2023 Annual Interlaken Group Meeting

*Looking Ahead: Mobilizing Private Sector Support for Community Land Rights and Livelihoods in the Next Decade*

**September 15, 2023**

Ford Foundation Center for Social Justice

New York City, USA

## Background

### Overview

The Interlaken Group held a dialogue on September 15, 2023, in New York City at the Ford Foundation's Center for Social Justice ahead of Climate Week NYC and the UN General Assembly. Leaders from influential companies, investors, and civil society organizations joined leaders from Indigenous Peoples, local community, and Afro-descendant Peoples (IP, LC, and ADP) movements, both in person and virtually, to collectively assess progress, challenges, opportunities, and next steps to mobilize corporate and investor support for the land rights and livelihoods of IPs, LCs, and ADPs in sourcing and investment areas. Additionally, participants discussed the enabling conditions, promising pathways, and financing required to advance coordination between the private sector and collective rightsholders, which is vital to achieving global 2030 climate and biodiversity targets.

The [meeting agenda](#) began with an overview of the current moment, recapping recent developments in the corporate landscape which provide strategic opportunities for the Interlaken Group moving forward, framing the discussions for the rest of the day. Afterwards, the Group heard perspectives from the territories, as rightsholder leaders reflected on the lived realities and challenges of communities impacted by supply chains, investments, and incursions, and shared the opportunities they saw to advance self-determined livelihoods and local economies. Then, private sector leaders reflected on the progress made by companies and investors over the past decade to support community land rights, as well as outlined the emerging challenges in fulfilling sustainability and livelihoods targets. This was followed by presentations on the design and results of community monitoring projects in Liberia and Indonesia, which established links between community and private sector priorities. Lastly, a discussion on financing was held which highlighted new direct funding vehicles connecting global investments in landscapes to local efforts to secure community rights and livelihoods, as well as its potential impact in important sourcing and investment regions for Interlaken Group-linked organizations.

At the end of the meeting, participants summarized the key takeaways and next steps for the Group, outlining opportunities for the corporate and investor community to contribute to the livelihoods of IPs, LCs, and ADPs. The rest of this document summarizes the main ideas that emerged from the discussions, including the priority areas participants identified for intervention/exploration moving forward.

## Strategic Context

The 2023 annual meeting marked the 10th anniversary of the Interlaken Group. The network emerged from one of the working sessions to "catalyze new alliances" at the conference, [Scaling-up Strategies to Secure Community Land and Resource Rights: An International Conference to Take Stock of Current Efforts, Identify Promising Strategies, and Catalyze New Alliances and Action](#), held in Interlaken, Switzerland on September 19-20, 2013.

Over the last decade, the Interlaken Group has contributed key guidance and tools to help companies and investors implement normative standards on community land tenure, as well as develop land and human rights policies. Participants in the Interlaken Group have leveraged their networks to foster national-level dialogues and collaborations between the private sector, civil society, governments, and communities to advance the tenure reform agenda in countries like Cameroon, Kenya, Liberia, Malawi, Laos, and Indonesia. Additionally, participants have played key roles in developing and shaping new EU rules on deforestation and human rights due diligence in supply chains, while others have led the development of Forest and Nature Positive commitments to eliminate deforestation, contribute to rural livelihoods, and support secure collective tenure rights in their supply chains and investments.

Today, participants from the private sector, civil society, and donor community are mobilizing to establish and implement landscape-level funding and regranteeing mechanisms to channel financial support directly to communities and smallholder farmers to secure land tenure and livelihoods while keeping forests standing. This development, along with the emergence of new regulations and directives, corporate sustainability initiatives, and grassroots monitoring efforts, provide new opportunities for private-community engagement and action in the decade ahead.

## Purpose and Objectives

The aim of this year's meeting was to take stock of progress over the last decade and outline emerging challenges and opportunities for influence over the next 10 years to continue to drive private sector support for community tenure rights and livelihoods. Objectives included the following:

1. Reflect on the new state of play for mobilizing private sector support for community land tenure.
2. Establish new network connections between Interlaken Group participants and leaders from rightsholder networks supporting land tenure reforms and livelihoods in the territories.
3. Initiate "blue skies" thinking on the role, opportunities, and options for the corporate and investor communities to support the rights and livelihoods of IPs, LCs, and ADPs, and the role and composition of the Interlaken Group therein.

## Participants

- Karen Steer, Accountability Framework initiative, Rainforest Alliance
- Cecile Ndjebet, African Women's Network for Community Management of Forests (REFACOF)
- Daniele Ramiaramanana, African Women's Network for Community Management of Forests (REFACOF)
- Rose Pélagie Masso, African Women's Network for Community Management of Forests (REFACOF)
- Andiko Mancayo, AsM Law Office
- Anne Larson, CIFOR-ICRAF
- Laura Parra, Comisión Nacional de Territorios Indígenas (CNTI)
- Patrick Hemedi Saidi, Dynamique des Groupes des Peuples Autochtones (DGPA)
- Robin Barr, Earthworm Foundation
- Oda Almås, Forest Peoples Programme (FPP)
- Chris Kidd, Forest Peoples Programme (FPP)
- Annette Jaitner, GIZ
- Juan Carlos Jintiach, Global Alliance of Territorial Communities (GATC)
- Maddy Eldredge, Hershey
- Milka Chepkorir, ICCA Consortium
- Diana Baird, IFC
- Sofie Fleischer Michaelsen, IFC
- Niraj Shah, IFC
- Roger Steinhardt, IKEA (formerly)
- Malih Ole Kaunga, IMPACT Kenya
- Mark Constantine, Independent
- Daphne Yin, Indufor North America
- Karena Mahung, Indufor North America
- Laura Eshbach, Landesa
- Marina Garcia Valls, New Forests
- José Santos Caicedo Cabezas, Proceso de Comunidades Negras (PCN)
- Justin Dupre-Harbord, Proforest
- Johan Verburg, Rabobank
- Adrienne Brown, Rainforest Alliance
- Deborah Sanchez, Rights and Resources Group
- Bryson Ogden, Rights and Resources Group
- Tim Derr, Rights and Resources Group
- Claire Mills, Rights and Resources Group
- David Kroeker-Maus, Rights and Resources Group
- Emma Hucce, Rights and Resources Group
- Marthe Tollenaar, SAIL Ventures
- Florent Robert, SIAT
- Mina Beyan, Social Entrepreneurs for Sustainable Development (SESDev)
- Casey Box, The Christensen Fund
- Alli Cruz, The Nature Conservancy
- Ben Bowie, TMP Public

## Main Ideas

### **The Private Sector Landscape for Community Tenure Rights and Livelihoods has Evolved.**

Since the Interlaken Group was founded 10 years ago, the regulatory and corporate environment guiding and defining private sector action on community land tenure, sustainability, and human rights has transformed significantly. Policies to respect the tenure rights of IPs, LCs, and ADPs are now ubiquitous among progressive companies and investors at all levels in commodity supply chains. Development finance organizations have undertaken updates to sustainability policies and investment performance standards, including with respect to land tenure and the rights of Indigenous Peoples and other marginalized groups. Transparency in supply chains and portfolios has also improved, driven by advanced geospatial technology and internal shifts within companies and investors to ensure traceability within supply chains. Furthermore, early efforts to reduce deforestation under the New York Declaration on Forests revealed that securing collective land tenure and engagement with local peoples was key to reducing deforestation in supply chains.

While this progress is promising, challenges persist: Despite an increasing number of resources and tools to implement private sector support for IPs, LCs, and ADPs, implementation is dependent upon balanced, local engagement between companies, investors, and communities – an area where relatively less progress has been made. IPs, LCs, and ADPs have [secured rights to over 100 million hectares](#) of rural land and forests since 2017, including in geographies important for commodity sourcing and land-based investments, yet land tenure related conflict, deforestation, and rural poverty persists. Violence continues against defenders of human rights, land rights, and forests. The growth of carbon markets has also created new demand for forest area, putting IP, LC, and ADP lands at increasing risk and placing greater responsibility on companies and investors to not only verify offsets are legitimate, but also ethically sourced and managed.

Even progressive companies and investors – ones that publicly acknowledge the role of local knowledge to keep forests standing and support the tenure rights of IPs, LCs, and ADPs – have continued to face challenges translating ambitious policies into practice. These policies are increasingly tied to institutional commitments to reduce carbon emissions and contribute to the conservation of biodiversity under the UNFCCC and CBD targets, respectively, as well as to support compliance with new EU regulations and directives on deforestation-free products (EUDR) and human rights and environmental due diligence (CSDDD). To this end, the consumer-packaged goods sector is advancing Forest and/or Nature Positive commitments to leverage supply chains to eliminate deforestation, which includes supporting collective tenure rights and contributing to rural livelihoods in sourcing areas.

Companies and development finance institutions (DFIs) are also exploring options to directly support local peoples through sourcing landscapes or jurisdictions to secure rights, improve local livelihoods, and eliminate deforestation. These private sector efforts mirror the priorities of philanthropic and development communities, which seek to increase the critical contributions of IPs, LCs, and ADPs in achieving the 2030 climate and biodiversity targets. At CoP26 in Glasgow, public and private donors pledged US\$1.7 billion to channel more direct support to IPs, LCs, and ADPs to advance their tenure rights and self-determined strategies to manage and conserve key ecosystems. These efforts evolved in 2023, as pledges were channeled to local organizations through new IP and LC-led regranteeing mechanisms, like [CLARIFI](#). Many of the resulting projects were landscape-level activities to secure rights, manage forests, and improve rural livelihoods – the same outcomes sought by the Forest Positive movement – and overlapped with the footprints and investments of major brands and investors, many linked to the Interlaken Group. Additionally, some projects are targeting the same landscapes and stakeholder groups as these Forest Positive commitments, representing new opportunities for private-donor-community collaborations and co-financing to support local tenure rights, conservation, and livelihoods.

IPs, LCs, and ADPs are also demanding more rights-based economic opportunities, and in some cases, are interested in partnerships or direct engagement with companies and investors. However, the network connections, platforms, and mechanisms needed to advance collaboration between these stakeholder groups are still lacking. Furthermore, some communities face a challenging enabling environment at the national and subnational level to realize and leverage secure tenure rights to drive local, self-determined economic development (e.g., restrictive laws and policies, lack of political will, access to finance and technical support, etc.).

In addition to the discussion on the state of play, outlined above, participants highlighted the following trends in private sector support for IP, LC, and ADP tenure:

- Beyond "Do No Harm" towards "Positive Impact": Progressive companies have shifted focus beyond reducing negative effects to fostering positive impact, which has catalyzed greater commitment to community land rights given its interconnectedness with climate, conservation, and livelihoods outcomes. The same is true for some investors, as interest has shifted from development or blended finance toward impact finance – which is an opportunity to mobilize new funding for collective tenure rights. This shift to impact investment largely reflects the strengthening and mainstreaming of the business case for banks and corporates (“...these are not charitable endeavors”), which is still rooted in a risk-driven approach as opposed to an impact-driven one. The trend may accelerate the more securing community tenure rights and local livelihoods can be linked with business outcomes (e.g., reputational, operational, financial risks and benefits).
- The Role and Implications of the Business Case: Participants noted the business case for respecting community tenure rights is more developed for some sectors (e.g. agriculture, forestry) and less developed or socialized in others (e.g., renewable energy, mining, oil, and gas) yet these sectors are also increasingly important in the context of climate change and biodiversity. Where the business case is well developed, the issue of community land tenure is moving out of ESG departments and into the broader business portfolio. This means that operational departments are engaging on the issue - rather than issue experts (i.e. sustainability, human rights, land, etc.) - translating to a greater need for education among the general business audiences. Furthermore, as companies and investors enlist service providers or NGOs to consult on due diligence and monitoring practices, more are encouraging in-person procedures that thoroughly engage and work with communities. Yet, without top management support, the resources or will to effectively put the perfect solution into practice tend to fall short. In these cases, companies and investors may be resorting to a risk-based approach (instead of impact-based), favoring the most cost-effective or implementable solution, though supplemental philanthropic or public funding may reduce these costs and risks.
- Measuring and Communicating the Impacts of Securing Community Land Tenure: While some companies and investors are strictly beholden to the business case, others in the Forest Positive movement have investments with explicit livelihoods targets, where both business and local impacts are factored in ROI measurements. The challenge for these firms is measuring the additionality of these efforts, which is needed to attribute impact and demonstrate success. There are also unbalanced incentive structures for monitoring and reporting supply chain impacts, which can exclude key stakeholders and indicators. For instance, smallholder producers informally contributing to supply chains may not have legal recognition under the national legislation, resulting in their exclusion from impact metrics. Also, due to the risk-based approach used by many investors (and reinforced by new certification frameworks and EU legislation) impact numbers focus on the total number of beneficiaries and prioritize certain types of impact (e.g., climate, gender). Community tenure rights do not receive the same recognition and land rights indicators and beneficiaries often aren’t disaggregated in reporting and disappear in the impact numbers.

There is interest in directly resourcing communities to lead and monitor their self-determined development initiatives at the landscape-level, where environmental, social, and economic impacts can be measured long-term and attributed by the community itself. Such community-led efforts could elevate land tenure in corporate impact agendas, yet finding and accessing direct financing mechanisms linked with IPs, LCs, and ADPs in the same landscapes may be challenging. Participants noted that it is critical for companies and investors to share lessons learned and successful approaches with others to help mainstream emerging good practice to measure and monitor the impacts of securing community tenure and to demystify perceived obstacles.

- **Bureaucratic and Geographic Distance between Policy and Implementation:** Participants recognized the impracticality of downstream actors forming direct relationships with all clients, suppliers, and communities in their supply chains – which for some companies may be in the thousands. However, to realize local rights and livelihoods ambitions, working relationships between companies and local peoples are key to closing the gaps between sustainability policies/commitments and the lived realities of rightsholders in sourcing areas. Participants noted the need for balanced spaces at global and national levels for companies, investors, communities, and governments to come together to build these network connections, potentially utilizing community monitoring as a bridge. Ultimately, community tenure policies will likely only exist on paper unless there is the will and support from top management to reorient the corporate culture and internal activity systems to ensure these policies come alive in practice to achieve genuine impact.

## **Community Models can Bridge the Distance between Global Policies and Local Implementation.**

IP, LC, and ADP leaders (including women and youth) from Latin America, Africa, and Asia participated in the meeting, and helped bring an undeniable level of urgency to this agenda and ground the Interlaken Group’s work in the lived realities of frontline communities. Leaders from rightsholder movements expounded on the challenges with the “distance” between companies, investors, and communities (and thus, policy and practice), particularly as it relates to free, prior, and informed consent (FPIC). Leaders highlighted existing solutions to help bridge this gap, like community monitoring. Partnerships between companies, investors, and local communities will vary by community and should be aligned with the local community’s vision for the future. Rightsholder leaders recalled for participants that local peoples continue to struggle with historical land injustices, violence, exclusion, and exploitation from the corporate and investment community, resulting in warranted skepticism of private-community partnerships. Specifically, participants discussed the following:

- **Distance in Implementation:** Most progressive firms have policies in place to protect communities, but they may not be adequately resourced, enforced, or implemented. For instance, issues stem from policies implemented via desk-based due diligence or company self-reporting, which tend to prioritize audit needs over community needs. FPIC cannot just be paperwork, but the power of companies and investors to deliver on commitments is frequently overestimated, so there should be localized accountability solutions as well.

Many communities have established governance structures, protocols, and assemblies for working with companies/investors. If a company wants to partner/negotiate with a community, they must acknowledge and follow existing community protocols, and may need to partner with civil society to engage with the designated local representatives.

- **Community Monitoring as a “Bridge”:** The growing CM movement represents a strategic opportunity to connect locally sourced data with company reporting frameworks, due diligence and compliance efforts, and livelihoods initiatives. For instance, CM arrangements (like those supported by Interlaken Group participants in Liberia and Indonesia) have helped communities raise issues of FPIC, land conflicts, food security, and livelihoods to government and downstream companies – but also have potential to inform livelihoods initiatives, verify local impacts and additionality, validate due diligence and EUDR compliance, and foster responsive FPIC relationships.

- For more information on community monitoring, please refer the Interlaken Group’s [Resource Hub](#) and [Sep 15 Meeting Materials](#) folder, which includes the CM presentations from SESDev (Liberia) and AsM Law Office (Indonesia).
- **Risks to Private-Community Partnerships:** Not all communities will be interested or prepared for a partnership with companies – there are real concerns stemming from historical injustices, violence, the commercialization of resources, exploitation due to information asymmetry, and a regulatory environment often made to serve companies over communities. Rights-based negotiations and partnerships are a critical component of the right to FPIC, as it enables open and accessible communication where consent can be given and withdrawn in a proactive/responsive manner. Where mutually agreed partnerships are formed, FPIC can be better expressed as an ongoing relationship as opposed to a one-time transaction, which can hold companies and investors accountable to respecting FPIC as a dynamic negotiation in which consent is continuously earned. Private-community partnerships are a relatively recent phenomenon with few successful case studies to point to, yet the pathway is laid out via community structures, bylaws, life plans, land use plans, and other established mechanisms for companies and investors to responsibly engage with communities.

## **Pathways to Scale Private Sector Support for Community Land Rights and Livelihoods have Emerged.**

Private sector and community leaders came together to outline the enabling conditions and promising pathways to forming rights-based private-community partnerships to implement sustainability policies, secure local rights, and keep forests standing. Participants highlighted the importance of transparency, multi-stakeholder dialogues and partnerships, and direct financing mechanisms. Specifically, participants discussed the following:

- **Traceability & Transparency:** To effectively negotiate and advocate for themselves, communities need access to the same information as companies and investors, and traders/providers can be key partners to bridging this gap.
- **Multi-Stakeholder Dialogues:** A proven and scalable solution has been creating intentional spaces for private, public, civil society, and community stakeholders to share, negotiate, and co-design solutions together. Platforms - like those catalyzed by the Interlaken Group - enable a balanced, joint discussion on win-win scenarios across the value chain and can identify the investments and partnerships needed to enable impact.

Participants with experience supporting local multi stakeholder dialogues reminded the group that discussions on land ownership, due diligence, profit distribution, benefit sharing, etc., eventually come back to the relationship between government, communities, and the private sector. In some cases, engaging the government may curb open dialogue due to fear of retaliation, or prove ineffective without sufficient political will or capacity. Yet, in others, it may open new pathways for more sustainable and accountable agreements, with the advantage of working within existing legal/governance structures to scale and enforce solutions. Companies and investors can leverage their influence to bring policymakers and government officials in dialogue with communities, but also to set a higher standard when it comes to the inclusion of IPs, LCs, and ADPs in negotiations and policymaking.

- Supporting Local Livelihoods and Self-Determination: With emerging opportunities to engage with the private sector and access direct finance, community-generated proposals for landscape-level planning and support can help center FPIC and the right to self-determination – as well as local knowledge, culture, and traditions – in negotiations with companies and investors. Specifically, locally led land-use plans can help communities document their vision for the territory, as well as serve as the basis for private-community negotiations.
- Blended/Direct Funding Mechanisms: Rights-based private-community partnerships require investment, not just for local capacity building but also to reform company/investor systems. Furthermore, long-term sustainability and land rights initiatives require sustainable and reliable long-term funding. A significant barrier is connecting companies and investors with mechanisms that have the prerequisite trust and relationships/networks to channel resources directly to communities. These mechanisms can also help measure the ROI or additionality of an investment, which could be de-risked or buttressed with public/blended finance.

Different forms of public and private funding are being invested in sourcing and investment areas to secure rights, improve local livelihoods, and keep tropical forests and key ecosystems intact, but these vehicles are not yet coordinated. For instance, Forest Positive investments, DFI grants, public and private philanthropy under the CoP26 Forest Tenure pledge, and IP, LC, & ADP-led funding mechanisms (e.g., [CLARIFI](#)) have intersecting priorities in sourcing landscapes key for climate, conservation, land rights, and livelihoods. Participants noted the need to develop a vision and roadmap to help align the various funding efforts in the territories of IPs, LCs, and ADPs.

While there are many examples where companies and investors are supporting rights recognition in practice, this comes at a cost. Participants cited cases of companies scaling back or disengaging in these initiatives due to cost. It takes resources for companies, investors, and government to participate in discussions and negotiations, so cost can be a barrier to multi-stakeholder dialogues.

Participants noted that investments to build local capacity among community-based organizations – for example, supporting the attainment of 501(3)c equivalency – often begets more funding and other non-monetary opportunities for communities.

## Key Takeaways

Based on the trends, challenges, and opportunities raised by participants during the meeting, the following areas of engagement emerged as priorities for the Interlaken Group as it positions itself to lead in the next decade of private sector action for collective land rights and livelihoods.

### 1) Multi-Stakeholder Partnerships are a Critical Pathway

Multi-stakeholder partnerships are critical for implementing company and investor commitments to respect community tenure rights and livelihoods, and there is increasing opportunity for collaboration with the emergence of EU regulations (to support compliance), landscape-level initiatives, and grassroots mechanisms like community monitoring. Intentional forums for dialogue are needed to bridge upstream and downstream companies and investors with communities on the ground to overcome issues of distance and capacity to ensure policy is translating to practice. Creating safe and inclusive spaces (e.g., for women, youth, at-risk groups) for balanced and transparent negotiations requires thorough coordination, and civil society partners can help facilitate and mediate these relationships.

For instance, Interlaken Group participants – such as leaders from major brands, investors, and private sector organizations, as well as industry associations, like the Consumer Goods Forum and Palm Oil Collaborative Group – are leading the development and implementation of Forest Positive commitments to eliminate deforestation, contribute to rural livelihoods, and comply with demand-side regulations in their supply chains and investments. Some of these companies have developed [Action Plans for IP and LC land tenure](#) to guide the implementation of their commitments, which include piloting new strategies (like community monitoring) as well as exploring direct co-funding arrangements. These actions provide new opportunities for collaboration with rightsholders and their representative organizations.

### 2) Community Monitoring can Catalyze Collaboration

Community monitoring can bridge the distance between global actors and local realities, providing an entry point for multi-stakeholder dialogues, collaboration, and solutions. Results from community supply chain monitoring initiatives in Liberia and Indonesia reveal the potential for new partnership opportunities between rightsholders, the private sector, and country governments to implement rights-based approaches in support of Forest Positive corporate policies, demand-side regulation, national economic development agendas, and the self-determined livelihoods and visions of communities. Community monitoring can also support the development and management of IP, LC, and ADP life and land use plans, as well as be integrated with local structures and protocols to reinforce community-led models of engagement.

### 3) Mobilizing and Linking Direct Funding Efforts

The donor funding pledged at CoP26, the landscape funding being advanced by major brands, and the additional commitments anticipated to achieve 2030 climate and biodiversity targets will ultimately be implemented in community areas that overlap the footprints and investments of major brands and investors, many linked to the Interlaken Group. These overlaps represent co-funding opportunities for companies, investors, and donors to partner directly with IPs, LCs, and ADPs (where there is demand and consent from local groups) to secure community tenure rights, implement sustainability commitments, and support local management and conservation of rural landscapes.

## Next Steps

### #1: Hold Strategic Planning Retreat in 2024

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At the global level, the Interlaken Group will organize a strategic workshop, hosted in Europe, to celebrate a decade of collective action, reflect on shifts in the corporate landscape to support collective tenure, and position the network to lead in the next decade of private sector action. The retreat will be professionally facilitated, supported by a formal assessment of the Interlaken Group's 10 years of operations, and will refresh the Group's strategy, composition, governance, and priorities in 2024 and beyond. The recommendations and points raised during the 2023 meeting in New York will serve as an input to the retreat.

### #2: Expand and Scale National Level Support for Community Monitoring.

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The Interlaken Group will continue facilitating strategic networking and community monitoring in key countries to mainstream rights-based approaches and advance the tenure reform agenda in key countries, landscapes, investments, supply chains, and sectors. Specific engagements include:

- In Liberia and Indonesia, the Group will support ongoing CM efforts to influence national investment policy and expand into major sourcing landscapes, respectively.
- In Latin America, a community monitoring exchange, hosted by ADP leaders in Ecuador and Colombia, will be organized next year to introduce CM to communities and local civil society, as well as identify pilot opportunities.
- In the DRC, the Interlaken Group's [Principles of Community Monitoring](#) will be socialized via multi-stakeholder engagements with civil society and forestry, agriculture, and mining companies.
- In Kenya, Interlaken Group participants will support the Community Land Action Now network to host an investment forum with the development finance and impact investment community investing in recognized community lands.

### #3: Mobilize Sources of Direct Funding for IPs, LCs, and ADPs

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The Interlaken Group will seek to link the Forest Positive and sustainability commitments of progressive companies and investors with public and private donor pledges and community-led regrating vehicles to directly support IPs, LCs, and ADPs to manage and conserve forests and rural landscapes. This strategy will yield new field level opportunities and funding for public-private-community partnerships to advance 2030 climate and conservation targets.



# INTERLAKEN GROUP

*Coordinated by the  
Rights and Resources Group*



The Interlaken Group is an informal network of leaders from influential companies, investors, development finance institutions, civil society organizations, and other stakeholders. At the global level, participants collaborate to explore tenure related challenges, identify actionable solutions, share experience, and demonstrate leadership. At the country level, participants leverage their networks to support dialogues between producer and portfolio companies, local civil society, communities, and developing country governments to jointly identify shared land tenure challenges and collaborate to develop solutions.