

## RRI Global Programs: 2011 Workplan Summary

### Global Programs Overview

The Global Programs Workplan for 2011 was developed by RRG in collaboration with Partners and Collaborators. The second **Global Programs Meeting** was convened in Washington DC in November 2010. During that meeting Partners and Collaborators discussed and deliberated upon the strategies, workplans, activities and points of collaboration for 2011.

**The work plan is presented by theme and program in the following order:**

1. Tenure Analysis
2. Rights and Climate
3. Realizing Rights
4. Alternative Tenure and Enterprise Models (ATEMs)
5. Networking support program
6. Communications and Outreach
7. Coalition Coordination

### **Global Programs Budget by Theme/Program**

Theme/Program	2011 budget
Tenure Analysis	95,000
Rights and Climate	430,000
Realizing Rights	115,000
ATEMS	90,000
Networking Support	295,000
Communications and Outreach	217,000
Coalition Coordination	359,000
<b>TOTAL</b>	<b>1,601,000</b>

### Planning Teams

#### **Global Programs Planning Meeting:**

3-5 November 2010  
Washington DC, USA

## 2.1 Global Planning Team

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## **Tenure Analysis**

*Priority objective for 2011: Ramp up investment in forest tenure data analysis, expanding breadth and depth of coverage to include poverty, and analysis of the dimensions of forest tenure rights (“depth of rights”)*

RRI’s core business is to provide expertise on and analysis of evolutions in forest tenure and methods to advance pro-poor tenure and economic policy reforms. Keeping the pulse of advances and set-backs in tenure reform is therefore an essential element in achieving RRI’s mission. The collection, analysis and maintenance of data on forest tenure and policy is a core responsibility of RRG. The Tenure Analysis theme has focused on developing systems and methodologies to track and report the evolutions in forest tenure from quantitative and qualitative perspectives and to report on global progress on RRI targets.

In 2011, RRI will increase investment in the Tenure Analysis theme by conducting methodological training to RRI Partners and Collaborators on collecting, analyzing and categorizing tenure data. This will permit more active updating and fact-checking of RRI central tenure database, which will be made more interactive and added to RRI’s website. By disseminating the RRI methodology to a wider range of analysts and researchers, RRI can stay more up to date, increase awareness of the need to monitor tenure progress, and promote pro-poor tenure monitoring.

In addition to monitoring the extent of community forest tenure, RRI made significant strides in 2010 developing a methodology to measure the “deepening of rights” from a quantitative perspective. The work examined the bundle of statutory rights (rights to access, withdraw, manage, exclude and alienate lands) associated with community tenure in 15 countries. This work provides the methodological basis for increased efforts to develop a period review of the “depth” of community forest tenure rights globally. RRI will expand this area of work in 2011 by examining at least 15 other forested countries, which will enable the Coalition to make more informed and nuanced claims and advocacy strategies at the global and national levels regarding the status of legal rights and their (non)implementation.

Since RRI was established during the time of the Millennium Development Goals, it was assumed that new global efforts would have been made to track poverty in greater detail and that RRI could capture this data. Unfortunately, better global poverty data is not available. In 2011, RRI will begin to collect and review global poverty data specifically analyzing the impacts of tenure reform on poverty.

**2011 Tenure Analysis workplan and budget**

Activity Type	Detail	Partners and Collaborators	Budget	Timeline	Priority
<p><b>Systematize tenure tracking and encourage P&amp;C involvement in process</b></p>	<p>Create platform on RRI Intranet for P&amp;C to share information and collaborate on improving data on forest tenure.</p>	<p>P&amp;C, Ben Dappen</p>	<p>3,000</p>	<p>Feb</p>	<p>2</p>
	<p>Tenure tracking methodology workshop with P&amp;C</p>	<p>RECOFTC, ICRAF, CIFOR, WmS</p>	<p>30,000</p>	<p>March</p>	
	<p>Expand work on tracking “deepening” of rights: which specific rights &amp; how secure?</p>	<p>Consultant(s)</p>	<p>30,000</p>	<p>ongoing</p>	
<p><b>Develop data sets for new research areas</b></p>	<p>Develop initial work on tracking poverty– lit. review, scoping, expert meeting</p>	<p>IC, RECOFTC, CIFOR, WB,</p>	<p>0</p>	<p>Sept</p>	<p>30,000</p>
	<p>In collaboration with regional programs, develop methodology for RRI-funded research into large-scale acquisitions of arable land in Latin America and India.</p>	<p>Regional programs</p>	<p>2,000</p>	<p>Depends on timing of regional activities</p>	

Tenure Analysis

Disseminate up-to-date information on forest tenure	Briefs (our take on FRA numbers, deepening rights findings, one for MegaFlorestais, &c.)	Consultant(s)	20,000	Apr, July, Oct	<input type="checkbox"/>
	Update and maintain data sets and graphics, providing inputs for coalition, website, reports, meetings.		staff time only	ongoing	<input type="checkbox"/>
Staff travel			10,000	ongoing	
<b>Tenure Analysis total</b>			<b>95,000</b>		

## **Rights and Climate**

*Priority objective for 2011: Shape emerging structure for adaptation and mitigation and their agendas to prioritize tenure reforms and address poverty, resilience, communities, restoration, and reformed conservation.*

The Rights and Climate Strategic Theme was identified during the January 2008 board meeting as a priority for RRI engagement with the objective to “ensure rights and tenure issues are prominent in the global discussions on forests and climate change”. It is now clear that the global negotiation on forests and climate and the design of REDD+ strategies consider rights and tenure issues fundamental to achieving forest-climate goals. Despite this success, it is clear that perfunctory attention to tenure and rights will not be sufficient, especially if attention is focused on carbon tenure. This is all the more urgent as REDD activities are underway in a host of countries, with more money being offered up to support readiness.

Attention to climate change adaptation has increased lately, but the main focus of forest-climate talks has been on the forest and mitigation links. In November 2010, RRI organized a small think-session on transforming the REDD agenda to a REDD+Green agenda that focuses more attention on poverty, resiliency, adaptation and human rights in the development of REDD+ programs, recognizing the “adaptation through mitigation” characteristics of enhancing forest carbon sequestration capacities. In 2011, RRI will work to influence the multilateral and bilateral climate funds, and national actions, to go beyond carbon in their considerations for forest-climate program design and implementation. For RRI, this will mean devoting more attention to the issues of adaptation, climate resiliency, and agriculture alongside continued work on REDD+. In 2010, RRI has already begun working on the links between agriculture and REDD+ in collaboration with EcoAgriculture Partners.

Building on the success of the Rights and Climate theme to date, RRI will expand the scope of its analysis to the REDD+Green agenda, but continue to use the tools it has developed to influence donors and government action:

1. **Dialogues:** Facilitating better informed dialogue on the role of rights, tenure and governance in achieving forest-climate goals;
2. **Analysis and operational guidance:** Providing analysis and frameworks for action to ensure rights, tenure and governance ;
3. **Networks and Platforms:** Opening spaces for influence in international REDD discussions.
4. **Global engagement and outreach:** Engaging with decision-makers, negotiators and civil society to ensure that rights, tenure and governance become an integral part of the international forest-climate debate.

RRI's Global and Regional Dialogues on Forests, Governance and Climate Change have secured a brand and reputation as a regular meeting place for thinkers, decision-makers and practitioners working on forests and climate change. In 2011, 3 Global Dialogues are planned to 1) analyze the outcomes of Cancun in early 2011; 2) advance and contribute to global thinking on adaptation, mitigation, agriculture, forests and climate change, and; 3) examine state of public forest financing before COP17 in Durban. These Dialogues will be bolstered by new analyses on, among others, "tenure as the low hanging fruit" in the climate debate, operationalization of safeguards, and the new REDD+Green area of work.

In 2011, RRI will continue to support the Independent Advisory Group on Forests, Rights and Climate Change to the UN-REDD program and ramp up its engagement by conducting independent audits/evaluations of climate funds and engaging high-level thinkers in the IAG's space during UNREDD policy board meetings.

**2011 Rights and Climate Workplan and Budget indicating Partners and Collaborators**

Activity Type	Detail	Partners and Collaborators	Budget	Timeline	Priority	
Rights and Climate	Cancun Post-Mortem (including sessions on ARRDL, Safeguards). London.	FPP, TEBTEBBA, FT	80,000	8-Feb	2	
	Forests and Agriculture (REDD+Green, Vulnerability, Poverty, Adaptation)	EcoAg, FT	40,000	May (flexible)		
	Forest Financing. London ETFAG or House of Commons	FT	40,000	October (around ETFAG)		
	Forest Trends network tracking public forest funding	FT and others	30,000		30,000	
	REDD+Green Analyses	IFRI	50,000		20,000	
	Strategic Analyses	- Vulnerability				
		- Adaptation				
		- Operationalizing REDD+				
	Tenure as the low hanging fruit: contributions from communities to mitigation and adaptation with #s		30,000			
	Benefit sharing at the local level. Lessons on how to do it, national level systems. Looking outside the sector.		30000			



	Safeguards, operationalization of FPIC	WRI, CIEL		20,000
<b>Technical support</b>	2 technical support missions on tenure and climate	consultants	50,000	50,000
<b>Independent Advisory Group</b>	<ul style="list-style-type: none"> <li>• Audits/evaluation of climate funds, etc.</li> <li>• Governance meetings</li> <li>• UNREDD Policy Board participation</li> </ul>	RECOFTC, FPP, CR, IC, FERN,	50,000	20000
<b>Travel costs</b>			30,000	
<b>Rights and Climate Total</b>			<b>430,000</b>	

## **Realizing Rights**

*Priority objective for 2011: Lay the groundwork for a strategy to facilitate rethinking and renewal of conservation. Mobilize global learning processes on the use of strategic instruments for advancing tenure claims and defense of community land and resource rights.*

The theme of Realizing Rights focuses on the recognition of the critical issues faced during the implementation of tenure claims, to gain tenure security and deepen the associated rights for community benefit. It fosters critical learning, garners and promotes best practices to improve the implementation and outcomes of a rights-based approach to tenure reform. Global negotiations on forests and climate and the design of REDD+ strategies have begun to recognize the importance of rights and tenure of local actors as a fundamental component for achieving forest-climate goals, while at the same time stimulating the expansion of conservation areas and international forest-carbon markets. Forest-based communities and their organizations, already facing threats to their land and resource rights from extractive industry and the expansion of biofuels, among other pressures, must now contend with these new developments.

In RRI's Global Planning meetings in 2009, two critical issues were identified to be addressed, and these were confirmed in 2010. Both issues are areas in which partners have been previously engaged.

The first, originally named 'Re-Imagining Conservation,' called for a high-level dialogue to address the key components of what could be an alternative vision and practice of a more human-centered biodiversity conservation. During 2010, RRI hired a consultant to describe and analyze the recent trends in the conservation institutions' practice and strategies in the context of climate change negotiations, to discern the conditions for this dialogue and develop initial inputs for developing an RRI strategy. The results highlighted the threats from the ongoing and proposed expansion of uncritical conservation practice as one of the most prevalent challenges to forest communities, now to be ramped up as a result of REDD+ related funding. Given the dimensions and strength of the organizational players, their global relations with donors, including private sector interests, and their goals to expand conservation areas by nearly 70% over the next decade, it was decided that RRI needs to develop a more robust strategy to trigger a paradigm shift in the practice of Conservation that is community driven, respects human rights, and conserves biodiversity for human welfare. In 2011, RRI will lay the groundwork for this strategy:

1. Organizing an RRI working group, drawing on the expertise within the coalition (Partners, Collaborators, Fellows, and Board Members) to design the goals and strategy for the next two year.
2. As initial steps, during 2011 consider the promotion of an independent international accountability mechanism for conservation practice, possibly in

relation to the recent human rights initiative under development by the conservation organizations themselves. The group will also assess Partner efforts in this direction and design a process for promoting willingness among those concerned about the conservation community to establish this accountability mechanism and other possible efforts over next 2 years, in time for the Rio Plus 20 meetings in 2012.

3. Commission consultants to analyze past experience, lessons-learned, best practice, and potential institutional options for housing and staffing an accountability mechanism.
4. Hold meetings to discuss the above results, interview key actors, and determine the appropriate audience targeted to influence, as well as foster the involvement of potential allies –beyond the coalition- in conducting its work.

The second issue responds to the increasing pressure on forest lands and the need for improved tools to facilitate tenure claims and security. Social Mapping (or Participatory Community Mapping) of land, land and resource use and rights was deemed one of the key instruments most relevant for RRI's ongoing work, and where cross regional learning could be advantageous. Despite the widespread use of social mapping, little or no learning for improvement has been undertaken, while the practice is expanding, and could even more with REDD+ projects and programs. Given the differences in practice in each region, a process of international reflection and learning needed to be grounded in one region and 'travel' to the next, promoting a horizontal learning process *within and between* regions. With Latin America's longer and broader history of practice, the first stage of the learning effort was planned to start there for 2011. During 2010, RRG contracted the Institute of Latin American Studies (Llilas) of the University of Texas, Austin, to organize this effort; a review of the relevant literature (including key grey literature pieces and scoping of key players in the field) was conducted and the different communities of practice relevant to tenure issues were identified. In 2011, the following activities are programmed:

1. Conduct a critical review of the impact of Social Mapping across the region, through commissioned papers and presentations from 'mappers' and community leaders to garner the lessons learned in Latin America.
2. Papers produced putting both past practice and the future of Social Mapping in the larger context affecting forests, tenure, and forest peoples by selected analysts from the region.
3. Carry out the first Seminar in a series: Mapping the Global Forest: Social Cartography and the Globalization of Forest Tenure & Resource Management, first Latin America, with special invitees from Africa and Asia.
4. Publications: a short synthesis will be prepared on the basis of the papers presented at the Seminar by RRG and longer ones by the Institute of Latin American Studies.
5. RRG, RRI partners and Llilas will design a strategy for targeting who they will try to influence in the LA region, among them the Inter-American Development

Bank, Google and other large organizations offering mapping services to governments and communities.

Social Mapping meeting in Africa: African participants will use the learning from the LA reflection and craft the most appropriate forum for cross/regional learning in Africa.

**2011 Realizing Rights Workplan and Budget indicating Partners and Collaborators**

Activity Type	Detail	Partners and Collaborators	Budget	Timeline	Priority 2
<p><b>Re-imagining Conservation: Human rights, communities and Conservation</b></p>	<p>Organize RRI working group to scope opportunity and design process to launch a process for encouraging expansion of rights-based conservation, and for promoting an independent accountability mechanism for conservation practice over next 2 years. 3 meetings, 2-3 consultants, networking allies to expand actors involved, etc.</p>	<p>FPP ACICAFOC Tebtebba IUCN PRISMA Fecofun Follows: Janis Alcorn, Sally Collins, Possible Board members: Murombedzi, others</p>	<p>20,000</p>		<p>20,000</p>
<p><b>Mapping</b></p>	<p>1st Seminar “ State of the Practice” in Latin America (w participants from Africa, Asia)</p>		<p>80,000</p>	<p>2011</p>	<p>5000</p>
	<p>Short publication of findings w web links for illustrations</p>		<p>5,000</p>	<p>2011</p>	
<p><b>Travel costs</b></p>	<p>Small Design workshop (w/ participants) to start reflection process in Africa.</p>		<p>0</p>	<p>2011</p>	<p>30,000</p>
<p><b>Realizing Rights Total</b></p>			<p>10,000</p>		
			<p>115,000</p>		

## **Alternative Tenure and Enterprise Models (ATEMs)**

*Priority Outcome for 2011: Build evidence of the transition towards a more SMFE based economy and lucrative domestic markets particularly for Africa mobilizing country and global expertise on making this transition with engagement of community-based and women's enterprises).*

The ATEMs initiative is the only area of work in RRI that focuses specifically on our poverty alleviation goal—recognizing that tenure reform alone is not sufficient to bring about change, understanding and support for smallholder and community based forest enterprises and a more small and medium enterprise dominated forest economy. Unfortunately, forest policy and development have been driven in most developing, forested countries by the predominant assumption that conventional large-scale industries are the key to a vibrant and growing forest economy and that export-oriented business is preferable to domestic oriented business. Yes, these conventional models have in general led to forest degradation, corruption and illegal logging and trade, and created few opportunities for women, traditional including mobile peoples, and other minorities.

Over the past year, RRI has created a core team for delivery of this priority outcome, and is preparing a collaborative proposal focused primarily in Africa, but providing strategic knowledge to all three regions of engagement. The proposal supports three objectives: 1) to better understand the existing scenarios for more productive and just tropical industrial development, particularly in Africa, and the recommended steps to encourage a transition towards those promising tenure and enterprise models; 2) increasing the capacity of forest sector analysts, primarily in Africa, via strong research and collaboration with global experts; and 3) directly engage in a limited number of regions to help build a common vision, among key government, civil society and private-sector players, for a path forward towards transforming the forest industry. Alternative tenure and enterprise models (ATEMs) will be explored for their potential to bring benefits to local communities and local economies from a more diverse set of activities (timber, NTFPs, and non-traditional products and services including ecotourism, agroforestry, REDD+, etc).

A core analytical team comprised of Forest Trends and the University of British Columbia will guide work with a range of global and regional/country Partners and Collaborators.

The activities in 2011 contribute to the first phase of a multi-year program to:

1. take stock of existing forest sector markets and enterprises – those based almost exclusively on industrial-scale models and those that are either transitioning or have already transitioned into a more robust and resilient set of actors.

2. assess how effectively alternatives to the a predominance of industrial-scale harvesting address economic development, poverty reduction, and social well-being in Africa and Asia;
3. organize study visits by African enterprise leaders to developed country and other African enterprise and market examples with workshops on their return to share findings with other enterprise leaders and forest agencies/policy makers;
4. provide recommendations on how to release constraints on enterprise development in the forest sector -- whether it be obstacles to community forest or smallholder enterprises<sup>1</sup>, rethinking regulatory frameworks and culturally-sensitive forms of support, increasing access to local and regional markets, or overcoming weak infrastructure or inadequate risk management; and
5. co-organize a series of meetings with ITTO members and ITTO in Africa at national and regional levels to engage a diverse range of private sector, government officials, researchers, investors, donors, community and smallholder enterprise leaders, and support NGOs to share findings and deliberate ways forward.

In 2011, RRI funding will complement funds raised by the core team in parallel to host a meeting of the core team in February, prepare a full proposal that can be discussed in a reference group meeting later in the first half of the year, provide strategic knowledge to enrich country and regional work on ATEMs including in the 2011 program, and enrich horizontal exchanges on enterprise development and regulatory frameworks planned with government change agents and with community forest enterprises.

In addition to the core and reference team and the secretariat of ITTO, the project will draw on the expertise of two expert advisors on the global forest industry, Don Roberts, CIBC, and Sten Nilsson, IIASA.

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<sup>1</sup> Policies, programs to help overcome issues of scale, etc.

## 2011 ATEMS (Alternative Tenure and Enterprise Models) Workplan and Budget indicating Partners and Collaborators

Activity Type	Detail	Partners and Collaborators	Budget	Timeline	Priority	
ATEMS	Studies	RECOFTC, IC	30,000	From 2010	2	
		RRG	0			
		FT, UBC, RRI, IFRI, RECOFTC, FECOFUN, IC, Caft, ICRAF,	20,000	Meeting February		
	Convenings	Alternatives industrial scenario development	Core Team		March-Nov	100000
		Shifting cultivation – REDD and Climate				
		Identify best practices/ guidelines for macro-frameworks for SMIFEs and CBFM Creating ATEMS reference groups in Tier 1 and 2 countries	Core Team Research/Ambass. Mano river, GACF Asia, Amazon,	regional		100000
	Reference team meeting* is this 2010\$	Core Team	20,000	Feb-10		
	RRI-ITTO Indonesia Conference				100000	



	Workshop to discuss recommendations]		2011 /2012	90000
<b>Civil Society Advisory Group to ITTO</b>	CSAG-ITTO reporting in ITTC and 2 community opinion/TP training workshops in Africa	CSAG, GACF	Workshops; December	35000
<b>Exchanges</b>	Study Tours communities EU, Mex, other	SDI, GA, CR, RNN		50000
<b>Staff travel</b>	Regulation/Policy maker sharing exchanges	TBD		40000
<b>ATEMS total</b>			<b>10,000</b>	<b>90,000</b>

## **Networking Support**

*Priority outcome for 2011: Support strategically relevant networks strengthen their ability to promote tenure reforms and influence global and regional initiatives.*

Recognizing that strong and informed constituencies and networks for reform are needed for positive change in policies and their implementation, this program continues to support a strategic set of global and cross-regional activities for fostering adaptive learning, sharing and advocacy among networks and network members, and collective strategizing to increase impact and efficiency.

### **MegaFlorestais**

Complementing these global policy spaces, networking support complements regional networking supported by RRI with learning from global networks and opportunities for horizontal learning for government change agents, community leaders, supporting NGOs and research networks. Engagement in the global strategic themes defines the kinds of strategic horizontal learning opportunities in and between regions.

RRI supports four global networks, each serving a different niche: (a) MegaFlorestais, an informal network of the largest, forested countries' forest agency leaders, co-organizing their annual meetings, ensuring that members are aware of and participate in key RRI events related to their respective reform interests, and complementing the network with training of next-generation forest agency leaders (hosted by USFS at Grey Towers in USA); (b) ITTO-CSAG, the civil society advisory group to the ITTO Council, bringing community voices to Council deliberations on implementation of the ITTO Agreement and promoting direct financing of gendered forest tenure and community enterprise reforms; (c) IAG-Climate Change and Rights, an informal alliance of civil society organizations promoting forest tenure, governance and rights in the mitigation and adaptation of climate change, creating a neutral space for multi-stakeholder dialogue to enrich formal decision-making processes and (d) GACF, the global alliance of forest communities, specifically funding members' strategic participation and voice in global events to promote reforms and knowledge exchange for community-based forest enterprise and forest management.

**Strategy and approach for 2011:** RRI has identified MegaFlorestais, the ITTO-CSAG, and IAG-Climate Change and Rights as key international networks for continued support in 2011. In the case of MegaFlorestais, leaders have agreed to meet in Indonesia, hosted by that government in October. A training of next-generation leaders, inviting agency representatives who have not participated earlier, is scheduled for April. The Montana state forest service has offered to host a learning exchange on alternatives to conventional forest regulations, Best Management Practices, for Indonesian and West African foresters. Partners and collaborators have identified a number of strategic international and regional events where community voices need to be heard and GACF

members and others could be invited to present their perspectives: including UNFF, ITTO, COMIFAC, Africa Land Policy Initiative, COP 17, and key Rio+ 20 preparatory sessions.

MegaFlorestais involves a number of RRI collaborators as resource persons, including CIBC, IIASA, RRI fellows, USFS, and RECOFTC. ITTO-CSAG involves Africa and Asia collaborators as well as FPCD, GACF, and RECOFTC. The IAG-Climate involves FPP, CR, WRI, FERN, and RECOFTC. Partners and collaborators engaged in the global strategic themes in the various teams and reference groups are also involved in identifying convenings and horizontal learning.

## 4.3 Networking Support Program budget indicating Partners and Collaborators

Activity Type	Detail	Partners and Collaborators	Budget	Timeline	Priority
<b>NETWORKING SUPPORT</b>					
<b>MegaFlorestais, Public Forest Agencies</b>	MegaFlorestais – Indonesia		135,000	October	<b>\$295,000</b>
	Grey Towers – “next generation” seminar		50,000	April	
	Montana workshop on “rethinking regulations” (Africans; Indonesians; Nepalis)	SDI, GA, FECOFUN, FT, RECOFTC	20,000	April; July?	
<b>Regional networks and policy bodies</b>	Strengthen REFACOF and other gender networks				50,000
	Regional bodies with CSO IP representation	Co-finance regional			20,000
<b>Community IP networks</b>	GACF; Global IP networks – support their initiatives to influence climate change programs in country and UNFCC negotiations in South Africa	Not sure scope or events	30,000		
<b>Convenings</b>	Strategic engagement in international or regional events, such as UNFF, ITTO, COMIFAC, ALPI, Rio 20, COP17, other?	Up to 30 CSO voices per year	30,000	various	30,000
<b>Travel costs</b>			30,000		

## **Communications and Outreach**

*Priority objective for 2011: Increase global awareness of RRI key messages from the thematic programs and support their inclusion in local, national and international discourse, and effectively promote activities, analyses, and impacts supported by and attributed to RRI and Coalition Partners.*

Communications and Outreach are pivotal toward achieving the RRI mission. As stated in the Framework Proposal: “The Communications and Outreach program will communicate and mobilize global awareness and action, making RRI a knowledge node for forest tenure and policy reform; drawing upon media to communicate key messages.” In 2011, RRI will continue to build communication capacity for increasing interactivity amongst Coalition Partners that complements overall communication strategy, by engaging both known and new constituencies, continuing to harness strategic opportunities to highlight the Coalition’s key messages on land rights and tenure, and ensuring these messages become more fully integrated into prevailing discourses on forests, climate change, and other land issues.

The successful integration of three new Partners to the Coalition is dependent upon increased collaboration and communications between new and existing Partners. To accomplish this RRI will focus on supporting both external communications efforts to increase awareness of RRI, and internal communication between Coalition members in 2011. By keeping the lines of communications open, RRG and partner organizations will be able to capitalize off of existing synergies and increase complementarities in a host of activities and messages at all levels of the organization.

In support of this Strategic Objective, and the Coalition’s prevailing mission and priorities, the Communications and Outreach program, with assistance from our Partners and Collaborators, will focus on the following objectives in 2011:

- RRI Tenure rights perspective shared through 20+ presentations to non-coalition actors to incorporate tenure and rights into forest management, conservation, development, aid and other sectors
- Develop/disseminate impact stories reflecting the championing of RRI’s mission.
- Increase functionality of the RRI website by expanding on the new Country & Regional pages.
- Expand the amount of translated materials available in print and online.
- Increase the use of targeted outreach a wider array of constituencies (journalists, media, policy officials, donors, and bloggers).
- Highlight and brand the Coalition’s 5<sup>th</sup> Anniversary
- Host Communications Exchanges in accordance with the Asia and Latin America Regional Planning meetings

- Plan and Present a Communications Workshop in Africa building upon the October 2010 Communications Exchange in Accra and the November 2010 Coalition-wide Communication Meeting in Washington, DC.
- Support communications efforts of Partners and Collaborators.
- Increase internal communication between Coalition members at the global and regional levels.

Communications & Outreach Workplan & Budget					
Activity Type	Detail	Partners and Collaborators	Budget	Timeline	Priority
<b>COMMUNICATIONS AND OUTREACH</b>					
<b>Impact Stories</b>	Develop and disseminate impact stories reflecting the championing of RRI's mission	RRG (P&C)	0	Ongoing	25000
	Glossy RRI Impacts Pamphlet	RRG	2,000	Jan-Mar	
<b>Website</b>	Website maintenance & hosting	RRG	2,000	Ongoing	
	Website Design & Support	RRG	3,000	Ongoing	
	Expansion of multi-lingual resources & capabilities of website	RRG	5,000	Ongoing	
<b>Representation &amp; Outreach</b>	Increase the use of targeted outreach to a wider array of constituencies (journalists, academics, media, policy officials, donors, and bloggers)	RRG	60,000	Ongoing	
	Representation of RRI at major international & US fora; engagement with non-Coalition actors to incorporate tenure & rights into forest management, conservation, development, aid & other sectors.	RRG	9,000	Ongoing	
	Updating of email/web Outreach (including Constant Contact and Vimeo memberships)	RRG	3,000	Ongoing	
	- Tenure Trends				
	- Quarterly Update Newsletter /Impact of the Month				
					<b>\$217,000</b>

	<ul style="list-style-type: none"> <li>- Monthly External Comms Update</li> <li>- Social Media (Facebook)</li> </ul>					
<b>RRI 5<sup>th</sup> Anniversary Celebration/Branding</b>	Design RRI 5 <sup>th</sup> anniversary logo & Print new materials	RRG	5,000	Jan		
	RRI 5 <sup>th</sup> Anniversary Celebration	RRG, P&C, Donors	5,000	May	10000	
<b>General Communications/Outreach Support for P&amp;C</b>	Regional Communications Workshop in Africa for P&C	RRG, P&C	10,000	Ongoing		
	<ul style="list-style-type: none"> <li>- Coinciding with Regional Planning meetings</li> </ul>					
	Annual Meeting of Partner Communications Staff	RRG, Partners	0	Oct-Nov	20000	
	<ul style="list-style-type: none"> <li>- Coinciding with Global Planning Meeting</li> </ul>					
<b>Products &amp; Publications</b>	Design & Formatting of RRI Materials	RRG	12,000	Ongoing		
	<ul style="list-style-type: none"> <li>- Banners (w/new partners, 5<sup>th</sup> Anniversary logo)</li> <li>- Key rings</li> <li>- Business Cards</li> <li>- Basic brochures (w/new partners, 5<sup>th</sup> Anniversary logo)</li> </ul>					
	Translating & Editing of RRI documents into multiple key languages	RRG	16,000	Ongoing		
	<ul style="list-style-type: none"> <li>- Design &amp; formatting of RRI publications</li> <li>- Strategic Analysis docs</li> <li>- Glossy Impact Pamphlets</li> </ul>	RRG	18,000	Ongoing		



<p>Publication Printing</p> <ul style="list-style-type: none"> <li>- White Reports (1 at \$6.00)</li> <li>- Grey Reports (1 at \$8.50)</li> <li>- Working Papers (1 at \$4.50)</li> <li>- Briefs (1 at \$1.23 avg)</li> <li>- Annual Report (1 at \$6.50)</li> <li>- Governance Books (1 at \$35.00)</li> <li>- Coffee Table Picture Book (1 at \$50.00)</li> <li>- Glossy Impact Pamphlets (1 at \$2.50)</li> <li>- Reprint of old RRI docs (\$15,000)</li> </ul>	<p>RRG</p>	<p>40,000</p>	<p>Ongoing</p>
<p>Publication Dissemination</p>	<p>RRG</p>	<p>12,000</p>	<p>Ongoing</p>
<p><b>Staff Travel</b></p>	<p>RRG</p>	<p>15,000</p>	<p>Aug-Oct</p>

### **Coalition Coordination**

*Priority objective for 2011: Strengthen Partner collaboration on program and governance and effectively integrate new Partners. Conduct a collaborative review of RRI with Partners, donors, original key participants in the development of RRI.*

2011 will be an important year for RRI. In addition to our regular activities at the country, regional, and global level, RRG will begin a process to review and renew the Initiative. This process will include: a Mid-Term Evaluation (MTE) focused on reviewing RRI's impacts and outcomes to date, assessing the efficiency and effectiveness of its operations, as well as the overall performance of RRI as an innovative approach within the global forest community to advance forest tenure and policy reforms; conducting two "Blue Skies" brainstorming meetings to identify major forces shaping lands, forests, communities and implications for RRI; and hosting multiple discussions with our Partners, Collaborators, Original Supporters, and Board Members to assess what RRI has accomplished and learned from this innovative approach to promoting forest tenure and policy reforms.

In addition to the review and renew of RRI, RRG will continue its duties in the overall coordination of RRI programs, providing the operational link among the Partners who drive the Initiative and carry out a wide range of activities, and the Board and donor organizations that help to oversee and fund the Initiative as a whole. The addition of three new Partners since November 2010 is of particular importance to the Coalition. Successful integration and increased collaboration between new and existing Partners will be consistent theme in all key deliverables for 2011.

RRG will continue to refine the RRI Internal Monitoring & Evaluation System, to ensure that changes to the make-up of the Coalition are indeed increasing effectiveness and complementarities. This self-evaluation of RRI entails a set of internal processes for tracking implementation and learning among Partners and Collaborators and evaluating the effectiveness of RRI activities and, processes for promoting change and also reflects on whether the results/outcomes are helping to achieve RRI's mission statement (or purpose). The Monitoring & Evaluation System is a necessary precursor to the MTE, which will take a further step back, questioning the overall design and delivery of RRI and its program and its impact.

Success of the Coalition in 2011 and beyond is dependent upon the agility and precision of the Coalition in identifying the appropriate set of Partners, Collaborators, and strategic actors whose engagement fosters positive change from the learning derived from this system. Through effective Coalition Coordination, RRI can best rise to the challenge of managing a balance between its efforts responding to demand and strategically engaging in the relevant global and country processes with the right mix of actors and actions.

**Coalition Coordination Workplan & Budget**

Activity Type	Detail	Partners and Collaborators	Budget	Timeline	Priority
<b>COORDINATION</b>					
<b>Governance</b>	January Governance meeting	RRG (Partners, Board, Donors)	35,000	Jan	
	Mid-year Governance meeting	RRG (Partners, Board)	20,000	May-Jun	
<b>Regional &amp; Global Planning Meetings</b>	Asia 2012 Planning meetings	RRG, RECOFTC, FPP, IC, FECOFUN, FT, Samdhana, ICRAF, Tebtebba	40,000	Aug-Oct	
	Africa 2012 Planning meetings	RRG, CR, ICRAF, IC, FPP	48,000	Aug-Oct	
	Latin America 2012 Planning meeting	RRG, ACICAFOC, FT, IC, FPP, Tebtebba	30,000	Aug-Oct	
	Global Programs 2012 Planning meeting	RRG (Partners, Donors, Board)	35,000	Oct-Nov	
<b>Monitoring &amp; Evaluation</b>	RRI internal M&E system	RRG (RRG, P&C)	20,000	Ongoing	
<b>\$359,000</b>					

	<b>RRI Review &amp; Redesign</b>	Mid-term Evaluation (MTE)	Consultant (RRG P&C)	70,000	Jan-May	20,000
		Conduct Blue Skies I and II to assess implications of RRI and design		35,000	Apr & Jun	
		Comparative review (Lele and Gregersen)		25,000		
		Dissemination of MTE.	RRG (P&C, Donors)	1,000	Jun-Nov	