

## RRI Strategic Priorities for 2012

### Overarching Priorities

- 1) Strengthen government commitment to reforms in priority countries, specifically on tenure reform roadmaps in Indonesia and Laos. Initiate full RRI engagement in DRC and Peru, more fully engage REDD, conservation, FLEGT and VPA processes to provide practical guidance on tenure, regulatory and enterprise reforms and provide more capacity building for strategic communications.
- 2) Gain broader international adoption of RRI's assessment of the global status of forest tenure and poverty, with particular attention to the role of reforms in achieving global goals of climate and food security, forest conservation, and low emission economic growth. Continue to advance the development of new global instruments to scale-up the political and financial support for tenure and governance reforms and pro-community business models, including the design of a global tenure fund.
- 3) Gain full, long-term support for the FPPII and initiate new program directions, including greater level of effort to engage the private sector, promote gender analyses and reforms, and support community organizations. Begin to identify and craft strategies to influence critical constituencies in the agriculture, infrastructure and extractive sectors.
- 4) Begin to implement stronger modes of program delivery and strategic planning for optimal implementation of the FPPII. Fully establish a strong and resilient Finance and Administration team and financial control systems. Strengthen the management and structure of RRG and the Global Programs teams, including strategic communications, to meet new demands and prepare for scaled-up programming and impact in 2013.

### Tenure & Poverty Analysis

- Gain greater recognition of RRI's assessment of global progress on tenure and poverty in forest areas in Rio+20 and similar events, while consolidating gains made in 2011 on analyzing the "depth of rights" and tenure tracking through high-level publications and web presence.

### Key Deliverables/Indicators of Achievement

- Developed and implemented method for measuring poverty in forest areas and correlations with tenure and forest cover for the period 2000-2010.
- Contributed to Rio+20 analysis: published the deepening of rights analysis, consolidated RRI tenure data, analyzed 5 countries to show their impacts on forest tenure reform (or lack of) on sustainable development.
- Developed a DRC baseline study and organized interactive validation workshops with major local stakeholders.

### Rights and Climate

- Consolidate gains on rhetorical support for tenure reform in forest/climate agenda by advancing concrete investments in reforms in the REDD, FIP and VPA countries, lead the design and initiate establishment of a global forest tenure reform fund, and develop complementary analyses to advance the tenure agenda in the food security/climate arena.

- Held 2 global dialogues and 2 regional dialogues on Forests, Governance and Climate Change with key leaders and decision-makers.
- Published strategic analyses contributing to the global thinking on the linkage between rights and climate with a brief on secure tenure rights as good climate policy; a report on Forest, Tenure and Food Security; and an analysis on the drivers of deforestation.
- Developed a strategy to engage with the private sector in consultation with RRI Partners and Collaborators.
- Supported the Independent Advisory Group to secure commitments for more active government and multi-lateral fund support for securing forest tenure as part of REDD programs.
- Facilitated the design and endorsement of a Global Tenure Fund.

Realizing Rights	
<ul style="list-style-type: none"> <li>Using a solid evidence base, ramp up engagement to promote a re-imagined conservation models while providing strategies to defend against rights-rollbacks.</li> </ul>	<ul style="list-style-type: none"> <li>Engaged with the conservation community to open spaces for more active recognition of rights and tenure as integral to success</li> <li>Published key-analyses on the biggest threats to rights. Informed constituencies and helped them understand how they can defend themselves.</li> <li>Considerably increased RRI global focus on gender: developed an RRI gender strategy, analyzed legal barriers to gender equity</li> </ul>
ATEMS	
<ul style="list-style-type: none"> <li>Win allies for ATEMs in the REDD and FLEGT-VPA processes to advance understanding of the role played by small-scale forest enterprises and potential threats under governance certification regimes. Convince key stakeholders of the connection between tenure, SMFEs and low-emissions growth.</li> </ul>	<ul style="list-style-type: none"> <li>Engaged the FLEGT-VPA Process: analyzed the rights and small-scale enterprise dimensions of the FLEGT-VPA processes and legal agreements, generated narrative to support ATEMS and participated in illegal logging events.</li> <li>Showed the importance of SMFEs by promoting successful models of community forest enterprises and analyzing forest sector productivity by tenure type.</li> <li>Supported the participation of community representatives in the ITTC 48 in Japan.</li> </ul>
Networking Support	
<ul style="list-style-type: none"> <li>Enhance support strategically relevant networks to strengthen their ability to promote tenure reforms and influence global and regional initiatives.</li> </ul>	<ul style="list-style-type: none"> <li>Supported the MegaFlorestais network of public forest agencies by gathering and influencing key actors of the agencies. Organized 3 week-long international meetings and supported additional gatherings of the leaders.</li> <li>Strengthened regional and gender networks, and supported the involvement of community leaders in regional bodies to increase the IP voice in those convenings.</li> <li>Reinforced RRI impact on community IP networks: supported their initiatives to influence climate change negotiations in relevant meetings. Initiated a <i>MegaComunidades</i> network and organized leadership development seminars to community leaders.</li> </ul>
Communication & Outreach	
<ul style="list-style-type: none"> <li>Further establish the global identity of RRI, and increase global awareness of RRI key messages and support their inclusion in local, national and international discourse. Develop new methods of influencing existing and new key constituencies (eg, extractive industries) and effectively promote activities, analyses, and impacts supported by and attributed to the RRI Coalition.</li> </ul>	<ul style="list-style-type: none"> <li><b>Interview Workshops for key RRI spokespeople and Regional Messaging Workshop hosted</b> to develop cohesive RRI messaging strategies.</li> <li><b>Private sector targets influenced at three levels;</b> 1. Supporting CSO/NGO awareness and advocacy campaigns, 2. Target-country media hits, 3. Private sector leadership engagement</li> <li><b>Key economies influenced via increased engagement with Country and Regional Teams</b> to identify “hooks” for targeted media outreach when opportunities arise.</li> <li><b>Existing communication tools are sharpened</b> to be more narrative rich and focused on major accomplishments; continuing to expand translated materials available in print and online.</li> <li>Communications needs focused on during the <b>country and regional planning process</b>, to assist in bridging the gap between national, regional and global.</li> <li><b>Successful communications strategies implemented</b> for RRI events/publications including the 2011-2012 Annual Report and Rio+20 media campaign.</li> </ul>

	<ul style="list-style-type: none"> <li>• Use of <b>event specific communications</b> and follow up in increased to better capitalize off of RRI engagements/activities.</li> <li>• <b>Program audit/return on investment study completed</b> to identify actual audience, distill audience needs and assist in better circulation of analysis on the ground</li> </ul>
<b>Country and Regional Initiatives</b>	
<ul style="list-style-type: none"> <li>• Carry out country-level research and analysis, advocacy, and convening to generate new legislation, regulations or improved implementation by governments to establish forest tenure rights, as well as build regulatory capacity and standards within the private sector engaged in agribusiness/forest sector in priority countries.</li> <li>• Country and Regional programs will engage government, policymakers and private sector, drawing on strategic actors from the NGO and social/policy research sectors to share emerging reform lessons, build voice and capacity, and smooth ongoing transitions to pro-poor outcomes.</li> </ul>	<p><b>Africa</b></p> <ul style="list-style-type: none"> <li>• <u>Cameroon</u>: RRI coalition builds on the strategic alliances it promoted within the executive and legislative branches of the government to influence forest law reform, lined to land and sectoral policy reform and ongoing processes (VPA, REDD) for the recognition of local communities, women, and Indigenous People's tenure rights. Community rights mapping is institutionalized and adopted by government as part of the national zoning agenda.</li> <li>• <u>Liberia</u>: CRL regulations include pit-sawyers' needs on the domestic timber markets and women's interests and rights in natural resources management; the Forest Development Authority (FDA) and the Land Commission's policy position on tenure is shaped by civil society through multi-stakeholder dialogues same as the national REDD policy, RPP and other forest governance processes.</li> <li>• <u>Mali</u>: The RRI coalition engages key government branches for legal Local Conventions, farmers tree tenure rights, tenure security of women, and finalize a decree on the effective transfer of power in forest resource management. Proposal on women's land and forest tenure rights and security are drafted and included into the regulations of the agricultural framework act (Loi d'Orientation Agricole).</li> <li>• <u>Burkina Faso</u>: Guidelines on equitable tenure rights, gender equity, and climate adaptation are adopted and owned by government and decentralized institutions and included in the new Communal and Regional Development Plans (PCD, PRD). The tenure champions' platform, TENFOREST, has a three years strategic action plan that aligns with RRI second framework proposal.</li> <li>• <u>DRC</u>: Through collaborative scoping and a multi-stakeholders dialogue, RRI identifies key thematic areas, a territorial base for its intervention, and a set of strategic partners to form a local coalition and holds its first planning meeting on the DRC soil.</li> <li>• <u>Regional</u>: The RRI Africa civil society networks, ACRN and REFACOF, contribute to strengthen national advocates, Indigenous Peoples, and women's leaders' networking and to build their capacities on tenure, gender, REDD and related issues.</li> </ul> <p><b>Asia</b></p> <ul style="list-style-type: none"> <li>• <u>Indonesia</u>: Significant progress on agreeing to a final text of the CSO Road Map and beginning implementation on forest gazettement and conflict resolution. Improvements in community rights within forest plantations (HTR, oil palm etc).</li> <li>• <u>Nepal</u>: Community property rights for forest communities in the new constitution through close work with legal drafters now that awareness and mobilization has resulted in recognition of its importance. Major advocacy and media campaign to strengthen awareness of contribution of community forestry in order to both halt regressive tendencies within Ministry of Forestry and permit expansion into Terai.</li> <li>• <u>China</u>: Close involvement with regulatory takings in forest sector should lead to changes in Land</li> </ul>

Management Law being debated, and in State Forestry Administration's policy/legal upcoming work. Development of an integrated understanding of the relationship between collective forests, ecological forests, state forests, poverty and ethnic minority geographies. Dissemination of cutting-edge work on gender and forest tenure rights in China.

- Laos: Substantially engage with government on review of forest legislation to ensure forest rights for communities drawing on the positive experience of community titling in one district. Strengthen capacity of National Assembly to advocate for change on forest tenure reform.
- India: Share the findings from a major study on land acquisition dynamics within forest lands in India through a conference for major forest movements/CSOs in order to take advantage of a new positive leadership in Ministry of Tribal Affairs/Panchayat.
- Thailand: Build upon the community forestry network to mobilize for completion of Community Forestry Bill.
- Regional: Development of tenure champions network in Asia, and a separate network of policy makers on forest tenure reform in South Asia. Paralleled by overview study of forest tenure transition across Asian countries. Build regulatory capacity and human rights standards among agribusiness sector (inc palm oil) in Asia. Launch and dissemination of scoping study on gender and forest tenure/governance in Asia.

#### **Latin America**

- Bolivia: Natural resources legislation, such as the Law of Mother Earth, Law of TIPNIS, and the Forest Law, is improved & adapted to 2009 constitution, with a rights-based & integrated approach to natural resource management based on critical input from indigenous and campesino organizations.
- Colombia: Indigenous and afro-descendant forest communities in Colombia are included in each step of the process for national REDD+ preparedness and SESA monitoring plans, with their inputs included, and gain spaces in the World Bank's FCPF for continued participation in national REDD+ implementation.
- Guatemala: Tenure rights are deepened for forest community concessionaires in the Mayan Biosphere Reserve and other forest communities. Communities and allied NGOs establish a mechanism for civil society monitoring of the implementation of the communal lands registry and cadaster process.
- Peru: Indigenous communities in the Peruvian Amazon develop tools to show historic territorial claims to land and resources, and further their processes of registry in the national database as a strategy to defend their territories against extractive industry, mega-infrastructure projects, and exclusionary conservation schemes (such as REDD+).
- Regional: Leading indigenous and other forest dweller organizations improve their strategies to consolidate and defend territorial and natural resource rights from economically driven pressures and threats. The Mesoamerican Alliance of Peoples and Forests is consolidated as a key actor for exercising influence at the regional and national level on climate, mitigation and adaptation, and tenure rights policies. Develop strategies for regional influence in key intergovernmental economic alliances (UNASUR) and relevant regional financial institutions with investments in the Amazon region (BNDES).

<b>Coalition Coordination</b>	
<ul style="list-style-type: none"> <li>• Focus on developing and assuring funding for Framework Proposal II, review and strengthen RRI's delivery mechanisms, and adjust planning and budgeting processes to ensure desired impacts and efficiency in 2012 and throughout Framework Proposal II.</li> </ul>	<ul style="list-style-type: none"> <li>• Conduct and analysis of RRI's impacts to assess where and how RRI is best able to affect the rights and governance agenda.</li> <li>• Review and (if necessary) modify RRI's delivery mechanism and planning and budgeting processes to increase effectiveness, make necessary changes to the Institutional and Business Arrangements.</li> <li>• Develop a participatory Logical Framework for Framework Proposal II.</li> <li>• RRI Coalition Governance meetings are held in a way to maximize opportunities for input and results.</li> <li>• Complete Independent Monitoring of 2012, and Framework Proposal I. Review Monitoring and Evaluation processes for Framework Proposal II.</li> </ul>
<b>Operations</b>	
<ul style="list-style-type: none"> <li>• Continue improving Finance &amp; Administration capacity to support RRI growth.</li> <li>• Develop &amp; implement systems complementary to new accounting system for more efficient and effective program and organizational management.</li> </ul>	<ul style="list-style-type: none"> <li>• Additional <b>Finance &amp; Administration staff</b> integrated with defined areas of concentration, to ensure comprehensive and effective coverage, while providing for back up coverage to mitigate institutional risk.</li> <li>• Complete migration to <b>new accounting system</b> including historical data.</li> <li>• Improved systems allow further <b>automation of processes</b>, reducing duplication and increasing productivity, while ensuring data integrity and robust documentation.</li> <li>• Improved systems permit RRG program staff real-time access to program transactions, allowing more effective and responsive program budget and expenditure management.</li> </ul>