

RRI Global Programs: 2012 Work Program

Global Programs Overview

The Global Programs Workplan for 2012 was developed by RRG in collaboration with Partners and Collaborators. The third annual **Global Programs Planning Meeting** was convened in Washington, DC in November 2011. During that meeting Partners and RRI Fellows discussed and deliberated upon the strategies, workplans, activities and points of collaboration for 2012.

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

1. Tenure and Poverty Analysis
2. Rights and Climate
3. Realizing Rights
4. Alternative Tenure and Enterprise Models (ATEMs)
5. Networking Support Program
6. Communications and Outreach

Global Programs Budget by Theme/Program

| Theme/Program | 2012 budget |
|-----------------------------|------------------|
| Tenure and Poverty Analysis | 405,000 |
| Rights and Climate | 440,000 |
| Realizing Rights | 100,000 |
| ATEMS | 125,000 |
| Networking Support | 395,000 |
| Communications and Outreach | 463,000 |
| TOTAL | 1,928,000 |

Planning Teams

Global Programs Planning Meeting:

9-10 November 2011

Washington DC, USA

2.1 Global Planning Team

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Tenure and Poverty Analysis

Priority objective for 2012: 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.

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 are core responsibilities of RRG. The Tenure and Poverty 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 towards RRI targets. The first RRI target refers to decreasing poverty in forest areas, but to date, RRI has not focused much attention on this metric. 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 yet available.

RRI made significant strides in 2011 implementing a methodology based on legal analysis to measure the "deepening of rights". The project examined the bundle of statutory rights (rights to access, withdraw, manage, exclude and alienate lands) accorded in the 61 community forest tenure regimes found in 30 of the largest forested countries. In 2012, RRI will continue the increased investment in the Tenure and Poverty Analysis theme by launching a poverty-tenure tracking initiative with RRI Partner IFRI. This initiative will provide time-sequenced data on poverty in forest areas over the past decade and, to the extent possible, the correlation with different tenure variables.

Combining these two new analyses with updated data on the extent of forest tenure rights and additional case studies, RRI will produce a review of forest tenure reform's contribution to the Rio Sustainable Development agenda for release prior to Rio+20. This work will contribute to RRI's thought-leadership in the forest sector, while positioning RRI within the development and food security agendas.

In 2012, RRI will also support an international meeting of a small set of RRI-affiliated experts on environment and land law. This meeting will generate increased support for the RRI agenda through law networks and provide thought-leadership on legal options for recognizing customary forest tenure rights.

In 2011, RRI established a strategic priority of laying the ground work for engagement in DRC and conducted a scoping exercise to identify opportunities to push for forest tenure reform. As discussed during the regional planning meeting for Africa, RRI hired two consultants in 2011 to

develop terms of reference for a “baseline” study to take stock of the existing status of tenure rights, threats and opportunities to secure rights in this country. In 2012, RRI will lead the baseline study and a set of workshops in DRC to bring together the disparate sectors and actors working on forests, tenure, post-conflict recovery and REDD towards a common “baseline” analysis of the current tenure rights situation. This study will provide a benchmark from which to measure progress once RRI intervenes more fully, as projected for 2013 and beyond.

Regional Inputs for 2012

- Analysis of community versus individualized tenure systems in forest areas
- Deeper analysis of the forest tenure reform processes/impacts in China and India, for example.

Relevant Inputs for Framework Proposal II

- Develop a global monitoring system of poverty and livelihoods in forest areas
- Complete initial assessments of tenure and populations data for “community lands”: drylands, pasture, wetlands, etc.

2012 Tenure and Poverty Analysis Workplan and Budget indicating Partners and Collaborators

| Activity Type | Detail | Partners and Collaborators | Budget | Timeline | Framework Proposal 2 | |
|------------------------------------------|------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------|----------|----------------------|-----|
| Tenure and Poverty Analysis | Poverty-Tenure Tracking | Develop and implement methodology measuring poverty in forest areas and correlations with tenure and forest cover for the period 2000-2010 | IFRI | 120,000 | ongoing | Yes |
| | | Prepare RRI website to host poverty-tenure tracking and connecting with existing RRI tenure databases | IFRI, RECOFTC | 10,000 | | Yes |
| | Elements for Rio+20 Analysis | Consolidation and publication of deepening of rights analysis | | 10,000 | Jan-April | |
| | | Updating RRI tenure tracking data and integrating Asia regional tenure study data | RECOFTC | -- | Jan-April | |
| | | Case studies from 5 countries on the impacts of forest tenure reform (or lack of) on sustainable development | ISA, FECOFUN, Peking University, CCMSS, others | 60,000 | Jan-April | |
| | Legal studies | Legal options and type for recognition of community tenure rights | Legal reference group | 30,000 | | Yes |
| | | Concise legal analysis of tenure rights issues for insertion in the FLEGT-VPA debates | | | | |
| | Country Studies | Global perspective study on individualized versus community forest tenure regimes | IBC, Legal reference group | 25,000 | | |
| | | DRC Baseline Study and Interactive validation workshops | FPP, RRN, DRC Civil Society | 140,000 | | |
| | | Review of the Chinese Forest Tenure Reform | Landesa, RECOFTC, FPP | 10,000 | | |
| Tenure and Poverty Analysis Total | | | 405,000 | | 160,000 | |

Rights and Climate

Priority objective for 2012: 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.

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 those issues fundamental to achieving forest-climate goals.

- In 2011, RRI actively engaged in the forests/climate agenda, working to reshape the priorities of global actors and national programs. The instruments of engagement included Global Dialogues, Analysis and Operational Guidance, Networks and Platforms, and Global Engagement and Outreach. RRI Made clear progress at rhetorical level to advance tenure reforms (e.g. see speech by Gregory Barker, UK Minister of State for Energy and Climate Change, in February then in October at the Ninth and Eleventh RRI Dialogues; see IAG presentation and discussion in UNREDD Policy Board)
- Generated greater appreciation of forest tenure reform being necessary for success on REDD (see Oslo REDD Exchange), resilience to climate change, and food security goals (see Ninth and Tenth RRI Dialogues)
- Led practitioners and policy makers to acceptance that the carbon market is unlikely to achieve REDD goals and that REDD, which focuses on tenure, restoration, drivers and existing supply chains, is necessary (e.g. see Greener side of REDD, Eleventh RRI Dialogue)
- Generated acknowledgement by some bilateral donors that RRI program has had a positive influence on their portfolio and program of work
- Provided platform for engagement of Indigenous leaders in global dialogues and platforms

Despite the claims of renewed government commitment to combating climate change, possible legally-binding caps after 2020, and therefore encouragement for carbon markets emerging from the December Durban COP17, there is little likelihood that the forest carbon market will be significantly spurred along. Market actors will require clearer, more proximate signals to move capital and energy into developing forest carbon markets. It is likely, however, that proponents of technical preparations for REDD+ (MRV, reference levels, etc) will move forward based on these decisions.

In 2012, RRI will continue to foster forward-looking and critical analysis of REDD programs. This approach will push the global conversation on REDD towards increasing commitments to

supporting forest tenure reform as “good climate policy”, along with more emphasis on restoration, adaptation and community forest management. To do this, RRI will:

1. **Convene 4 RRI Dialogues:** Responding to a clear request from the RRI regional planning meetings, two Regional Dialogues will be organized to bring the lessons learned during the 2011 RRI Dialogues to regional spaces and actors. At the global level, RRI will convene a dialogue linking REDD to the Rio Summit and another on operationalizing tenure reforms as part of REDD. Working closely with RRI Regional Teams, the Dialogues will provide a platform for civil society actors to speak to influential policy-makers.
2. Taking advantage of the openings for the tenure agenda provided by the evolutions in thinking on REDD, RRI will **spearhead the design of and initiate the establishment of a Global Forest Tenure Reform Fund**. RRI’s contribution to the establishment of the fund will be through the provision of technical analyses on the economics of insecure tenure and the political positioning to gain international support for the fund. The fund will provide a global face to the growing commitment to tenure reform and serve as a central source of funds to implement forest tenure reforms and related actions (eg, mapping customary tenure rights).
3. **Conduct analyses** (i) supporting the claim that “secure tenure is good climate policy”, (ii) identifying the links between forests, tenure, agriculture and food security, (iii) providing a rights-based framework for analyzing the drivers of deforestation.
4. Continue to support **the Independent Advisory Group on Forests, Rights and Climate Change** to the UN-REDD program and ramp up its engagement by supporting the drafting of a land tenure issues paper for the UNREDD Policy Board, and engaging high-level thinkers in the IAG’s space during UNREDD policy board meetings.
5. **Develop a strategy for engaging the private sector** through sustainable roundtables where appropriate and building operational linkages with TFT for interested RRI Partners and Collaborator. This approach will ensure that private sector climate engagement considers the transformative role of securing local tenure rights for the success of their investments and environmental sustainability.

Regional Inputs for 2012

- Guidance on drivers of deforestation with details on shifting cultivation and leakage problems associated with moratorium
- Strategy for engaging Indigenous Peoples’(IP) representatives
- Increased networking and capacity building for community and IP voices in key forums
- Regional Dialogues on Financing for REDD and on Tenure Reform

Relevant Inputs for Framework Proposal II

- Role of private sector investments in infrastructure, agriculture and forestry products in driving deforestation and rights abuses
- Legality and supply-chains as levers for rights and climate benefits

2012 Rights and Climate Workplan and Budget indicating Partners and Collaborators

| Activity Type | | Detail | Partners and Collaborators | Budget | Timeline | Framework Proposal 2 |
|--------------------|---------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------|--------|-------------------|----------------------|
| Rights and Climate | RRI Dialogues on Forests, Governance and Climate Change | Global: Durban review and connecting tenure with the Rio Summit (low emissions agenda) | | 70,000 | March | |
| | | Global: Re-imagining conservation and operationalizing tenure/REDD reforms | FPP, TEBTEBBA, IUCN, WWF | 70,000 | September/October | Yes |
| | | Regional: Conveying the lessons learned in the RRI Global Dialogues to practitioners, governments and civil society in Latin America | Latin America team Prisma, TEBTEBBA | 65,000 | April | Yes |
| | | Regional: Conveying the lessons learned in the RRI Global Dialogues to practitioners, governments and civil society in Africa, with particular focus on the drivers of deforestation and secure tenure as good climate policy | Africa : FPP, CED, others | 70,000 | October | |
| | Strategic Analyses | Brief: Securing tenure rights as good climate policy | CLUA, Brookings Institution | 15,000 | | |
| | | Report: Forests, Tenure and Food Security analysis | IFPRI, IFRI | 20,000 | | |
| | | Drivers of deforestation analysis with details on shifting cultivation | | 20,000 | | |

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|------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------|----------------|----------|---------|
| Engaging Private Sector | Develop a private sector engagement strategy and consultations with RRI Partners and Collaborators | RRI Partners and Collaborators | 20,000-- | Jan-July | Yes |
| | Explore and build operational linkages with TFT as appropriate | TFT, RRI Partners | 10,000-- | July-Dec | Yes |
| | Convenings (eg, around RSPO dialogues) | FPP | 20,000-- | | Yes |
| Independent Advisory Group | <ul style="list-style-type: none"> - Governance meetings - UNREDD Policy Board participation - Design and convene tenure workshop for UNREDD Policy Board | RECOFTC, FPP, CR, IC, FERN, | 30,000 | ongoing | |
| Support the establishment of the Global Tenure Fund | Economic analysis of the costs to private sector and governments on lack of tenure clarity/security Convenings | TMP | 30,000 | Jan-July | Yes |
| Rights and Climate Total | | | 440,000 | | 215,000 |

Realizing Rights

Priority objective for 2012: Using a solid evidence base, ramp up engagement to promote a re-imagined conservation models while providing strategies to defend against rights-rollbacks.

Two major activities were programmed for 2011 under the Realizing Rights theme:

- An international workshop assessing the state of practice on participatory mapping was conducted in Bogotá, Colombia, in collaboration with the University of Texas and Universidad de los Andes. The workshop gathered leading thinkers/practitioners from South, Central and North America, Africa and Asia to assess trends and lessons from participatory mapping initiatives to secure and defend territorial rights. By focusing on Latin American experiences, the workshop exposed African and Asian participants to strategies from the region developed and refined over decades.
- RRI created a working group to scope opportunities and design a process for expanding rights-based conservation. The working group developed a concept note for a Dialogue on Conservation and Climate Change for September 2011. The Dialogue was later cancelled after some doubts about securing the right individuals for the meeting.

For 2012, RRI will persevere in engaging conservation organizations to push them to re-imagine conservation. This will require a solid understanding of the current issues, debates, and positions in the conservation agenda and the donors that support conservation organizations/initiatives in the forest sector. RRI will convene a reference group composed of interested RRI Partners and Collaborators to assess possibilities and opportunities to make inroads with the conservation arena and their supporters. This will include strategy development, analysis and possible convenings throughout 2012. RRI will take advantage of several key moments throughout 2012. For example:

- Advance secure tenure as fundamental building block for conservation technique through engagement in Rio+20
- Explore alliances and relationships to advance community tenure rights in the conservation organizations

In 2010 and 2011, RRI Partners and Collaborators participated in a scoping exercise of RRI's current activities related to gender and tenure rights. In 2012, RRI will actively promote gender mainstreaming in RRI activities, but also conduct an analysis of the legal and regulatory barriers to gender equity in the forest sector related to tenure rights.

Additionally, RRI will provide analysis of major threats to existing tenure rights posed by infrastructure projects and other types of land-based investments. Accompanying this, RRI will

produce strategy notes that assess successful strategies and lessons learned from efforts to fight against rights-rollbacks.

Regional Inputs for 2012

- Consolidate and provide evidence on the performance of CBNRM versus strict Protected Areas for conservation outcomes. Generate narrative debunking the false choice between growth and conservation
- Analysis of threats to tenure rights from infrastructure projects (IIRSA, economic corridors in Asia)
- Analysis and dissemination of “defending rights”

Relevant Inputs for Framework Proposal II

- Political voice and attention to rights growing – increasingly connected civil society groups
- Infrastructure projects pose threats to tenure and human rights of forest communities

2012 Realizing Rights Workplan and Budget indicating Partners and Collaborators

| Activity Type | | Detail | Partners and Collaborators | Budget | Timeline | Framework Proposal 2 |
|------------------|-------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------|--------|----------------|----------------------|
| Realizing Rights | Re-imagining conservation | Reference group activation for Dialogue in February (under Rights and Climate) Engage with conservation community | FPP, FT, Sally Collins, WWF, IUCN | 15,000 | Early 2012 | |
| | Defending against Threats to Rights | Analyses of threats to rights from major infrastructure projects (IIRSA, economic corridors in Asia) | RECOFTC, FPP, Helvetas, TFT | 30,000 | Early 2012 | Yes |
| | | Analyses of strategies to defend against rights roll-backs, including integration of “depth of rights analysis” to better inform constituencies of their legal rights to forest resources and land | Latin America collaborators | 20,000 | Mid-2012 | |
| | Mainstreaming Gender Dimensions | Developing a gender strategy for RRI | Coalition-wide | -- | End-2012 | Yes |
| | | Analysis of Legal and regulatory barriers to gender equity related to tenure rights | tbd | 30,000 | ongoing | |
| | | Launch of Gender and REDD publications | Asia team | 5,000 | Early 2012 | |
| | Realizing Rights Total | | | | 100,000 | |

Alternative Tenure and Enterprise Models (ATEMs)

Priority Outcome for 2012: 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.

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. This initiative will require a greater understanding and support for smallholder and community based forest enterprises and more balanced forest economies including small and medium enterprises. Unfortunately, forest policy and development have been driven in most forested developing 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. Yet, these conventional models have often led to forest degradation, corruption and illegal logging and trade, and created few opportunities for women, traditional peoples (including mobile peoples) and other minorities.

Work on the evidence base for ATEMS progressed slowly in 2011. One of the biggest impediments to advancing the ATEMS agenda has been the lack of a clear hook to existing major processes (as there is for Rights and Climate with the global REDD agenda) and therefore, the difficulty to generate greater interest in the ATEMS agenda from potential allies.

In 2012, RRI will ramp up engagement with the FLEGT-VPA and actors engaged in combating illegal logging and promote the role of SMFEs in supplying national and international markets. In addition RRI will advocate for policy and regulatory reforms that takes the needs of small-scale producers into account.

RRI will generate narratives based on the case-study evidence produced by RRI and Partners to gain allies within the forest governance community. This will entail analyses of successful regulations that promote small-scale forestry and also macro-level analyses of the economic contributions (and productivity) of forests to national and local economies according to tenure type.

This area of engagement will also include legal analyses of the tenure dimensions and implications of VPA agreements and supply-chain interventions. RRI will encourage actors in the forest governance sector to integrate work on securing land tenure rights into their analysis and potentially their interventions to legally source timber and other forest products. This initiative will also enhance work already underway in RRI's Rights and Climate-themed studies, by linking narratives and assessments of the ATEMs agenda to low-emission growth.

RRI will continue supporting the ITTO Civil Society Advisory Group in 2012.

Regional Inputs for 2012

- Bring out lessons from ATEMS – successful models of culturally-based forest/rural economies in forest areas to counter concession narrative
- Engage in RSPO standards setting and continued work on palm oil and agribusiness in face of IIRSA-like economic corridor
- Community roundtables on biofuels and learning from Southeast Asia’s experience. This initiative would involve multiple Partners and Collaborators, including FPP and SDI-Liberia
- Regional analysis of FLEGT-VPA process, with reference to the global process, on the EU timber regulation and timber conversion

Relevant Inputs for Framework Proposal II

- Steering national policies towards more resilient and economically relevant small-scale community forest enterprises
- Engaging the private sector – infrastructure, agriculture, etc. – in promoting employment and rights at a local level as a way to secure investments
- The FLEGT-VPA process provides opportunities to advance the case for small-holders

2012 ATEMS (Alternative Tenure and Enterprise Models) Workplan and Budget indicating Partners and Collaborators

| Activity Type | Detail | Partners and Collaborators | Budget | Timeline | Framework Proposal 2 | |
|---------------|---------------------------------------------|--------------------------------------------------------------------------------------------------------------|-------------------------|----------------|----------------------|--------|
| ATEMS | Engaging the FLEGT-VPA Process | Analysis of the rights and small-scale enterprise dimensions of the FLEGT-VPA processes and legal agreements | FT, FERN | 25,000 | Mid-2012 | Yes |
| | | Generating narrative to support ATEMS and gain new allies | | -- | End-2012 | Yes |
| | | Engagement with FLEGT-VPA, illegal logging events | FT, FPP, PRISMA, others | 20,000 | ongoing | Yes |
| | Analyses | Lessons from successful models of community forest enterprises | UBC, FT, IFRI | 25,000 | | |
| | | Economic analysis of forest sector productivity by tenure type | consultant | 25,000 | End-2012 | Yes |
| | Civil Society Advisory Group to ITTO | CSAG-ITTO reporting in ITTC Support to CSAG | CSAG, GACF | 30,000 | Workshops; December | |
| | ATEMS total | | | 125,000 | | 30,000 |

Networking Support: Globally Strategic Constituencies

Priority objective for 2012: Enhance support to strategically relevant networks to strengthen their ability to promote tenure reforms and influence global and regional initiatives.

Recognizing that strong and informed constituencies and networks 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.

RRI continued to support several “constituency-oriented” networks in 2011 with strong results. RRI supported the organization of the sixth MegaFlorestais meeting, held in Oaxaca, Mexico. This year’s meeting fostered critical thinking on the evolution of REDD and the role that securing rights can have in promoting small-scale enterprises. Leaders committed to further engagement and concrete steps to promote mechanisms to support community forest enterprises.

RRI also supported and facilitated two learning networks that have emerged from MegaFlorestais: *Rethinking Forest Regulations* and *Global Issues in Governance*. Rethinking Forest Regulations brought forest agency and civil society representatives to Montana to examine their regulatory systems. One analyst in Liberia noted that the Montana event “did more to change the Liberian **Forestry Development Authority (FDA)** than all USAID funding on land over the past 3 years”. The second learning network, Global Issues in Governance, exposed emerging leaders from 8 countries to the rationale for tenure reforms, opportunities for community enterprises and experiences from around the world on the effects of securing the rights of forest communities.

In 2012, RRI will continue its engagement with existing networks like REFACOF (African Women’s Network for Community Managed Forests) and MegaFlorestais. RRI will catalyse a new network of civil society actors on the model of MegaFlorestais, tentatively titled MegaComunidades, to provide influential civil society actors with cutting edge analysis and networking opportunities. RRI will also increase the number and quality of cross-regional exchanges.

In the case of MegaFlorestais, the number of participating countries will be expanded to reach 70% of the world forest cover in 2012. Leaders have agreed to meet in the United States in October and proposed options for cost-sharing. During the MegaFlorestais meeting in Mexico, leaders discussed the possibility to continue their discussions more frequently during the year. An informal meeting during Rio+20 was discussed, so as a meeting on public mechanisms that leverage private capital towards the protection of forests and the betterment of forest communities’ lives that would be organized in China.

The Global Issues in Governance training meeting, gathering next-generation leaders, will be held in Vancouver, Canada, in April with the support of the University of British Columbia. In 2012, RRI will further encourage MegaFlorestais and Global Issues in Governance meetings to shift to co-ownership models (in terms of both funding and organization). RRI will work closely with the most enthusiastic MegaFlorestais countries to make this change. The Rethinking Forest Regulations meeting will continue for the third year but a change of venue is being considered to study other models outside of the USA. Switzerland has been proposed as a possible location.

MegaComunidades: In consultation with RRI Partners, Collaborators and the GACF, RRI will promote the establishment and support the first meeting where community/civil society leaders will be exposed to cutting-edge analysis (similar to that discussed during MegaFlorestais) and networking opportunities.

Additionally, Partners and Collaborators have identified a number of strategic international and regional events where community voices need to be heard. RRI will provide support and strategy development assistance to groups for specific key global events (Rio+20, UNFCCC, e.g.). RRI will also support more cross-region exchanges and network strengthening.

Partners and Collaborators also asked RRI's support for network strengthening: a) community forestry networks strengthening in Asia, in collaboration with GACF, RECOFTC and other existing networks; b) RSPO network strengthening with regional and global connections, linked to a tracking of palm oil expansion in Latin America and Africa.

Regional Inputs for 2012

- Continue the Rethinking Forest Regulations seminar and include other models outside of the USA
- Support for cross-region exchanges of community forest groups and policy-makers will also increase as opportunities arise to face the high demand from the regional planning meetings. RRI will provide funding for: a) Exchanges between Indonesians and Nepalese community representatives and Mexico and/or Brazil; b) the participation of Asian and Latin American representatives in the FPP-REFACOF-RRG regional gender and tenure workshop in Liberia; c) an indigenous women's exchange between Asian women's network and REFACOF
- Support network strengthening: a) community forestry networks strengthening in Asia, in collaboration with GACF, RECOFTC and other existing networks; b) RSPO network strengthening with regional and global connections, linked to a tracking of palm oil expansion in Latin America and Africa
- Focus on the inclusion of indigenous representatives at IP side events
- More cross-community exchanges (without policy makers present), including Indonesia/Nepal with Mexico, Brazil

Relevant Inputs for Framework Proposal II

- Forest agencies are not the most important player in forest areas. Ministries of Finance will be more influential
- Networks of civil society organizations are becoming increasingly significant

2012 Networking Support Program Workplan and Budget indicating Partners and Collaborators

| Activity Type | | Detail | Partners and Collaborators | Budget | Timeline | Framework Proposal 2 |
|---------------------------|-----------------------------------------------|-----------------------------------------------------------------------------|-----------------------------------------------|--------|----------|----------------------|
| Networking Support | MegaFlorestais, Public Forest Agencies | MegaFlorestais –USA | USFS | 65,000 | October | |
| | | Global Issues in Governance seminar – Vancouver, Canada – “Next Generation” | Canadian Forest Service, UBC | 40,000 | April | |
| | | Rethinking Forest Regulations – Montana, USA or Switzerland | SDI, GA, FECOFUN, FT, RECOFTC | 55,000 | July? | |
| | | MegaFlorestais gatherings in Rio and China | | -- | various | Yes |
| | | Support for MegaFlorestais’ activities | Consultants, resource people | 80,000 | | |
| | Regional networks and policy bodies | Strengthen REFACOF and other gender networks | REFACOF, Asia, Africa, Latin America networks | 20,000 | | Yes |
| | | Regional bodies with CSO IP representation | | 20,000 | | |

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|--|---------------------------------|-------------------------------------------------------------------------------------------------------------------------|------------------------------|--------|----------------|-----|
| | Community IP networks | GACF; Global IP networks – support their initiatives to influence climate change negotiations, FLEGT-VPA processes, etc | | 30,000 | various | Yes |
| | | Piloting MegaComunidades (using same curriculum as NextGeneration/MegaFlorestais) | Helvetas, Tebtebba | 60,000 | | Yes |
| | Convenings | Strategic engagement in international or regional events, such as UNFF, ITTO, COMIFAC, Rio 20, other? | Up to 30 CSO voices per year | 25,000 | various | |
| | Networking Support Total | | | | 395,000 | |

Communications and Outreach

Priority objective for 2012: Further establish the global identity of RRI, and increase 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 (e.g., extractive industries) and effectively promote activities, analyses, and impacts supported by and attributed to the RRI Coalition.

Currently, the Communications and Outreach program encompasses internal communications (both RRG and Coalition-wide), external communications (public presence – website, engaging constituencies via email, etc.), and external media relations. The program has, in recent years, been strengthened, including the revamping of the website, increased interaction with Partners and Country/Regional Teams, utilization of new media and increased strategic outreach via traditional media outlets.

Communications during the implementation of RRI's first framework proposal has, to a large extent, been reactive. There is a legacy of "communications" as primarily a support program, discouraging effective forethought and planning with regard to the Coalition's internal and external communications activities. Therefore, communications capacity has been weak vis-à-vis emerging institutional needs. Though RRI has had communications successes, these are fewer in number than the organization, arguably, deserves.

In 2011, the Communications and Outreach program continued to build communications capacity within the Coalition, increase global awareness and mobilize action by increasing the amount of active engagement via email, relevant social networking tools, and strategically engaging with traditional media to communicate key global RRI messages and activities. Communications successes in 2011 include:

- RRI tenure rights perspective shared through 30+ presentations with diverse audiences outside the Coalition including foreign government officials, USAID, UNREDD, NGOs, etc
- Dissemination and promotion of strategic analysis outputs (45+ short policy briefs, full reports, annual trend reports, brochures, impact stories and opinion pieces distributed around the world in 8 languages)
- RRI strategic analysis acknowledged and/or quoted in 130+ earned media stories across 30 countries in 15 languages. Sources included the New York Times, the Guardian, the Economist, Der Spiegel, BBC, Reuters, IPS, Nature, Deutsch-Welle, and National Public Radio
- The RRI website averaged 3700+ visits per month, with access from over 175+ countries (103% increase over monthly average in 2008). The number of constituents regularly receiving RRI communications via email doubled in 2011.
- Instituted a more active email campaign, building on existing communications (Tenure Trends, Quarterly Newsletters, etc.) by increasing the use of targeted outreach to a wider array of constituencies by type (media, donor, etc.), interest area, and geography
- Increased functionality of the RRI website, streamlined navigation, and increased French and Spanish language integration

- Hosted a Communications Workshop with IUCN for the Tenure Champions in Burkina Faso, building upon the October 2010 Communications Exchange in Ghana
- Worked with Regional Coordinators and Associates to introduce discussions on communications activities and efforts at the Country/Regional Planning level in Asia and Latin America
- Worked closely with various Partners and Collaborators on the ground to ensure successful communications activities; specifically regarding the promotion of PUSHBACK: Local Power, Global Realignment, RRI Dialogues in London and The Hague, and at the International Conference on Forests, Governance and Enterprise in Lombok, Indonesia
- Explored new opportunities and built relationships and with relevant bloggers – such as REDD-Monitor.org and Mongabay.com – and actively engaged with followers on Facebook & Twitter

Relevant Inputs for Framework Proposal II

In support of the expanded and more integral role of the Communications & Outreach program in the next RRI Framework Proposal, including the expanded production and delivery of RRI analytical products and increased ability to influence private sector and key emerging economy investors, the following activities have been added to the Communications & Outreach program in 2012. These activities build upon those discussed with Partners at the Global Programs planning meeting in November and serve to ensure RRI's ability to deliver on objectives outlined in the next Framework:

- 1) Messaging/Interview Workshops (For key RRG/RRI Coalition spokespeople)
- 2) Regional Messaging Workshops to develop cohesive RRI messaging strategies by region
- 3) Influencing the private sector:
 - a) Supporting CSO/NGO awareness and advocacy campaigns
 - *Example: Assisting in strategy development in campaigns against companies like Sime Darby.*
 - b) Targeted traditional media engagement
 - *Example: RRI/TFT joint opinion piece placement on reaching REDD objectives through collaborations between industry and forest communities.*
- 4) Influencing key economies: Work with Country and Regional Team to identify “hooks” for targeted media outreach when opportunities arise. Utilize spokesperson travel and outreach, including stakeholder gatherings in key cities.

This strategy, in coordination with FP II, will provide the necessary training, materials, and opportunity to extend RRI Communications and Outreach beyond its current limits. The implementation of these activities in 2012 will showcase RRI as a learning organization that is results oriented and aware of the growing need to develop several external communication strategies to face the complexity of RRI's target audiences.

Regional Inputs for 2012

- Developing a summary of CSOs' media mobilization in Lombok and recommendations for future media interventions
- Translation of key RRI documents ("Who Owns the Forests of Asia", etc.) into additional languages, and (tentative request) translation of ForestAction analyses into Nepali for use in Partner and Collaborators' advocacy efforts
- The dissemination of information on gender and forest tenure in China, led by Landesa-RDI, may also require a small budget from communications if funds allow
- Set up an effective communication strategy that can link global, regional and national levels. Facilitator to play an important role in this process

2012 Activities

In support of the 2012 Priority Objective above and the Coalition's prevailing mission, the Communications and Outreach program, in coordination with the Country /Regional Team and support from RRI Partners and Collaborators, will focus on

- Increasing the visibility, credibility, and accurate understanding of the Initiative;
- Increasing RRI's ability to influence private investors, key emerging economies and multi-stakeholder platforms to adhere to existing standards, and ensure their investments do not overturn local rights or increase deforestation.
- Strengthening RRI's communication capacity and ability to influence prevailing global discourse on forests, climate change and other land issues.
- Providing strategic communications support to RRI national-level interventions.

Indicative activities in 2012 include:

- Expanding external communications to include a more active management of media relations, and increase the use of targeted outreach a wider array of constituencies.
- More concerted efforts on effective and streamlined internal communications, fostering a culture of shared knowledge and cohesive planning.
- Sharpening existing communication tools more narrative rich and focused on major accomplishments; continuing to expand translated materials available in print and online.
- Increasing focus on communications needs during the country and regional planning process to assist in bridging the gap between national, regional and global.
- A press launch of RRI's Annual Reports on Rights and Resources 2011-2012
- An effective Rio+20 media campaign, including educational field visits for select journalists and launch of "the untold story of the past 20 years" – community forest management.
- A media launch of the "Deepening Rights" publication, clarifying what legal rights are associated with Indigenous Peoples community forest tenure regimes globally

- Increasing the use of event specific communications and follow up strategies for Global Programs events/activities that incorporate regional specific input and knowledge.
- Conducting a program audit/return on investment study to identify actual audience, distill audience needs and assist in better circulation of analysis on the ground

2012 Communications & Outreach Workplan & Budget indicating Partners and Collaborators

| Activity Type | Detail | Partners and Collaborators | Budget | Timeline | Framework Proposal 2 | |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------|-----------|----------------------|--|
| Communications & Outreach | Workshops & Trainings | Messaging and Interview training for key RRG/RRI spokespeople | RRG, P&C | 40,000 | Feb-Mar | |
| | Website | Website maintenance & hosting | RRG | 5,000 | Ongoing | |
| | | Website Design & Support | RRG | 10,000 | Ongoing | |
| | | Expansion of multi-lingual resources & capabilities of website | RRG | 5,000 | Ongoing | |
| | | Updating of email/web Outreach (including memberships to Constituent management and web based systems). <ul style="list-style-type: none"> - Tenure Trends - Quarterly Newsletter Development - Monthly External Engagement Update - Social Media | RRG | 5,000 | Ongoing | |
| | Representation & Outreach (General) | Increase the use of targeted outreach to a wider array of audiences (journalists, academics, media, policy officials, donors, etc) | RRG | 50,000 | As needed | |
| Representation of RRI at major international & US fora; engagement with non-Coalition actors to incorporate tenure and rights into forest management, conservation, development, aid & other sectors. | | RRG | 10,000 | As needed | | |

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|-------------------------------------------|-------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------|---------|-----------|-----|
| Communications & Outreach | Influencing Emerging Targets (Global) | Support CSO/NGO Awareness and Advocacy Campaigns | RRG, P&C | 25,000 | Ongoing | |
| | | Donor country targeted media campaigns | RRG | 25,000 | Ongoing | |
| | | Private Sector Leadership Engagement (3 targeted individual campaigns) | RRG, P&C | - | Ongoing | Yes |
| | Influencing Emerging Targets (Key Economies) | Translating awareness/advocacy materials into required languages | RRG | 20,000 | As needed | |
| | Program Audit/ROI study | Conduct a program audit to identify actual audience, distill audience needs and identify Communications return on investment | RRG | 15,000 | February | |
| | Event/Analyses Specific Communications & Outreach Activities | State of Rights and Resources 2011-2012 Annual Report | RRG | 25,000 | Jan | |
| | | Rio+20 media campaign; field visits for select journalists and launch of 20 years of tenure reforms publication Messaging/Interview training for RRI Partners and Collaborators | RRG, P&C | 75,000 | Jan-Jun | |
| | Products and Publications | Design and Formatting of RRI Materials (Banners, thumb drives, business cards, brochures, State of Play doc) | RRG | 8,000 | Ongoing | |
| | | | | | | |
| | | Translating & Editing of RRI documents into key languages | RRG | 30,000 | Ongoing | |
| Design and Formatting of RRI Publications | | RRG | 30,000 | Ongoing | | |

| | | | | | |
|-------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----|------------------|-----------|--|
| | Publication Printing - White Reports (1 at \$6.00) - Grey Reports (1 at \$8.50) - Working Papers (1 at \$4.50) - Briefs (1 at \$1.23 avg) - Annual Report (1 at \$6.50) - Governance Books (1 at \$35.00) - Coffee Table Picture Book (1 at \$50.00) - Glossy Impact Pamphlets (1 at \$2.50) - Reprinting (\$15,000) | RRG | 50,000 | Aug-Oct | |
| Communications Technical Assistance for Partners/Collaborators | Strategic need for additional Printing/Training /Web development of RRI Partners and Collaborators as identified by Global Programs and Country/Regional Team | RRG | 20,000 | As needed | |
| | Publication Dissemination | RRG | 15,000 | Ongoing | |
| Communications & Outreach Total | | | \$463,000 | | |