

RRI Strategic Priorities for 2013

Overarching Priorities

1. Ensure steady progress on implementation of the tenure reform roadmap in Indonesia, and robust design of the reform plan in Laos; approval of the new land policy in Liberia; promote adoption of new pro-community forest and land policies in Cameroon; generate a critical mass of popular and political support for a major initiative to complete the recognition of indigenous land rights in Peru; complete the baseline study and develop widely-accepted and targeted strategy to advance community tenure rights in the DRC's land reform program;
2. Initiate implementation of "New Directions" across country and regional programs, including integrating operational recommendations to achieve gender justice in strategies and reform plans in all RRI countries; scaling-up the number of new analysis and engagement with private and public investors; fully and systematically engaging the national FLEGT/VPA and REDD processes in countries where underway, and focusing particular effort on the emerging VPAs in Latin America setting precedents for others in the region;
3. Complete new, landmark analytical work on the role of extractive, infrastructure and agribusiness in shaping local rights and forests and develop promising strategies to actively engage private sector investors to adopt best practices; advance global consensus and implementation of "no regrets" REDD actions and open opportunities for international REDD instruments to play optimal roles in supporting tenure and governance reforms; complete a globally-recognized update on the state of forest tenure and status of global progress towards RRI targets; earn critical mass of support for the institutional design of the international forest tenure facility; gain high-level commitment to prioritize the securing of community rights by major NGOs and leading global actors – via the tenure summit; mobilize a critical and influential constituency to ensure that the successors to the MDG's prioritize the recognition of community land rights;
4. Strengthen the coalition and contributions of Partners by consolidating implementation of new operational modalities and planning systems for the Coalition; developing new strategic interventions to advance the "New Directions"; promoting more cross-learning among RRI Partners and Collaborators via a simplified monitoring and evaluation system; initiate a review of the structure of the Coalition to inform future Coalition strategies to increase its impact;
5. Substantially strengthen RRG by hiring a COO, Regional Directors for Africa and Asia, and by consolidating synergies and integrated planning between country, regional and global programs.

Strategic Analysis	Key Deliverables/Indicators of Achievement
<ul style="list-style-type: none"> Provide the analytical base for RRI's efforts to shape global priorities on poverty, climate change, social justice, and sustainable development through the production of rigorous quantitative and qualitative analysis and sustained, high-level, and evidence-based advocacy initiatives. 	<ul style="list-style-type: none"> Produced a Flagship report on the spatial extent of rights, helping to evaluate the progress towards reaching RRI's 2015 targets and the development of a globally recognized forest poverty tracking system. Developed more nuanced advocacy tools for Country and Regional Programs based off Spatial Extent, Depth of Rights & Poverty-Tenure-Forest Cover Methodologies. Developed and improved new analyses to evaluate the social, economic, and political costs of current concession-based growth models and the actual and potential economic outputs and benefits generated through indigenous and small-holder tenure and enterprise models. Shaped the international and regional policy debates through the production of a Land Tenure Issues paper for the UNREDD policy board, as well as holding three dialogues on Forests, Governance and Climate Change. Activated and deployed the Legal Reference Group to assist in the development of local analyses and policy initiatives. Created the basis for the establishment of a Gender Justice Reference Group (GJRG) through the expansion of existing methodologies to evaluate gender rights, as well as facilitating the scoping and design of the GJRG.
Networking Support	
<ul style="list-style-type: none"> Enhance and consolidate support to strategically relevant networks to strengthen their ability to promote tenure reforms and influence global and regional initiatives supporting RRI Strategic Themes. 	<ul style="list-style-type: none"> Supported and strengthened several "constituency-oriented" networks: the MegaFlorestais network of public forest agencies, gender networks and reference group, a legal reference group on community tenure rights, a working group on Alternative Tenure and Enterprise Models, the Independent Advisory Group to UN-REDD, and the Civil Society Advisory Group to ITTO. Reinforced RRI impact on community IP networks and organizations: supported their involvement in regional bodies and international relevant meetings to increase the IP voice in those convenings, initiated a seminar for the next generation of Indigenous and community leaders to expose them to global issues and leadership challenges, supported cross regional exchanges between grassroots organizations, and brought expertise on community enterprises to local communities on the ground. Built synergies and contributed to capacity building by supporting study tours and exchange visits for targeted audiences.

Communications and Outreach

- Develop systems to provide strategic communications assistance to country-level organizations; prioritize proactive communications and global level media engagement to achieve the goals in Framework Proposal II, including new constituency development; and maintain and enhance the RRI brand by delivering and promoting the high quality, credible, and evidence based products, messages, and materials that are now synonymous with RRI.
- Hosted Second Coalition-wide Communications Planning meeting to develop Coalition Wide Communications Strategy with RRI Partners and key regional Collaborators. (Begin the conversation on developing a “movement”.)
- Media and Messaging Workshops for key RRI spokespeople and Regional Messaging Workshop hosted to develop cohesive RRI messaging strategies.
- Increased Country and Regional level communications support and capacity building; including additional training / web development / media support of RRI P&C.
- RRI findings and graphics are available online and encourage their adoption and use by other organizations (i.e. data visualization of RRI Tenure Data).
- Event-specific communications are utilized to better capitalize on RRI engagements/activities; such as the online advocacy campaign in support of the Annual Review.
- Successful communications strategies implemented for RRI events/publications, i.e. 2012 Annual Review, next RRI flagship Publication, Regional Dialogues and Lombok+2.
- Prioritized proactive communications and media engagement necessitated by the goals of FP2; including the development of audience specific targeted RRI brochures and a series of one-pagers on RRI issues.
- Produce more “success stories” and publications that highlight RRI’s achievements to inspire newer audiences beyond the development field; continue to expand translated materials available in print and online.
- Maintain and enhance the RRI brand (and branding of specific materials), specifically through the production and distribution of high quality, functional, accessible, credible, and evidence based materials that promote effective advocacy.

Strategic Initiatives

- Fully assess feasibility and design of the International Forest Tenure Facility and pilot operations. Widen the support for a Global Tenure Summit in collaboration with RRI Partners and Collaborators.
- Produced analysis of private sector exposure to risks from insecure land rights and their potential contributions to the International Tenure Facility
- Held two meetings of the Tenure Facility Advisory Committee
- Secured additional commitments to the design and establishment of the Tenure Facility
- Held a strategic planning meeting for the Global Tenure Summit Process
- Convened an international gathering to identify the main outcomes to be achieved through the Global Tenure Summit process

Country and Regional Initiatives

- 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.
- Build regulatory capacity and standards within the private sector engaged in agribusiness, forest sector, FLEGT, REDD+ as well as promote mechanisms for responsible international investments in priority countries.
- 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 and gender justice outcomes.

Africa

- Liberia: The government's draft Land Policy is enacted by the legislature and CRL regulations and pit-sawing regulations are amended to avoid rights rollback. CSOs effectively engage mayor oil palm producers to ensure respect of rights and CSR. Rural women engage actively in forest committees and leverage understanding of their tenure rights to shape REDD policies and CRL reforms.
- Cameroon: The draft Forest Law includes RRI's recommendations for the creation of a community forest domain. RRI's proposed regulations for the Framework Law on Land Use Planning are adopted by the Ministry. Land Reform Legislation incorporates RRI's position statement for community-rights based and gender sensitive land tenure reform and is adopted by a core set of legislators.
- DRC: RRI's completed baseline study focuses government, CSOs and community discussion on reform to better advance community rights in new national and provincial legislation and reforms.
- Burkina Faso: New gender-sensitive local land charters (CFL) and regional and commune development plans (PRD and PCD) are implemented via empowered women, Civil Society pressure ensures tenure reforms recognize women's rights. TENFOREST's internal organization and governance is strengthened to better capitalize on comparative knowledge and political strength of its members.
- Mali: Dissemination of pilot communes' best practices in decentralizing CBNRM consolidates local community resource rights in the continuing political crisis, discourages rollback and empowers civil society for action when crisis resolves. Eco-agriculture and agroforestry enterprises are valued relative to LSLAs by government and to national climate change strategies, as a result of citizen-jury activism and disseminated knowledge of best practices.
- Regional: Sectorial ministries responsible for decisions on land and forest acquisition commit to coordinate across sectors to respect community rights and pursue investment strategies with more demonstrable income and livelihood benefits for farm and forest communities. National REDD strategies and community forest policies incorporate best practices from REDD and FLEGT/VPA pilots. Women's organizations in six countries advance gender justice in their national land and forest tenure reforms.

Asia

- China: Policy makers are made aware of needs to adjust reforms to respect ethnic minorities' rights and gender justice. Private investors in LSLAs are informed of the need to respect Chinese law in corporate practices. Recommendations for revisions to draft Forest Law are considered by SFA.
- Indonesia: Steady progress is made on implementing CSO Roadmap for tenure reform. Civil society remains actively engaged in national level negotiations on reform process and promotes multi-sectoral cohesion and political will. Existing schemes for establishing legal community forests are evaluated, and modified regulations to generate more equitable benefits to communities are recommended.
- Nepal: Ensure Rights are included in future election manifestos and in the Constitution via targeted policy advocacy with leading political parties and potential Constituent Assembly candidates. The potential of community forestry to alleviate poverty and generate revenue is publicized to government, private sector and media institutions.
- Lao PDR: Revised Land-use policies and legislations codify communities' and Indigenous Peoples' rights. Knowledge of National Assembly and line ministry leaders on conflict resolution and implementation of policy reforms is deepened via multi-stakeholder dialogue. FPIC is promoted and increasingly accepted as the basic standard for foreign direct investment.
- India: New research on internal land grab phenomenon catalyzes new policy and advocacy initiatives. Effective implementation of existing reforms promoted by reforming and revising old programs/regulations that are contradictory to progressive provision of FRA and PESA. Accountability mechanisms for responsible investment international investments are developed and publicized.
- Thailand: Engagement with National Law Reform Commission creates a new strategic space for dialogue to promote tenure reform in procedural law. Analysis linked to post-flood restoration efforts bolsters advocacy efforts in public discourse, media and political spheres.
- Regional: ASEAN and national governments are pressured to re-evaluate existing resource concessions and LSLAs and introduce new land acquisition frameworks with an overall view towards protecting community and indigenous rights. Region-wide strategic analysis on land grab phenomenon is conducted and disseminated to Human Rights Commission and other organizations within the ASEAN framework.

	<p>Latin America</p> <ul style="list-style-type: none"> • <u>Guatemala</u>: The social, economic and environmental contributions of community forestry organizations are well documented and publicized through a national awareness campaign. Communities' integrated forest management proposals are positioned in the agendas of climate change and forest governance negotiations at the national level. • <u>Peru</u>: Land titling processes in indigenous communities in the Peruvian Amazon are accelerated by a strong strategy carried out by empowered IP and CSOs, and have promoted the improvement of legal frameworks to protect the rights of indigenous peoples in voluntary isolation. • <u>Colombia</u>: The Colombian government has created conditions to ensure participation of all relevant civil society actors and forest communities in the definition of the national REDD+/SESA mechanism and safeguards, and indigenous and Afro-descendants organizations' inputs are incorporated in the national REDD+/SESA strategy. • <u>Nicaragua</u>: Lessons learned on internal governance arrangements for land ownership clarification are incorporated in government regulations for land titling. • <u>Honduras</u>: Grassroots forest organizations actively engage in and shape the national discussions and negotiations around forest governance. FLEGT-VPA process is soundly initiated with the European Union by active engagement of IP and CSOs, providing a potential model for other FLEGT processes in the region. • <u>Bolivia</u>: Indigenous and civil society organizations have established a system to monitor ongoing reforms in forest and natural resources legislation to secure that their demands are included, and that the rights of indigenous and <i>campesino</i> forest communities are respected. • <u>Regional</u>: Indigenous Peoples', Forest Communities' and Afro-descendants' experiences and lessons learned from integrated management and territorial governance systems are recognized and strengthened. More active participation and perspectives from other social groups with forest territories including Afro-descendants' and women's organizations are linked to regional debate and negotiation on collective tenure rights.
Coalition Coordination	
<ul style="list-style-type: none"> • Ensure RRI delivery mechanisms effective in implementation of Framework Proposal 2 to achieve desired impacts 	<ul style="list-style-type: none"> • Implementation of streamlined Monitoring, Evaluation, and Learning system. • Institutional Review of RRI whether current arrangements are most efficient method of operations to implement program of work and achieve desired impacts. • Modifications identified in 2012 for modalities of RRI Partners & RRG working together put in place for implementation of Framework Proposal 2.
Operations	
<ul style="list-style-type: none"> • Strengthened Finance & Administration systems provide better service to Partners, Collaborators, RRG Board, RRI Donors, and Secretariat 	<ul style="list-style-type: none"> • Complete hiring to fully staff RRG. • Development of further tools to integrate RRG's internal systems, simplify internal processes, and harness affordable advances in technology. • Further strengthening of the capacities and resilience of the Finance & Administration team.