RRI GLOBAL PROGRAMS: 2013 WORK PROGRAM

Global Programs Overview

The Global Programs Workplan for 2013 was developed by RRG in collaboration with Partners and Collaborators. The fourth annual **Global Programs Planning Meeting** was convened along with the Regional Planning Meeting in Washington, DC in November 2012. During that meeting Partners, Collaborators and RRI Fellows discussed and deliberated upon the strategies, activities and points of collaboration for 2013.

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

1. Strategic Analysis:

The Strategic Analysis Program conducts and supports global-level analysis and assessment of implications of global trends for local people and their livelihoods. It generates data and evidence-based advocacy tools (Tenure Analysis) to support RRI's narratives and contribution to the four RRI Strategic Themes (ATEMs, Rights and Climate, Realizing Rights, and Gender Justice).

2. Strategic Initiatives:

The Strategic Initiatives Program catalyzes actions by a wider set of actors beyond the RRI Coalition. This year, the Strategic Initiatives Program will focus on developing new initiatives to leverage greater public and private commitment for recognizing community forest tenure rights. It will focus on two activities: the establishment of the International Forest Tenure Facility; and the Global Summit on the Recognition of Community Land Rights to Achieve Global Development, Climate and Conservation Goals.

3. Networking Support Program:

The Networking Support Program is engaged in various constituency-based and international networks to strengthen their ability to promote tenure reforms. It also provides support for global and cross-regional activities and participation of CSO representatives in key international events to foster learning, collective strategizing and increase impact.

4. Communications and Outreach:

The Communications and Outreach Program is responsible for increasing global awareness of RRI key messages, activities, analyses, and impacts, and supporting their inclusion in local, national, and international discourse. This program supports the maintenance of the RRI's global identity.

Global Programs Budget by Programs

Program	2013 Budget
Strategic Analysis	1,060,410
Strategic Initiatives	430,000
Networking Support	785,000
Communications and Outreach	793,000
TOTAL	3,068,410

Planning Teams

Global Programs Planning Meeting:
8-9 November 2012
Washington DC, USA

2.1 Global Planning Team

Andiko	andiko@huma.or.id
Mulu Bahta	MBahta@rightsandresources.org
James Bampton	james@recoftc.org
Naomi Basik	nbasik@rightsandresources.org
Claire Biason	cbiason@rightsandresources.org
Barthélémy Boika	barthboika@yahoo.fr
Omaira Bolanos	obolanos@rightsandresources.org
Kerstin Canby	kcanby@forest-trends.org
Francis Colee	greenadvocatesadm@yahoo.com
Sally Collins	sally.collins.colorado@gmail.com
Marcedonio Cortave	direccion@acofop.org
Alexandre Corriveau-Bourque	acorriveau@rightsandresources.org
Ganga Ram Dahal	ganga@recoftc.org
Rose Davis	RDavis@rightsandresources.org
Raymond de Chavez	raymond@tebtebba.org
Mamadou Diakité	madoudiakite2003@yahoo.fr
Boubacar Diarra	bdiarra@rightsandresources.org
Jenna DiPaolo	jdipaolo@rightsandresources.org
Scott Dupree	mkoche@adupree.com
Roberto Espinoza	ayamtai08@gmail.com
Margarita Florez	florez.margarita@gmail.com
Marina France	mfrance@rightsandresources.org
Javier Gomez	jgomez@cedla.org

Jeffrey Hatcher	jhatcher@rightsandresources.org
John Hudson	johnmhudson@btinternet.com
Rémi Jiagho	Remi.JIAGHO@iucn.org
Susan Kandel	s.kandel@prisma.org.sv
Arvind Khare	akhare@rightsandresources.org
Sandra Leon	SLeon@rightsandresources.org
Victor Lopez	vtillescas@gmail.com
Rama Ale Magar	nhimawanti@gmail.com
James Christopher Miller	jcmiller@rightsandresources.org
Augusta Molnar	amolnar@rightsandresources.org
Iliana Monterroso	imonterroso@rightsandresources.org
Bambi Mpoy	bmpoy@rightsandresources.org
Augustin Mpoyi	ampoyf@yahoo.fr
Kevin Murray	murray.kevin@verizon.net
Cécile Ndjebet	cndjebet@yahoo.com
John Nelson	john@forestpeoples.org
Jay Nemeyer	JNemeyer@rightsandresources.org
Peter Newton	newtonp@umich.edu
Hortense Ngono	h_ngono@yahoo.fr
Samuel Nguiffo	snguiffo@yahoo.fr
Bryson Ogden	bogden@rightsandresources.org
Mario Osorio Dominguez	mosorio@rightsandresources.org
James Otto	jotto@sdiliberia.org
Bharati Kumari Pathak	bharatipathak_2006@yahoo.com
Madiha Qureshi	mqureshi@rightsandresources.org
Naya Sharma Paudel	nsp@forestaction.wlink.com.np
Li Ping	pingl@landesa.org
Bharat Pokharel	bharat.pokharel@helvetasnepal.org.np
David Robeck	drobeck@rightsandresources.org
Hanna Saarinen	hanna@laolandissues.org
Myrna Safitri	myrna_safitri@yahoo.com
Madhu Sarin	msarin@sify.com
Richard Smith	rsmith@ibcperu.org
Thomas Stadtmuller	thomas.stadtmueller@helvetas.org
José Absalon Suarez Solis	jose.a.suarez@renacientes.net
Leonardo Tamburini	moreira_2467@hotmail.com
Francois Tiayon	ftiayon@rightsandresources.org
Ben Tobias	BTobias@rightsandresources.org
Alain Traoré	traore_alain@yahoo.fr
Jennifer Wang	jwang@rightsandresources.org
Julie Weah	fcommunityinitiatives@yahoo.com
Andy White	awhite@rightsandresources.org
Ceferino Wilson	ceferino.wilson@nitlapan.org.ni

STRATEGIC ANALYSIS PROGRAM

> ***2013 Priority Objective:*** *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.*

RRI's core business is to provide expertise and analysis on the changes in forest tenure and developing methods to advance community-oriented tenure and economic policy reforms. The Strategic Analysis Program has focused on developing systems and methodologies to track the evolution in forest tenure from quantitative and qualitative perspectives and to report on global progress towards RRI targets.

The program generates data to support global-level narratives and assessments, and to shape and guide debate around key forest-related policies. Up-to-date evaluations of global policy and market trends also provide support to regional and country programs allowing for coordinated responses on issues that will affect local people and their livelihoods. RRI also supports researchers and their networks to develop research programs that can contribute to RRI advocacy and community-oriented policy decisions. This program generates data and evidence-based advocacy tools (Tenure Analysis) to support RRI's narratives and contribution to the four RRI Strategic Themes (ATEMs, Rights and Climate, Realizing Rights, and Gender Justice).

Tenure and Poverty Analysis
RRI's work in 2012 on the depth and spatial extent of rights for *What Rights* and *Respecting Rights*, respectively, has created a major opportunity to take stock of progress toward the RRI targets in 2013 and to develop new, more refined, methodologies to evaluate this progress. RRI's Tenure Analysis has become a globally-recognized point of reference for actors working on forest policy, climate change and sustainable development.

2013 will also mark five years since the publication of "From Exclusion." The timely production of a fully updated version of that dataset would coincide with RRI's stated priority to consistently produce high level **"Flagship" publications**. More specifically, this work would help evaluate the gap to meet the 2015 target of double the area under recognized local tenure and halving poverty in forest areas.

RRI now has a significant database and refined methodology with which to consider establishing a **Forest Tenure Security Index (FTSI).** The FTSI would help establish a baseline to measure global progress, as well as serve as an advocacy tool for civil society actors to hold governments accountable. In 2013, RRI will do a series of scoping analyses to identify the feasibility, demand, and best utility for such an index, as well as refining the methodology and design of the index.

Advocacy documents produced by RRI act as key tools towards holding governments and international actors accountable to promised reforms, or to prevent the scaling back of achieved rights. Published in February each year, **RRI's Annual Review of the State of Rights and Resources** is a high-profile document that helps decision-makers evaluate progress and sets the narrative for the coming year.

A central component of RRI's strategy is to pursue better data on whether secure tenure rights have any significant impacts on forest cover at the national or global scale, as well as on poverty. Such data would be essential to inform the design of the Sustainable Development Goals (the follow up to the Millennium Development Goals expiring in 2015). In 2012, RRI Partner IFRI began to develop and test methodologies to identify if there is a statistical relationship between tenure type, forest cover change, and the change in poverty rate at global, national, and sub-national levels. The biggest obstacle thus far has been finding reliable and geo-referenced tenure data at the sub-national level. In 2013, IFRI will extend this work, drawing on contributions from Partners and Collaborators towards the development of a **globally recognized forest poverty tracking system**.

In the DR Congo, RRI now has a significant opportunity to influence the land reform process and contribute robust analytical support. The **RRI Tenure Baseline Study** is becoming a point of reference for actors working on land reform in the DRC. The Congolese Government has designated the Baseline Study as one of the official inputs to the DRC's first-ever Land Reform Road Map. Building on established methodology and experiences in four provinces, the research could be expanded to more provinces and more sites within the provinces in order to maximize the quality of the data as well as the applicability of the findings at both a national and local level. It will also require a concerted strengthening of the research coalition around the outcomes of the study as well as the strengthening of new alliances with government, private sector actors, and influential embassies. This will position RRI to engage more strategically in 2014 and beyond by providing information on where and how to selectively engage.

ATEMs
The analytical component of the Alternative Tenure and Enterprise Models (ATEMs) theme is designed to promote an evidence-based shift in the paradigms of economic development and poverty reduction forested areas.   The analysis under this theme gathers data on the actual and potential economic outputs and benefits generated through indigenous and small-holder tenure and enterprise models, and to develop more effective methodologies for evaluating the social, economic, and political costs of current concession-based growth models. With this information, RRI can compare and contrast inclusive versus extractive political and economic development models. After having moved slowly in the analytical aspects of this theme in previous years, RRI will renew its efforts in 2013.

RRI will also undertake four analytical projects in 2013. Firstly, after five years of significant RRI investment in various ATEMs related analytical products through its Global Programs and Country/Regional Programs, there is a base of disparate analysis that could be put to better

use. In order to consolidate and analyze the findings from these**, RRI will conduct a retrospective analysis of work under the ATEMs theme** with a view towards synthesizing findings and providing direction for the future.

The second project will aim to **map out the primary private sector actors** who are involved in the financing of large-scale land acquisitions in several key RRI countries and how they interact with national governments and international institutions. Work towards this project began in 2012 with important initial findings for the construction of the International Forest Tenure Facility. In particular, work in China will examine two major plantation operations (APP and Stora Enso).

The third project, in collaboration with Forest Trends, will build on the Tenure Analysis of forest **concessions to evaluate the increase in "conversion timber" in VPA countries** and to identify the distinct impact that conversion timber based investments are having on local rights and deforestation.

The forth project arises directly from RRI Partner and Collaborator organizations, who have voiced the need for authoritative economic analyses to bolster their national advocacy campaigns promoting smallholder development models. Current analyses are constrained to particular case or country-level studies. In response to this demand for extensive analysis, RRI will commission a team of the leading forest economics specialists acquainted with RRI's ATEMs portfolio to produce an overarching analytical piece analyzing the trade-offs in terms of local development (jobs and incomes) and environmental sustainability (deforestation and degradation) when governments choose to promote **large-scale forest exploitation models over small-scale production**.

Lastly, as RRI Partners and Collaborators are increasingly involved in FLEGT-VPA design, RRI will convene a **workshop with Forest Trends to analyze the opportunities to advance the tenure and rights agendas within the VPA processes**.

Rights and Climate
The Rights and Climate Theme was developed with the goal of ensuring that climate change mitigation and adaptation initiatives integrate tenure reform into their programs and actions. Through its past advocacy and analytical work, RRI has made significant contributions towards integrating tenure into REDD+ programs and national strategies and is now looking to new levers to combat deforestation and promote security of community forest tenure rights. An essential component of this theme in 2013 will be to sustain the shift towards tenure-based REDD+ by continuing to provide climate change policy makers with better information about the essential contribution that local tenure rights can make to address the drivers of deforestation.

Over the past five years, twelve RRI Dialogues on Forests, Governance and Climate Change have amplified local voices and inserted the tenure rights agenda into the international design of

REDD+ programs. As REDD+ evolves to grappling with the impact that extractive industries and large-scale land acquisitions will have on deforestation and local land rights, RRI will convene **two Regional Dialogues (for Latin America and for Africa)** in early 2013. In addition, RRI plans to hold **one Global Dialogue in 2013** focused more firmly on innovations in supply-chain management and the role of investment in supporting local land rights.

In 2011, RRI commissioned a report establishing an **economic rationale for tenure reform** in Indonesia (written by Dominic Elson). Among other sectors, the report noted that without meaningful reforms to recognize community land rights, it would be impossible to derive meaningful benefits from REDD+ programs. At the request of the RRI Africa team, RRI will conduct similar analyses for Burkina Faso, Cameroon, and Liberia.

At the invitation of the UN-REDD Policy Board and as the Secretariat for the Independent Advisory Group (IAG), RRI will gather a group of specialists in tenure and REDD to develop a *Land Tenure Issues Paper* for the UN-REDD Policy Board Meeting in June 2013. The paper provides an important opportunity to provide the UN-REDD Policy Board with a clearer understanding of land tenure and the role UN-REDD can play to support the security of local land rights.

Realizing Rights

The Realizing Rights Theme is envisioned not only to advance the legal and policy recognition of rights but also other, related legal, policy and market reforms to help local people accrue the benefits from those rights. The analytical work for this theme allows RRI to measure progress in the legal recognition and realization of rights as well as creating a basis to develop effective evidence-based advocacy tools.

In 2012, there was increased demand from the regional Partners and Collaborators to **further refine the Legal Depth and Spatial Tenure** analyses to develop effective advocacy tools for country and regional efforts. Therefore, in 2013, RRI's Global and Regional Teams will collaborate in the contextualization of previously gathered data within regional histories of reform, identifying the regions' best and worst performers, placing reforms within the context of UNDRIP, extending the analysis to subsoil rights, and evaluating the level of recognition and depth of gender-based rights within these regimes.

The nascent **RRI Legal Reference Group** will generate analytical products useful for the wider RRI Coalition. In 2012, the Legal Reference Group produced an analysis of legal options to secure collective property rights (to be published in 2013). In 2013, some indicative products include analyses of the differences between Francophone and Anglophone legal systems in Africa and the opportunities to recognize community tenure rights. Additionally, the zoning processes in DRC and other countries can cause detrimental impacts on communities if it is not informed by relevant analysis of local land uses and legal options to integrate local participatory mapping into zoning processes. Lastly, building on RRI's Rethinking Forest Regulations

workshops, RRI will produce a framework for analyzing forest regulatory structures and assessing their rights implications.

Gender Justice

Over the past several years, RRI has completed a scoping exercise of RRI Partners' work on gender and land tenure. It was clear that many Partners had substantial work underway to understand the different impacts that development projects have on women and men, and on how women and men use forests differently. It was also clear that national policy reform processes did not adequately integrate this type on analysis into the process. There is a strong gender analysis component to many of the strategic analysis projects, particularly the major research and advocacy projects such as the RRI Annual Review of the State of Rights and Resources 2012-2013, The *What Rights* Regional Briefs, and the Baseline Tenure Study in the Democratic Republic of the Congo.

In particular, **RRI will expand the depth of rights analysis to gender dimensions** of community forest tenure regimes. This study can serve as a basis to establish an RRI Gender Justice Reference group, which will gather some of the world's leading thinkers on gender and tenure to advise RRI and complete complementary studies on the gender rights implications of RRI's work and the country reform processes where RRI is active.

Strategic Analysis Budget 2013

Description of activity	Partners & Collabs	Timeline	Budget	ATEMs	Rights & Climate	Realizing Rights	Gender
Flagship Report taking stock of RRI's 2015 Targets (From Exclusion +5)	RRI Partners and Collaborators	Late-2013	35,000	x	x	x	x
RRI Annual Review of the State of Rights and Resources 2012-2013	RRG, consultants	End 2013	17,000	x	x	x	x
Mapping Private Sector Financial Flows that Drive Land Investments	RRG, The Munden Project, Landesa	Ongoing	100,000	x	x		
Analysis of forest and agricultural concession areas contributing to Conversion Timber Study	Forest Trends	Ongoing	20,000	x	x		
Tenure, Poverty, and Forest Cover Analysis: Continuing the 2012 study along with the production of a synthesis advocacy report.	IFRI	Ongoing	70,000	x	x		
DRC Tenure Baseline Study: Scaling up research activities, holding a series workshops and validation events, and producing final report.	FPP, UN Habitat, Tropenbos International, WWF, RRN, CODELT, CIRARD, WRI, RFUK, RFN, DGPA & Africa Team	Ongoing	250,000	x	x	x	x

Economic Incentives for Forest Reform paper series: In Burkina Faso, Cameroon, and Liberia	Dominic Elson		25,000	x	x			
UN-REDD Tenure Policy Paper: Convening a workshop to draft tenure policy paper	IAG, RECOFTC, FPP, CR, IC, Fern	Ongoing	19,410		x			
Global Dialogue on Forest, Governance and Climate Change	TFT, eg	Mid-2013	80,000		x			
Regional Dialogues on Forests, Governance and Climate Change (Yaoundé and Bogota) and associated analytical products	ILSA, ISA, CED, CamEco, IUCN	March 2013	200,000		x			
Retrospective analysis of RRI's work on ATEMs to inform future strategies	Consultant	Early 2013	15,000	x	x			x
Regulatory Barriers: Editing 2012 report and finalizing country briefs	RECOFTC	Early 2013	10,000	x	x			
Regulatory Barriers: Producing a framework for analyzing forest regulatory structures and assessing their rights implications	RRG	Early 2013	--	x	x			
Tracking the Impact of LSLAs: Organizing a workshop to design the framework	CIFOR, The Munden Project, IFRI, consultant	Early 2013	15,000	x				
Expansion of What Rights? Analytical framework: Regional Briefs documents& additional analysis on sub-soil rights and the depth of gender rights	Regional teams	Early 2013	34,000				x	x
Scoping & Design Work for Tenure Security Index: Design outline	RRG	Mid-2013	--				x	
FLEGT-VPA Workshop for RRI Partners and Collaborators	RRI Partners and Collaborators	Mid-2013	100,000	X	X			

Large-Scale Versus Small-Scale Production Models Analysis	Consultants and RRI P/Cs	Mid-2013	30,000	X			
Legal reference group analytical studies		Ongoing	20,000	x	x	x	x
Gender Reference Group Analytical Studies		Ongoing	20,000				X
Total			**1,060,410**				

STRATEGIC INITIATIVES PROGRAM

2013 Priority Objectives: 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.

Since its inception in 2006, the Rights and Resources Initiative has become well known in the NGO and donor community for the quality of its work in issues related to tenure. As talks on climate and a price for carbon stall on the global scale and awareness of the threat of large-scale land acquisitions increases, the international community is interested in exploring other approaches to reducing deforestation and mitigating climate change, especially related to tenure. As 2013 approaches, the Rights and Resources Initiative finds itself in the unique position of being the acknowledged expert in a field that is rapidly gaining attention and importance in the international and donor communities. The creation of the Strategic Initiatives Program recognizes RRI's position and the role it can play to catalyze solutions to global problems beyond the scope of RRI's immediate capabilities.

The purpose of the Strategic Initiative Program will be to generate research and outputs to more directly leverage RRI's credibility and catalyze new global initiatives. Currently, RRI is leading the process to launch two major global initiatives: the International Forest Tenure Facility and the Global Tenure Summit.

With global populations expected to amount to 10 billion people by the end of the century, many countries and organizations are positioning themselves to profitably respond to increased demand for agricultural commodities, minerals, and infrastructure. Unfortunately, the increased flow of investment to these sectors in the developing world has resulted in "land grabs" at the expense of local and indigenous peoples, as well as activities that drive increased deforestation. **The International Forest Tenure Facility** is a mechanism dedicated to clarifying and strengthening local tenure rights by leveraging funds from concerned public and private sector parties. The Strategic Initiatives Program has begun analysis of the market and organizational landscape of extractive firms operating in forest countries in order to develop the incentive structure behind the Facility. The initial scoping for the International Forest Tenure Facility is being undertaken in three parts: (1) institutional design, (2) bottom-up, country specific, investment analysis, and (3) top-down, regional, investment analysis. In 2012, RRI also commissioned analysis of comparable global funds delivering public goods. These reports will drive 2013 strategy related to evaluating, constructing, and garnering support for the Global Tenure Facility. Importantly, an internal advisory panel consisting of representatives from the World Bank, International Finance Corporation, and RRI Partners and Collaborators was formed in December of 2012 to help assess and guide this research.

In addition to the work to advance the creation of the Facility, RRI aims to maintain the global momentum and support for securing local tenure rights by catalyzing the organization of a

high-level global summit on community tenure rights . Given the ambition of the Summit, RRI has worked with Oxfam, the International Land Coalition, Helvetas Swiss Intercooperation and Maliasili Initiatives to outline a strategic partnership to garner international political commitment to the goals of the summit. In 2013, RRI will co-convene a summit preparatory/technical meeting in Switzerland to identify areas of convergence to draw high-level political commitment to the options for scaling-up local tenure rights security.

Strategic Initiatives Budget 2013

Description of activity	Partners & Collabs	Timeline	Budget	ATEMs	Rights & Climate	Realizing Rights	Gender
Analytical support to the design of the International Forest Tenure Facility	Consultants, RRI Partners and Collaborators	Ongoing	80,000	x	x	x	x
Consultation on the design of the Facility with Indigenous Peoples, Community Representatives, Donors, National Governments.	RRG, consultants, Ateneo School, etc	Ongoing	170,000	x	x	x	x
Tenure Summit Process Support	Maliasili Initiatives	Ongoing	30,000	x	x		
Tenure Summit Preparatory Meeting	Helvetas	Sept.	150,000	x	x		
Total			**430,000**				

NETWORKING SUPPORT PROGRAM

Priority objective for 2013: 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.

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 networks, global and cross-regional activities for fostering adaptive learning, sharing, advocacy, and collective strategizing to increase impact and efficiency.

In 2013, the Networking Support Program will operate on a broader spectrum to include additional networks supporting the new RRI Strategic Themes. RRI will support several "constituency-oriented" networks:

- **MegaFlorestais network** targeting public forest agencies and its three activities:
  - Annual **MegaFlorestais** meeting of forest agency leaders,
  - **Next Generation of MegaFlorestais** seminar,
  - **Rethinking Forest Regulations** workshop for forest officials and CSO representatives.

  In 2013, RRI will expand the network to new countries, put attention on its branding, and work with Partners and Collaborators to select more influential participants. To capitalize on the success of this network and the interest it has generated among its members, RRI will also facilitate study tours and exchanges between participating countries to push on key issues (i.e. help the US Forest Service strengthen community management in Peru).

- **Next Generation of IP and community leaders**: using a similar curriculum as the Next Generation of MegaFlorestais, RRI will convey a seminar for the next generation of Indigenous and community leaders in collaboration with Samdhana and Tebtebba to expose them to global issues and leadership challenges and enable them to enhance their capacity to push for rights and livelihoods.

- **Gender networks** such as REFACOF (African Women's Network for Community Managed Forests) will be supported through training and dissemination of tenure/gender analyses. In addition an **RRI Gender/Tenure Reference Group** will be created in 2013 to support RRI's analysis and influence on tenure reform processes to ensure they are gender sensitive.

- **Community Tenure Rights Legal Reference group**, a network of international legal practitioners and experts: building on the success of the meeting organized by RRI and the Ateneo School of Government (The Philippines) on "Legal Options to Secure Community Property Rights" in October 2012, RRI will consolidate this group so it can provide on-demand legal assistance to Partners and Collaborators involved in legislative reform processes. Another meeting of the group will also be organized to discuss new ways to promote and secure community property rights and produce new analysis.

- **Alternative Tenure and Enterprise Models (ATEMs) working group**: for the past few years, RRI has been supporting an ATEMs working group. Now that REDD priorities are shifting, the working group needs to be reframed and revived to focus on local forest economies and supply chains analysis. A meeting and side discussions will be organized throughout 2013.

- **The Independent Advisory Group (IAG) on Forests, Rights and Climate Change to UN-REDD**: RRI will engage high-level thinkers in the IAG space during UN-REDD Policy Board Meetings (June 2013). RRI will hand over the secretariat function to another member of the IAG.
- **The Civil Society Advisory Group to ITTO**: in 2013 RRI will continue its support to CSAG but handover the secretariat function to other members.
- **Community and IP network**s such as the Global Alliance of Community Forestry, etc., to support IPs in their initiatives to influence climate change negotiations, FLEGT-VPA processes.

The Networking Support Program will continue to build synergies and support **exchange visit and study tours** to promote information sharing and capacity building. In 2013, RRI will:

- support more cross regional exchanges between grassroots organizations involved in the promotion of Indigenous Peoples' land rights (i.e. between Utz' Che and FECOFUN),
- bring technical assistance of global experts on community enterprises to local communities on the ground,
- and support study tours and exchange visits for targeted audiences (i.e. bring a group of CSO leaders from the Sahel to Switzerland to study community tenure policies).

Finally, at the request of Partners and Collaborators, the Networking Support Program will continue to support participation and engagement in key international and regional events where community voices need to be heard: regional bodies with CSO IP representation (such as APFNet), UNFCCC, Latin American Carbon Forum 2013, UN Forum on Forests, World Association of Soil and Water Conservation Conference, ITTC, etc.

Networking Support Budget 2013

Description of activity	Partners and Collaborators	Timeline	Budget	ATEMs	Rights & Climate	Realizing Rights	Gender
MegaFlorestais, Public Forest Agencies			**375,000**				
2013 Annual Meeting of MegaFlorestais – Indonesia	USFS, Samdhana, Epistema Institute	Fall	100,000	X	X	X	x
Next Generation of MegaFlorestais – Oaxaca (Mexico), Whistler (Canada) or Grey Towers (USA)	CONAFOR, USFS	May	90,000	X	X	X	
Rethinking Forest Regulations - Montana	Montana DNRC, USFS, SDI, GA, RECOFTC, CED, DAR, CEDLA, CEJIS	July	85,000	X			
Support to MegaFlorestais's activities	Consultants, resource people		100,000				
Support to international and regional networks			**215,000**				
Strengthen REFACOF and other gender networks with analysis and exchanges	REFACOF, Asia, Africa, Latin America		50,000				X
Establish an RRI Gender Reference Group and hold first meeting	Tbd		50,000				x
Meeting of the Community Tenure Rights Legal Reference group	Ateneo School, Philippines		50,000			X	
Reframing of the ATEMs working group	IFRI, FT, UBC		20,000	X			
Support to the Independent Advisory Group to UN-REDD	RECOFTC, FPP, CR, IC, FERN	June	15,000		X		
Support to the Civil Society Advisory Group to ITTO	CSAG, GACF		30,000				
Support to Community IP networks and exchanges			**140,000**				
GACF; Global IP networks – support their	Various		30,000	X	X		

initiatives to influence climate change negotiations, FLEGT-VPA processes, etc.							
Next generation of IP and community leaders	Tebtebba, Samdhana		60,000			X	
Support to cross regional community exchanges	Utz' Che, FECOFUN		25,000	X	X	X	X
Bring technical assistance of global experts on community enterprises to local communities			25,000	X			
Convenings			**55,000**				
Strategic engagement in international or regional events, such as UNFCCC, Latin American Carbon Forum 2013, UN Forum on Forests, World Association of Soil and Water Conservation Conference, ITTC, RPSO RT 11.	Up to 30 CSO representatives per year		25,000		X	X	
Support to study tours and exchange visits for targeted audiences			30,000	X	X	X	X
Total			**785,000**				

COMMUNICATIONS AND OUTREACH PROGRAM

> ***Priority Objective for 2013:*** *The Communications and Outreach Program will 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.*

Numerous independent evaluations of the RRI Coalition have agreed that RRI is now recognized as the world's leading network on forest tenure and governance, and for catalyzing major shifts in tenure and governance policy in countries throughout the world. The 2012 independent evaluation of the Communications and Outreach Program, in particular, concluded that RRI's strong communications program, built on a foundation of strategic thinking and solid planning, has contributed to the achievements of the Coalition thus far. However, while the program has had a considerable number of successes, the priorities in Framework Proposal II (FPII) and reaching RRI's 2015 targets require a strengthened Communications Program. Specifically, the independent evaluator found that the program should prioritize activities and develop new methods of operating to deliver on the expanded goals of FPII, while maintaining the critical elements of a sophisticated communications program. The evaluation cautioned that "*the resources and capacity of the communications program needs to continue increasing to keep up with a rapidly expanding organization and to take RRI's communications to the next level.*"

After a detailed review of the program by RRG and RRI Partners and Collaborators, four major changes/additions to the program in 2012 were considered in the overall strategic direction of the program in 2013, leading to the development of the above listed Priority Objective for 2013.[1]

Based on discussion and feedback from members of the RRI Coalition at the November 2012 Global Programs Planning Meeting, the Communications and Outreach Program identified the following elements of strategy to guide the selection of activities and overall implementation of the program in 2013:
1) Prioritize proactive communications necessitated by the goals of FPII.
2) Increase focus on local level community support and capacity building.
3) Produce more "success stories" and publications that highlight RRI's achievements to inspire newer audiences beyond the development field.

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[1] These included: a) Introduction of Framework Proposal II and the New Directions, b) Results/suggestions from the Independent Communications Evaluation, c) Increased Translation and Publication Production, and d) Increased Country and Regional Level Media Engagement. For a full discussion on these major changes and additions to the program, please see the November 2012 Communications and Outreach Planning Note.

4) Employ new media opportunities and be more proactive with regularly paced media outreach.
5) Develop a new Coalition-wide Communications Strategy based findings from the independent evaluation and ongoing communication with RRI Partners and their communications staff.
6) 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.
7) Develop new systems and processes that better allow RRI to deliver on the growing need for translation and publication production.

Keeping in mind the Priority Objective for 2013 and using the elements of strategy outlined above, the Communications and Outreach Program has identified and prioritized activities that contribute to the achievement of the goals outlined in Framework Proposal II and the 2015 RRI Targets. These activities are divided into the following three primary categories:

To Address Framework Proposal II / RRI 2015 Targets
- RRI findings and graphics available online and encourage their adoption and use by other organizations (i.e. data visualization of RRI Tenure Data).
- Content briefings on RRI targets / findings with RRI Partners, Collaborators and Fellows.
- Research and incorporate effective channels to reach new priority constituents identified in FPII.
- Sharpen existing communication tools to be more narrative-rich and focused on accomplishments.
- "Introduction to RRI video" for website and viral media campaign.
- Global Media launch of RRI Annual Review of the State of Rights and Resources 2012-2013.
- New RRI brochures targeted at particular audiences to reflect priorities in FPII.

To increase efficiency and effectiveness of RRI Internal Coalition Communications
- Webinar briefings for RRI Partners and Collaborators on communications-related topics of interest (i.e "Introduction to RRI," "Media and Messaging trainings," "Interview practice").
- Host regional messaging workshops to develop cohesive messaging strategies in advance of the RRI Dialogues in Bogota and Yaoundé, and on specific RRI themes, such as Gender Justice. Provide RRI analyses by country/region in usable formats (i.e. PowerPoint).
- Create and streamline standard processes for production of RRI materials.
- Ensure Partners and Collaborators' linkage to RRI website, explore new opportunities for Communications staff to work together to maximize impacts.
- Expanded publication dissemination to RRI Partners and Collaborators, including back-mailing of key 2011-2012 publications.

Ongoing activities required of a sophisticated Communications and Outreach Program

- Development of the RRI Quarterly Newsletter, Monthly Communications Update, Tenure Trends, press releases, and various other email outreach.
- Maintain RRI Website and RRI "Rights and Tenure in the News" and "News from RRI" blogs.
- Production and promotion of RRI materials, presentations, publications and events.

Communications and Outreach Budget 2013

Description of activity	Partners & Collabs	Timeline	Budget	Program / Region	ATEMs	Rights & Climate	Realizing Rights	Gender
Workshops and Trainings			**89,000**					
Training of RRI Partners and Collaborators in regions, tied to regional events (LA Dialogue, Africa Dialogue)	RRG, P&C	January, March, and TBD	15,000	All				
Quarterly communications messaging trainings on specific topics	RRG, P&C	Ongoing	8,000	All				
Central communications meeting with partners, collaborators, and facilitators in 2013	RRG, P&C	TBD	40,000	All				
One-day Regional Gender messaging workshop (in coordination with LA event)	RRG, LA P&C	TBD	8,000	LA				X
One-day Regional Gender messaging workshop (in coordination with Africa event) * radio focus	RRG, Africa P&C	Mid 2013	10,000	Africa				X
RRG internal staff communications training - impact writing, reporting, etc	RRG	Ongoing	8,000					
Website			**45,000**					
Website maintenance & hosting	RRG	Ongoing	5,000	All				
Website design & support	RRG	Ongoing	10,000	All				
Updating email/web outreach (including memberships to CMS systems used for Tenure Trends, RRI Quarterly Updates, Monthly Updates, and Social Media platforms)	RRG	Ongoing	10,000	All				
Web 2.0 Development & SEO Optimization	RRG	As needed	5,000	All				
Develop / Host new Tenure Tracking Platform	RRG	TBD	15,000	All				
Representation and Outreach			**413,000**					
Increase use of targeted outreach to a wider array of audiences (including FP2 targets)	RRG	Ongoing	30,000	All				

Development of Impact Stories	RRG	Ongoing	12,000	All					
Country / Regional level media campaigns	RRG, P&Cs	As needed	6,000	TBD					
Launch of RRI Annual Review of the State of Rights and Resources 2012-2013	RRG, P&Cs	February	65,000	All	X	X	X	X	
Launch of RRI Flagship Report	RRG, P&Cs	Late 2013	25,000	All	X	X	X		
Publication dissemination to RRI Partners and engaged collaborators, including back-mailing for 2011-2012 publications.	RRG	Ongoing	20,000	All					
LA Dialogue Media Outreach & Launch of Extractives Impact of Territories	RRG	March	15,000	LA	X				
Africa Dialogue Media Outreach & Launch of Richards/ Oyono Paper	RRG	March	15,000	Africa	X				
Media Outreach for Lombok+2 Conference	RRG, P&C	September	15,000	Asia	X	X	X	X	
Online advocacy campaign to draw out annual review theme. Tools include: email blasts, social media, Change.org petitions, etc.	RRG, P&Cs	Ongoing	5,000	All	X	X	X	X	
Intro to RRI video based off of B-roll for Nov meetings, Liberia, Cameroon	RRG	TBD	15,000	All					
Cision – Annual Membership & Event tracking	RRG	Apr-Apr	20,000	All					
Data visualization of RRI Tenure Data	RRG	March	50,000	All					
Develop and produce 2 new RRI brochures with specific messaging for various audiences, 1 for the private sector, and 1 general brochure	RRG	March - July	35,000	All	X	X	X	X	
Develop and produce new series of one-pagers for private sector audience focusing on specific RRI issues: E.g. Land Tenure and FLEGT VPA; Land Tenure and Investors; Land Tenure and Rights, etc.	RRG, P&C, Fellows, Board	Ongoing	35,000	All	X				
Translating RRI Advocacy Materials into required emerging economy languages	RRG	Ongoing	20,000	TBD	X				
Develop an RRI translation guide/dictionary for French and Spanish terms.	RRG	February	5,000	All					
Reprint of existing RRI Publications	RRG	As needed	25,000	All					
Production of RRI Materials			**226,000**						

(design, format, edit, translate, print)								
General (thumb drives, folders, banners, business cards, etc.)	RRG	As needed	12,000	All				
Production of Extractives Impact of Territories Paper for LA Dialogue	RRG	March	7,000	LA	X			
Production of State of Rights and Resources 2012-2013	RRG	January-February	30,000	Strategic Analysis	X	X	X	X
Production of DRC tenure Baseline Study	RRG	Late 2013	50,000	Strategic Analysis	X	X	X	X
Production of RRI Flagship Report	RRG	June-August	60,000	Strategic Analysis	X	X	X	
Production of Richards/Oyono Papers & Policy briefs, for Africa Dialogue	RRG	March	20,000	Africa	X	X		
Production of Large Scale vs. Small Scale Production Model Analysis	RRG	TBD	3,000	Strategic Analysis		X		
Regional Synthesis of on commodity supply chains and LSLA	RRG	Late 2013	4,000	Asia	X	X		
China Second Round Survey - PKU	RRG	Mid 2013	25,000	Asia			X	
Production of What Rights Regional Briefs	RRG	Early 2013	9,000	Strategic Analysis	X	X	X	
Production of other Strategic Analysis products	RRG	Late 2013	6,000	Strategic Analysis	X	X	X	X
Capacity Building for P&C			**20,000**					
Strategic need for additional training / web development of RRI P&C (as identified by GP and CRP)	RRG	As needed	20,000					
Total			**793,000**					