

RRI Strategic Priorities for 2014

Overarching Priorities

1. *Seize strategic opportunities in **Indonesia, Nepal, Peru, Colombia, Mali, and the DRC**, countries that have extraordinary influence in their regions and some of which have substantial significance in global processes. In Indonesia: Civil society gets support from national government and at least one provincial governor to implement a practical road map for recognizing adat land and forest rights, demonstrating feasibility and momentum in implementing the Constitutional Court decision. In Nepal: Community forest rights are supported by the new government and guaranteed in the new constitution. In Colombia: The reform of Rural Development Law and the regulation of Law 70 advance land community territory and forest use rights for Afrodescendants. In Peru: The government endorses strong IP territories and community forestry as a key strategy for mitigating and adapting to climate change, and publicly supports broader commitments to IP and community forest rights in the COP. In Mali plans to secure gender and community tenure rights are included in the national climate change strategy and the national commission on dialogue and reconciliation, further encouraging the approval of local resource conventions in at least three regions. In the DRC: The Ministry of Land Affairs adopts the recommendations of the completed baseline study regarding the land law and the community forest regulations.*
2. *Achieve strategic outcomes in the international arena, including: 1) The **P-15 SDGs** include target(s) on securing community land rights, supported by new data on the amount of **customary, "contested," and formally-recognized community lands** in the developing world; 2) **Community forestry**, and tenure reform to achieve it, is endorsed as a priority climate change strategy by influential actors in REDD+, demonstrated by new commitments at the Lima CoP; 3) The procedures adopted by the international REDD+ instruments (including those managed by the World Bank and the UN) to clarify **forest carbon rights** respect and protect customary land rights and governance; 3) Key actors in **FLEGT** have enhanced knowledge and practical approaches to support community forestry and enterprises through legal and regulatory reforms; 4) Several **influential investors and companies** adopt new screens or standards to reduce risks of violating customary rights; 5) The **conservation community** makes stronger commitments to respect rights and promote reforms, including as needed for restitution of rights, at the World Parks Congress; 6) RRI develops a strategy to confront the threats of **agribusiness (including smallholder) movements** to undermine community land rights.*
3. *Take definitive steps in RRI's two strategic initiatives to scale-up global efforts to secure community land rights: the proposed **Land and Forest Tenure Facility**, and the **Alliance for Community Land Rights**. For the Facility: appraisal studies and consultations with key stakeholders are completed, plans for establishment are prepared and, pending secured funding, pilot projects are initiated. For the Alliance: modalities of the informal alliance are agreed with co-conveners, working groups established in Interlaken continue collaboration, a campaign for securing community land rights and a follow-on conference to Interlaken in 2015 are designed.*
4. *The RRI coalition: 1) strengthens its collaboration and learning between Partners and between Partners and Collaborators; and 2) assesses the performance of the **MOU** and the options to improve **how we organize**, towards identifying our preferred roles and structures prior to mid-2015, when the current MOU comes to term.*
5. *RRG: 1) Consolidates efficiency and performance of new management team, and strengthens program teams to address growing demands on the Secretariat; 2) Formulates and implements more streamlined financial and administrative systems across RRG and RRI coalition, enabling a scaling-up of support; and 3) Achieves revenue targets forecasted for RRI's strategic initiatives and the Framework Program II.*

Global Programs			
	Strategic Analysis	Networking Support	Communications
<p>Community forest tenure is endorsed as a priority climate change strategy by key actors, demonstrated via new commitments at the Lima CoP, and forest carbon rights frameworks (including through World Bank and UN initiatives) respect and protect customary land rights and governance.</p> <p><i>Primary thematic focus: Rights & Climate</i></p>	<ul style="list-style-type: none"> Analytical report on community tenure and climate outcomes (co-produced with WRI) provides a strong foundation for advocacy to climate actors on the importance of investing in community forest tenure and management as a climate strategy Analysis of risks associated with emerging carbon rights frameworks informs discussion and advocacy to reduce potential for conflict with customary rights Analysis of the amount of forest carbon conserved in community forest lands strengthens case for investing in community forest tenure and management as a climate strategy (produced with The Munden Project) 	<ul style="list-style-type: none"> 15th Dialogue on Forests, Governance and Climate Change conducted in Washington, DC (March 2014) raises awareness and builds collaboration to address tenure risks associated with emerging carbon rights frameworks Lawyers for Community Tenure network provides expert advice to RRI and key REDD+ actors on carbon rights issues Participation of key advocates increases voice and attention to indigenous and community rights issues in the Lima UNFCCC COP 	<ul style="list-style-type: none"> Production, dissemination and outreach promotes findings of analytical reports on community tenure and climate outcomes and on risks associated with carbon rights frameworks Proactive media outreach ensures that 15th Dialogue messages are widely promoted Communications training and capacity building enables key messengers to affect the dialogue and decisions of the UNCCC COP in Lima
<p>Key private sector actors influenced to adopt screens and standards to reduce risk of abusing land rights, and consider ATEMs.</p> <p><i>Primary thematic focus: ATEMs/Tenure Facility</i></p>	<ul style="list-style-type: none"> Analytical report on tenure risk strengthens the business case for the private sector to account for the rights of Indigenous and local communities Direct engagement with institutional investors and major companies regarding approaches to screen against tenure risk and preferred business models Analysis of business models supportive of CFE/SMEs informs opportunities for private sector entities to support community enterprises through their supply chains An initial database of industrial concessions in forest land contributes to RRI and public knowledge of industry pressures on Indigenous and community lands 	<ul style="list-style-type: none"> The MegaFlorestais meeting in Cameroon advances regional commitment to respect community land rights, and use REDD+ and FLEGT initiatives to support reforms Private Sector working group (from Interlaken) meets in Bellagio and develops concrete proposals to expand and leverage private sector interest in securing community land rights Community Forestry & FLEGT workshop organized with Chatham House builds knowledge and practical approaches to address risks and opportunities of FLEGT for community forest enterprises 	<ul style="list-style-type: none"> Production and dissemination of analytical reports strengthens the business case for rights and business models supportive of SMEs Media outreach through the launch of RRI's Annual Review of the state of rights and resources 2013-2014 promotes private sector engagement in clarifying and securing land rights Production of a MegaFlorestais video documents progress made, in support of the program's 10 year anniversary

<p>Conservation community makes stronger commitments to respect rights and promote tenure reforms at the World Parks Congress.</p> <p><i>Primary thematic focus: Realizing Rights</i></p>	<ul style="list-style-type: none"> Analytical report on the impact of protected areas on community rights in key countries informs advocacy and consensus on rights-based approaches Policy brief strengthens the case for investing in community land and resource rights as a strategy for effective and ethical conservation 	<ul style="list-style-type: none"> Conservation working group (from Interlaken) builds consensus around a rights-approach to conservation by contributing to analytical reports and supporting engagement during the World Parks Congress Activities implemented at the World Parks Congress raise awareness and disseminate narratives on importance of secure community tenure to conservation 	<ul style="list-style-type: none"> Production, dissemination and outreach promoting analytical reports on the impact rights-based approaches Proactive media outreach and communications training of key messengers raises awareness of rights-based approaches and affect the dialogue in advance of the WCIP, WPC.
<p>Post-2015 SDGs include targets on community land and resource rights, supported by RRI tenure data, analysis and advocacy on customary and community land rights; and this analysis and advocacy supports a successful World Conference on Indigenous Peoples.</p> <p><i>Primary thematic focus: Realizing Rights</i></p>	<ul style="list-style-type: none"> Targeted policy brief on community lands in the post-2015 SDGs raises awareness of the community land rights issue within other sectors of the development community and strengthens case to include tenure targets within the SDGs Methodology on customary and contested lands developed & tested in an initial set of countries, and serves as platform to launch a broader database; Initiation of global baseline of community lands in forest and non-forest areas yields clearer understanding of the extent of community and Indigenous land tenure, and engages new sets of organizations Comparative analysis of options for legal recognition of community land rights provides new tools for policy makers, advocacy groups, and communities 	<ul style="list-style-type: none"> Mapping and Documentation working group (from Interlaken) contributes to the establishment of baselines and databases on customary and community lands Advocates engaged and supported to include land rights in the SDGs and key UN and government actors directly engaged Participation of key advocates and IP/community leaders increases voice and attention to customary and contested lands in the World Conference on Indigenous Peoples 	<ul style="list-style-type: none"> Media outreach and communications training of key messengers promotes inclusion of land rights in the SDGs; RRI Flagship report produced and disseminated with media outreach; RRI Tenure Data hosted online, including full data visualization and interaction, and adopted by others inside and outside the RRI coalition; New policy briefs produced on RRI issues: e.g. Land tenure and FLEGT/REDD; Land Tenure and Investors; Land Tenure and Rights, Land Rights Post 2015, etc.

Strategic Initiatives			
<p>International Land and Forest Tenure Facility, appraised, and next steps determined</p>	<ul style="list-style-type: none"> Detailed organizational design of the Facility - including governance, staffing, safeguards, accountability mechanisms and links with existing organizations - facilitates quick operational scale up at launch National assessments in target countries identify potential roles for Facility 	<ul style="list-style-type: none"> Broad-based consultations with key stakeholders on design, and appraisal by RRI completed, with next steps determined Depending upon funding and appraisal, preliminary project pipeline identified and pilot activities initiated 	<ul style="list-style-type: none"> Increased availability and usability of RRI tenure analysis findings and graphics online broaden the support for the Facility
<p>Alliance for Community Land Rights advanced through coordination and communications support</p>	<ul style="list-style-type: none"> Support for coordination of a new Community Land Rights Alliance catalyzes commitment to community land rights from multiple international networks, designs campaign and plans for 2015 conference A meeting of leading organizations leading the Interlaken working groups maintains momentum and strengthens shared vision and plans to scale-up global efforts to secure community land rights 	<ul style="list-style-type: none"> www.communitylandrights.org built out and maintained to ensure a centralized location for information on the Alliance 	

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 New Land Policy (NLP) and the Community Rights Law (CLR) are strengthened and protected in the Constitution to avoid rollback from the regulations; the first permit for pit-sawyers is issued; county women's platforms' inputs and local realities feed the NLP; the CSOs reengage with the national REDD+ process and re-energize the political will; expanding community ownership to land in some counties.
- **Cameroon:** Options for formalizing and securing collective tenure rights are identified, documented, and fed into the land reform process; proposal for the institutionalization of FPIC and community rights mapping are submitted to the Ministry of Forest and Wildlife (MINFOF); MINFOF uses MegaFlorestais as a platform to engage COMIFAC, the CEMAC, and the Ministers of forests in the Congo Basin to advocate for community tenure rights and community enterprises, and develop alternative business models for large-scale industrial concessions.
- **Mali:** Six local land commissions with action plans are created in three regions; the decree on the transfer of power to Local Collectivities in forest resources management and a bill on Local Conventions are drafted and submitted to the council of ministers; a national dialogue is initiated on NTFPs' rules; gender and community tenure rights are integrated into the national climate change strategy and action plan and taken into account in the National Commission on Dialogue and Reconciliation.
- **Burkina Faso:** Farmers' tenure rights are secured in two communes' urban expansion plans; the national policy on the Bagre Growth Pole project and the mining code take into account local communities' and women's tenure rights; one land charter and five land certificates are drafted and adopted legally; gender and climate change are integrated in fifteen local development plans; TENFOREST is engaged and actively participate in the national FIP and REDD+ processes.
- **DRC:** the results of the baseline study feed into the CSOs advocacy strategy around the land reform and is used as a reference tool by the Ministry of land affairs, and to inform the government zoning process; the decrees and regulations on community forest concessions are adopted and ratified by the government; expanding community landownership in three provinces.
- **Regional:** Options for formalizing and securing collective tenure rights and alternative economic models are analyzed and discussed in national land reform processes and with CSOs and government. Indicators are developed to track progress in national tenure reforms in Central Africa. Great Green Wall interventions respect local community rights to natural resources in three Sahelian countries (Mali, Burkina Faso, and Senegal). Regional and sub-regional institutions further RRI goals of tenure and rights at the national level. Women's networks advance women's tenure rights in six countries.
- **Senegal:** CSOs proposals for securing collective tenure rights are discussed and adopted by the national commission on land reform (CNRF); the 1964 land law is analyzed from collective and community tenure rights perspective and the inconsistencies with the 1996 decentralization are revealed; LGAF module on forest resources management is drafted bringing forest tenure in the land reform process discussions.

Asia

- **China:** Key, influential, private sector institutions begin to adopt accountable and responsible resource investment practices within China and overseas, and are made aware of tenure risks. Upcoming agenda for State Forest reform includes steps to begin to recognize collective forest rights of ethnic Tibetan communities, and SFA and other agencies support repositioning China's Green Growth agenda, identifying parameters for a new vision with sustainable forestry as cornerstone.
- **Indonesia:** A common strategy and blueprint for implementing Constitutional Court ruling 2012/35 is developed and supported by Indonesia's new administration. Land and resource rights of local communities and Indigenous Peoples, including women and other marginalized groups, are recognized in forthcoming laws and draft Bill on the recognition and protection of IP rights. Existing forest sector power structures begin to destabilize bolstered by equitable and active representation of local actors and continued alliance with NKB12.
- **Nepal:** Community property rights are endorsed by the new government and in the forthcoming Constitution of Nepal as a result of ongoing advocacy, media platforms and RRI-MSFP collaboration. Increased public/private sector support and credible research enables scaled-up establishment of Community Forestry Enterprises, boosting local incomes. Cooperation between FECOFUN and NEFIN is enhanced to reinforce rights agenda.
- **Lao PDR:** Lao civil society achieves political space necessary to participate in policy debates and influence natural resource management frameworks, including National Land Policy and forthcoming laws. Government of Lao PDR demonstrates commitment to social and environmental safeguards in

	<p>FLEGT, and begins to recognize ineffectiveness of FDI agenda in achieving development goals.</p> <ul style="list-style-type: none"> • India: New standards for industrial investments are set in India by helping the Securities and Exchanges Board (SEBI) and other regulatory bodies to incorporate tenure risks in their compliance mechanisms, and provide legal and analytical support to CSOs for a vigorous implementation of the Forest Rights Act 2006. • Regional: Regional engagement builds on Indonesia’s Constitutional Court ruling to pressure similar progress in other countries. Strategic lessons and experiences on impacts of domestic/international LSLAs are shared and a cohesive strategy developed for further RRI work engaging the Asian private sector on tenure issues. Sharing of participatory mapping strategies enable grassroots efforts to realize rights. • Myanmar: Following a thorough scoping exercise, agenda for RRI engagement in Myanmar is developed. <p>Latin America</p> <ul style="list-style-type: none"> • Peru: Ministry of Agriculture commits to advance community land titling process. Ministry of Culture improved the legal framework for the protection of Indigenous Peoples in Isolation, and advanced in the studies for the creation of four indigenous reserves. • Guatemala: The terms of the Climate Change Law, and the new Pro-Forest Law, include specific provisions to recognize the community sector as right holder, broadening the distribution of economic incentives that benefit this sector. • Colombia: Regulation of Law 70 for Afro-Colombian communities has been completed. It includes the inputs from Afro-descendant communities, on aspects such as land use, protection of natural resources, mining resources and social and economic development. Consultation on the Rural Development Law includes inputs from CSO, Indigenous Peoples, peasants, and Afro-descendant communities. • Bolivia: The national indigenous organization, CIDOB, has strengthened their advocacy capacity and organized a common agenda for pro-active engagement and negotiation with the government. • Regional: Regional alliances among Indigenous peoples, Afro-descendant organizations, women’s groups and peasant communities successfully implement advocacy strategies in the COP-20 and other key regional events to influence policy makers and global leaders. Advocacy strategies emphasize the importance of community tenure and forestry as an effective approach for climate change mitigation and adaptation initiatives.
--	--

Coalition Coordination and Development	
<ul style="list-style-type: none"> • Ensure that RRI planning and M&E processes continue to support the effective identification of strategic activities for implementation of Framework Proposal II and the achievement of desired impacts 	<ul style="list-style-type: none"> • Sound implementation of streamlined planning, monitoring and evaluation systems to facilitate the tracking of impact • Activities are deemed more strategic and impactful and linkages to the RRI log frame are made more explicit
<ul style="list-style-type: none"> • Enhance RRI governance platforms through sound management, implementation of key activities and development of related timelines and guidelines 	<ul style="list-style-type: none"> • Strengthened support to the RRG Board of Directors through the smooth implementation of Board meetings, the provision of timely information to Board members, prompt circulation of minutes and increased use of new collaboration platforms such as webex and other cloud-based technologies • Smooth and cost-efficient implementation of governance meetings through the development of clear timelines, communication and logistic protocols • Strengthened level and nature of Partner participation at key meetings through the development of representation guidelines aimed at enhancing the consistency and quality of Partners engagement with RRG, and vice-versa, and at ensuring that appropriate parties are present in strategic decision-making meetings affecting the Coalition’s program of work

<ul style="list-style-type: none"> • Conduct an informed process to review and make adjustments to RRIs partnership and collaborative platforms, in light of findings from the 2013 Coalition assessment and in preparation for the expiration of the 2015 MoU, in an effort to boost the Coalition’s impact and attainment of strategic goals 	<ul style="list-style-type: none"> • Enhanced RRI representation at key international events directly linked to its mandate including strategic initiatives • Heightened synergies between RRG and international organizations active in the land sector, including within the framework of the Alliance on Community Land Rights • Streamlined development process, alignment and record-keeping of Memorandums of Understanding and other bilateral agreements with non-Partners organizations
<ul style="list-style-type: none"> • Establishment of an external relations and outreach interface to promote and support RRIs continued engagement in strategic ventures that would help the coalition reach its projected impact and promote innovation by expanding its collaboration base with relevant stakeholders 	<ul style="list-style-type: none"> • Enhanced understanding of adjustments, and related implementation steps, required to ensure that RRIs work continues to be strategic, adds distinct value and achieves greater reach and effectiveness • Defined process for moving forward with secured buy-in from RRIs governing bodies • Establishment of new collaboration modalities that will sustain RRI in reaching its stated impact and goals
<ul style="list-style-type: none"> • Enhance the communication between Partners and RRG and between Partners themselves in an effort to facilitate the exchange of information, strengthen feedback mechanisms on Coalition matters, promote synergies and learning in terms of best practices for moving the forest tenure reform agenda forward 	<ul style="list-style-type: none"> • Enhanced and streamlined communication with Partners through the development of internal and external communications protocols, defined in collaboration with the RRG Communications team • Increase use of virtual collaboration platforms such as webex to sustain the exchange of information, sharing of best practices and consultations between Partners, and between Partners and RRG • In collaboration with the Communications team, enhance the visibility of activities led by partnering organizations, per region and thematic areas, in an effort to promote collaborations and exchange of ideas
Operations	
<ul style="list-style-type: none"> • Automation and Systems – Create a virtual backbone for RRG through the implementation of Enterprise resource planning (ERP) • Donor Engagement – increase level of service for new and existing donors. Strengthen relationships between RRG and Donor staff • Fundraising (proposal efforts) – Improve exploratory practices to identify and address potential funding targets • Compliance – Establish and administer procedural practices, through operational project planning, to ensure all RRG reporting is completed on-time 	<ul style="list-style-type: none"> • Automation and Systems <ul style="list-style-type: none"> ○ Research, selection, and implementation of new and updated systems • Donor Engagement <ul style="list-style-type: none"> ○ Improve donor client services, standards, guidelines and reporting tracking tools to proactively engage benefactors to ensure donor satisfaction • Fundraising (proposal efforts) <ul style="list-style-type: none"> ○ Plan and capture one to three new sources of funding; and Expand relationships with future potential donors • Compliance <ul style="list-style-type: none"> ○ Comprehensive process of coordination and accountability throughout organization resulting in no delays and greater accuracy on all 2014 reporting

and is accurately reported.

- **Human Resources** – Advance Human Capital infrastructure through added staff, practices, and systems to accommodate increasing organizational demands
- **Internal Controls** – Implement and update procedures to promote RRG internal operations efficiency.
- **Facilities & Administration** – Provide organization-wide improvements in facilities.

- **Human Resources**

- Comprehensive review of all RRG Human Resource practices. Validate and deliver staff training and guidance, additional Human Capital, and new business systems

- **Internal Controls**

- Comprehensive review and updating of all RRG Internal Controls;
- Perform annual independent audit

- **Facilities & Administration**

- Implementation of cost-effective technology upgrades;
- Upgrading of facilities to accommodate staff needs.