RRI Strategic Priorities for 2015

Overarching Priorities

1. Overall: Hold the ground won, and scale-up positive changes in all regions. Key 2015 focus countries include **Nepal, Indonesia, Colombia, Peru, Mali, and the Democratic Republic of the Congo (DRC).** Goals include: the new **Nepali** Constitution includes community forest rights; the new **Indonesian** government's commitments toward recognizing indigenous tenure and implementing the Supreme Court decision are realized; the **Colombian** government recognizes the authority of Afro-Descendent Local Councils' collective rights to their traditional lands on the Caribbean coast; **Peruvian** government recognition of indigenous territories is scaled up in collaboration with FIP, Norway-German-Peru agreements, and other initiatives; the **Malian** peace process incorporates a strong collective tenure framework, with support from the High Council of Territorial Collectivities; the **Democratic Republic of the Congo's** National Land Commission (CONAREF) and national civil society platform on tenure (CACO) endorse the RRI tenure baseline study analysis so that it can be incorporated into the New Land Law.

2. Achieve strategic outcomes in the international arena, including: 1) Key climate donors/REDD+ and international organizations implement support committed for scaling up indigenous and community land rights in their priorities; 2) 3-4 influential companies and investors adopt guidelines for compliance of their operations and due diligence with the land rights of Indigenous Peoples and local communities; 3) WB Carbon Fund adjusts approach to incorporate safeguards respecting land and resource rights of Indigenous Peoples and local communities; 4) RRI contributes to the evaluation of the EU FLEGT Action Plan, strengthening relevance to the SDGs and support for community land rights and enterprise; 5) RRI Global Baseline on recognition of community land rights adopted by the Call to Action and used to develop indicators for the SDGs, 6) International NGOs and organizations, organized in Working Groups, collaborate more effectively and efficiently to scale up recognition of community land rights.

3. The RRI Coalition: 1) Adopts a new Memorandum of Understanding that establishes a strong foundation for the next five years of RRI's work and collaboration, 2) Increases communication and learning amongst Partner organizations and between Partner organizations and RRG in an effort to better leverage capacities and take advantage of synergies within the coalition, 3) Strengthen its existing RRI-supported networks while expanding its reach through engagement of new networks, international organizations, and constituencies, primarily those representing Indigenous Peoples and community organizations, 4) Amplifies, expands and deepens the impact of RRI activities through strategically targeted communications activities and strategic support to local actors.

4. RRG: 1) Financial, administrative, and business systems procured and designed to reduce transaction costs and improve information-sharing and efficiencies across the coalition; 2) Forecasted revenue targets for RRI's Framework Program II and the ILFTF are achieved, 3) Analytical and communications teams strengthened and better support coalition agendas; 4) Systems to better quantify key results are established and functioning; 5) Senior management more effectively leading and supporting RRG team.

5. The International Land and Forest Tenure Facility (ILFTF): 1) Institutional design, including governance, staffing, and accountability mechanisms is completed; 2) location is identified; 3) Consultation processes with Indigenous Peoples, community groups, governments and private investors that inform the operational design of the Facility are completed; 4) Advisory Group is fully effective and synergizes with other relevant institutions; 5) four pilot projects are launched.

Country and Regional Program (CRP)	
	Key Outcomes

• 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
	   Key Outcomes: The main RRI Collaborators in Liberia redefine their advocacy strategy on forest and land tenure rights to avoid rollback in communities, as well as their re-engagement strategy with government institutions and corporates around industrial-scale palm oil development in the aftermath of the Ebola virus outbreak.
	
	   Cameroon
	   Key Outcomes: The RRI coalition in Cameroon agrees on a single, harmonized, and integrated proposal to influence the land reform process. A draft forest law inclusive of civil society proposals and in favor of local communities', women's, and Indigenous Peoples' tenure rights is adopted by the National Assembly. An RRI Cameroon coalition monitoring system/observatory allows for better monitoring of the various reform processes underway.
	
	   DRC
	   Key Outcomes: The national civil society platform on tenure (CACO) influences ongoing land reform processes through better representation and participation in the national land commission (CONAREF) and its decentralized bodies. A draft Decree for the application of article 389 on customary land tenure rights is produced by CACO and submitted to CONAREF for adoption. The DRC Parliament adopts the Law on the Basic Principles of Indigenous Peoples/ Pygmies' (PAP) Rights. Decree 14/019 of 02 August 2014 on environmental and social impact assessment studies' procedures is appealed, discussed, and validated by civil society organizations to include environmental and social protection indicators.
	
	   Burkina Faso
	   Key Outcomes: Experiences of integrating gender and climate change in Regional Development Plans (PRDs) and Communal Development Plans (PCDs) are documented, showcased, and put at the disposal of decentralized institutions such as Communes. The drafting process and development of local land charters are documented and showcased as options for securing land at the local level. Women's groups achieve legal ownership of collective land tenure rights through local land certificates. Local communities' land and forest tenure rights are included in TENFOREST and the national civil society platform on REDD+'s strategy.
	
	   Mali
	   Key Outcomes: The decree is passed for the transfer of competencies and resources to Territorial Collectivities, the Agricultural Land Policy (ALP), the Agricultural Land Law (ALL), the Policy on Agropoles and a law on Local Conventions are all adopted by the National Assembly and include land security provisions for local communities, small producers and women. The main stakeholders in Mali's national peace building and reconciliation process recognize and integrate local community's tenure rights in the national peacebuilding strategy.
	
	   Senegal
	   Key Outcomes: A single harmonized civil society proposal to influence the land reform process is drafted. Parliamentarians, journalists, religious leaders, and women and youth groups are aware of the importance of local community' rights in the land reform process. The Project for Inclusive and Sustainable Development of Agribusiness in Senegal (PDIDAS) land tenure scheme respects local rights and serves as a model for land reform.
	
	   Ghana
	   Key Outcomes: Secured and strengthened forest communities' land tenure rights in Ghana's policy and legal reforms.

Regional

Key Outcomes: The Africa Community Rights Network (ACRN) member organizations jointly act to develop guiding principles and an Index based on a set of criteria that will be used to analyze the state of community land rights in African countries. A synthesis report of lessons learned from past legislative reforms is prepared and informs land reform processes in Africa. Progress on land and forest tenure reforms in West and Central Africa is tracked and used to inform the strategy in the region. Members of the national land commission in Senegal (CNRF) and the Ministry of land affairs in Cameroon (MINDCAF) are better informed and incorporate DRC's decentralized and participatory land reform best practices into national policy and law.

Asia

China

Key Outcomes: Operational guidelines for responsible investment by forest-based companies; information about Chinese Companies' business practices abroad as related to LSLAs and land based investments is shared and disseminated; and greater awareness by SFA leadership regarding ethnic minority rights in public forest areas and options for reforms.

Indonesia

Key Outcomes: Recognition of Land rights of *adat* communities and community governance of land use decisions advanced at national levels; Analysis of legality and criminalization of forest dependent people leveraged to push government to set up timely and accessible grievance redressal mechanisms; and Facilitate moratorium on commercial concessions on adat lands and creation of precedents for cancellation/review of existing abusive or illegal concession licenses.

Nepal

Key Outcomes: Advocacy and mobilization ensure withdrawal/modification of Chure Environmental Conservation Area declaration; Community Property Rights (CPR) is included in the new Constitution; Incorporation and recognition of international conventions in forthcoming Constitution and other relevant laws/policies is facilitated; Legal, regulatory and institutional barriers for community forest enterprises are rationalized.

India

Key Outcomes: Legislation, policies, practices, and capacities that protect rights relating to the forest and enhance environmental protection are defended and enhanced at the national and state levels; the FRA's potential for large-scale transfers of forests to forest dwellers through recognition of community forest rights is realized, and; Mapping and community-based forestry governance capacities are enhanced among communities and state actors and institutions.

Laos

Key Outcomes: Civil society actors convene and explore potential opportunities to influence important policies related to land and forest tenure at the national and/or sub-regional level.

Regional

Key Outcomes: Increased cross-border learning, co-operation and action on agribusiness impact on human and resource rights for resource dependent communities.

Latin America

Peru

Key Outcomes: Key new regulations and projects to protect community land rights are implemented in collaboration with FIP, Norway-German-Peru agreements and other initiatives; Indigenous Peoples and civil society monitor the implementation of new laws, programs, and agreements (Norway-German agreement, Law 30230, PTRT3, FIP) to ensure community land rights are respected; information on pending land recognition along with guidelines for land titling is validated; and, assessment of opportunities for engagement with private sector is developed.

Colombia

Key Outcomes: The national government and entities responsible for land titling validate civil society recommendations to resolve pending land recognition for Afro-Descendent communities in the Caribbean region; and, the government issues a decree for the implementation of Law 70 for Afro-Descendent communities.

Guatemala

Key Outcomes: Political party platforms for national and local elections include the recognition of indigenous communities' rights to land and resources; and, the government commits to the process of land restitution for indigenous peoples.

Bolivia

Key Outcomes: The Confederation of Indigenous Peoples of Bolivia (CIDOB) and the lowland indigenous movement agree on a common agenda, and strengthen their political capacity and advocacy.

Regional

Key Outcome: Regional women's organizations agree on an advocacy strategy to gain access to decision-making on public policy at national and international levels; and, indigenous and Afro-Descendent communities are better equipped to strategically use Constitutional and International courts to defend their rights and prevent rollback.

Global Programs	
Priority Outcomes for 2015	**Related Outputs**
• Key investors and companies adopt operational guidelines and methodologies to respect community land rights. *Primary thematic focus: ATEMs*	*Output 1:* Pro-active engagement in the 2015 FLEGT review process promotes increased relevance to the SDGs, community land rights, and community forest enterprise agendas. *Output 2:* Report is produced detailing metrics to define material risk to commercial activity arising from insecure land tenure; metrics are made available for review by investors and companies, and integrated into a broader ESG database. *Output 3:* Sector-specific analyses on risk and operational diligence conducted and made available to companies and investors to promote private sector recognition of Indigenous and community rights. *Output 4:* Country inventories and associated analysis made available to inform understanding of pressures on community lands and resources in select countries. *Output 5:* Evaluations of business models with regards to community land rights and livelihoods conducted, including recommendations; targeted ATEMs studies made available for use at country-level. *Output 6:* Interlaken Group meetings bring together influential private sector actors on land rights issues, and enable the development and sharing of collaborative products.
• Climate/REDD+ donor initiatives and policymakers adopt and implement provisions and concrete measures to support recognition of community tenure and community forest management. *Primary thematic focus: Rights and Climate*	*Output 1:* Collaborative strategies developed among leading IPOs/CSOs to influence FCPF and international climate policy on tenure and rights issues. *Output 2:* RRI Dialogues conducted to take advantage of strategic moments in 2015 to influence climate policies and donor initiatives on rights & tenure issues. *Output 3:* Stocktaking analysis of FCPF and ER-Pin development conducted. *Output 4:* Framework and recommendations on climate investments needed to secure community forest tenure produced. *Output 5:* Study conducted on tenure dimensions of forest restoration.
• Evidence base and advocacy case for securing indigenous and community land rights consolidated and reflected in key global policy discussions and campaigns, including the Call to Action, SDGs and/or conservation. *Primary thematic focus: Realizing Rights*	*Output 1:* Policy papers and global campaign report published, establishing the evidence base and advocacy case for community land rights as global development priority. *Output 2:* Targeted briefs advocating the centrality of community land rights to realizing the post 2015 SDGs are prepared and disseminated. RRG contributes to development of community land rights indicators for the SDGs. *Output 3:* Scoping report prepared on options and opportunities to strengthen accountability mechanisms in conservation. *Output 4:* Comparative analysis of relationship between community tenure and conservation outcomes produced. *Output 5:* Analytical paper and presentation(s) showcasing RRI baseline data on the global extent of recognized community land. *Output 6:* Forest tenure database updated to report on 2015 RRI organizational targets. *Output 7:* The Conservation working group builds on and supports implementation of recommendations and commitments to indigenous and community land rights from the 2014 World Parks Congress. *Output 8:* Prototype of the Global Map of Indigenous Peoples and Community Lands developed, and governance protocols adopted.
• RRI global analysis and convening strengthen capacity of national advocates in key countries to influence rights and	*Output 1:* Lawyers for Community Tenure provide expert advice to RRI and Partners on best legal practices towards securing community land rights. *Output 2:* Meeting on Lessons and Best Practices of Tenure Reforms convenes provides an opportunity for advocates from the Global

tenure reforms. *Primary thematic focus: Realizing Rights & Tenure Tracking*	South to share experiences and best practices around tenure reform strategies. *Output 3:* Synthesis report of lessons from past legislative reforms yields framework to support and inform ongoing tenure reform efforts. Programmatic tools to support legal recognition of community rights are prepared in key languages. *Output 4:* A framework to monitor progress on land and forest tenure and policy reforms in Central and West Africa is prepared and data on the status of reforms is produced
• Women's/gender justice networks equipped with analytical foundations to promote progress in the recognition of women's rights within collective tenure systems and national policies affecting forest areas. *Primary thematic focus: Gender Justice*	*Output 1:* The Gender working group is organized and develops a strategy for the Interlaken+2 conference on adaptive learning, sharing, and collective action to scale up advocacy on gender dimensions of community land and forest rights. *Output 2:* Review undertaken of how women's tenure rights are addressed in different collective regimes. *Output 3:* Comparative analysis conducted on the gender-differentiated impacts of Large-scale Land Acquisitions.

Coalition and Communications Program	
Priority Outcomes for 2015	**Related Outputs**
• Strengthened coalition, momentum and renewed commitment via a new Memorandum of Understanding, improved planning and reporting tools, and the inclusion of new Partner Organizations, Board Members and Affiliated Networks.	*Output 1:* Meeting with Partners to discuss strategic contribution and coalition-building; *Output 2:* Strategic contribution of each Partner is defined and documented; *Output 3:* Signed 2015 Memorandum of Understanding; *Output 4:* Identification and inclusion of new Partner Organizations *Output 5:* Identification of Affiliated Networks; *Output 6:* Implementation of IM recommendations; *Output 7:* Planning guidance note endorsed, concept notes and reporting templates that guide the development of work plans, monitor progress and capture impact made.
• Communications that mobilize and generate greater global awareness of RRI's issues	*Output 1:* Production and dissemination of analytical products and reports in a manner that facilitates the use of RRI research by coalition members and other key stakeholders (i.e. power point presentation slides, infographics; key message summaries, data visualization) and helps promote RRI messaging; *Output 2:* Expanded audience via leveraged Partner and Collaborator networks to publicize and share new RRI research and messages; *Output 3:* Print and web material that is consistent on RRI priorities messaging and overall branding; Increased media hits and placements, web and social media traffic and original content for the RRI website, such as blog posts, interviews, and impact stories; *Output 4*: National campaigns elevated to regional and/or global media via targeted messaging and media engagement support; *Output 5*: Communications support to staff, coalition members and local actors around strategic campaigns and messaging as the need arises.
• Engagement with a broader set of organizations and strategic networks, namely those of Indigenous Peoples, local communities and women, and expanded collaborations with additional organizations to enable greater reach and impact	*Output 1:* Successful Implementation of convening (including MegaFlorestais activities, Next Generation of IP and community leaders) and follow-up; *Output 2:* Scoping of networks for engagement; *Output 3:* Defined collaborations with networks that adds value and complements the coalition's work on achieving FPII goals; *Output 4:* Successful design and launch of Call to Action; *Output 5:* Effective support and clear guidance to Working Groups; *Output 6:* Successful implementation and follow-up of Bern Conference (follow-up to the Interlaken Conference).

Finance and Administration Program	
Priority Outcomes for 2015	**Related Outputs**
• Provide staff and field personnel with necessary tools to improve productivity.	*Output 1:* Research, selection, and implementation of new and updated Human Capital Management, Business Intelligence, Financial Accounting, Cloud-based Services
• Increase level of service for new and existing donors. Strengthen relationships between RRG and Donor staff.	*Output 1:* Create client service guidelines to proactively familiarize and engage with all donor personnel. *Output 2:* Improve reporting standards guidelines. *Output 3:* Improve donor reporting tracking tools through the automation of a deliverables dashboard. *Output 4:* Consistently track donor staff; and proactively engage to ensure donor satisfaction throughout the year.
• Improve exploratory practices to identify and address potential funding targets.	*Output 1:* Plan and capture one to three new sources of funding with an overall increase in annual revenues of 10%-20%. *Output 2:* Expand relationships with future potential donors (ex. Denmark, Netherlands, Private Sector Donors)
• Establish and administer procedural practices, through operational project planning, to ensure all RRG reporting is completed on-time and is accurately reported.	*Output 1:* Comprehensive process of coordination and accountability throughout organization *Output 2:* No delays and greater accuracy reporting on all 2015 RRG Audits, Donor Reports, Narratives Proposals, Forecasting, Financial, and US Federal Regulatory Requirements *Output 3:* Ongoing budget monitoring among all RRG programs.
• Advance Human Capital infrastructure through added staff, practices, and systems to accommodate increasing organizational demands.	*Output 1:* Comprehensive review and updating of all RRG Human Resource practices. Provide staff training and guidance. *Output 2:* Substantiate demand and fulfill personnel requirements for essential Human Capital needs throughout organization. *Output 3:* Implement business systems to alleviate current burdensome practices by staff; and consequently, cut overhead costs. *Output 4:* Preservation of organizational culture as RRG continues to grow.
• Implement and update procedures to promote RRG internal operations efficiency.	*Output 1:* Comprehensive review and updating of all RRG Internal Controls. *Output 2:* Perform annual independent audit of all internal controls.
• Provide organization-wide improvements in facilities.	*Output 1:* Implementation of cost-effective technology upgrades. Specifically, communication and audio visual capabilities (both infrastructure and hardware) *Output 2:* Finalization of headquarters expansion. *Output 3:* Upgrading of facilities to accommodate staff needs.

International Land and Forest Tenure Facility	
Priority Outcomes for 2015	**Related Outputs (by RRI Program)**
• Complete the Inception Phase of the **International Land and Forest Tenure Facility** (**ILFTF**) through consultation processes with Indigenous Peoples, community groups, governments and private investors that inform the operational design of the Facility.	*Output 1:* Dedicated ILFTF staff and governance body provide operational capacity and guidance. *Output 2:* Initiation of development and funding of pilot project activities in five countries. *Output 3:* International Land and Forest Tenure Facility launches pilot operations and provides lessons for design *Output 4:* ILFTF design is informed and refined through lessons provided by pilot projects and analytical work. *Output 5:* Development of M&E mechanisms for standards and accountability *Output 6:* Decision on place of incorporation of ILFTF Secretariat is made
• Complete the detailed organizational design of the **International Land and Forest Tenure Facility (ILFTF)**, including governance, staffing, standards, accountability mechanisms, financial processes, an Advisory Group with links to other relevant institutions, and the launch of four pilot projects.	*Output 1:* Board of Directors is formed and ILFTF Secretariat staff is recruited *Output 2:* Networking and outreach activities are conducted to make the ILFTF more visible *Output 3:* ILFTF 's distinct brand is created