RRI Strategic Priorities for 2011

Overarching Priorities

1. Increase and deepen impact in existing Tier 1 and Tier 2 countries, particularly Indonesia, by shaping design and implementation of REDD programs, tenure and forest policy reforms; consolidate program management and strengthen planning, monitoring and reporting of impacts and outcomes; and position to strongly influence design and implementation in DRC in 2012.

2. Influence the design and implementation of the policy analysis and the tenure and governance reforms sponsored by the global forest climate initiatives; and influence ODA and governments to strengthen support for forest restoration, agroforestry, and alternative conservation and enterprise models as necessary for progress on REDD, MDGs, reduced vulnerability and conflict.

3. Review and renew RRI implementation and design via a Mid-Term Evaluation, Blue Skies brainstorming on global forces affecting RRI agenda, and broad-based consultations with stakeholders; and prepare a new concept for next framework proposal to generate new enthusiasm and commitment for RRI in 2012 and beyond.

4. Enhance RRI global impact by stronger Partner collaboration and strengthening and consolidating RRG as an advocate, delivery mechanism, and coalition secretariat by expanding the financial and analytical capacity, increasing global awareness of RRI Partner and Coalition impacts, activities and arguments.

Country and Regional Initiatives

- Improve and deepen impact in existing Tier 1 and Tier 2 countries,

- In Africa, improve the capacity for and impact of advocacy for tenure reform, based on recent knowledge-building and networking. Position RRI to become fully engaged in DRC in 2012.

- In Asia, substantially increase the recognition of community and indigenous rights in forest areas; reforms in regulatory instruments for fuller realization of those rights; and wider acceptance of FPIC by governments and private sector.

- In Latin America, consolidate the work in existing countries, aim to expand in Peru, and highlight the urgent need to strengthen defense of IP and community territories

Key Deliverables/Indicators of Achievement

Africa

- Cameroon: Key government actors, parliamentarians, women's groups, and the RRI coalition are fully engaged in advancing the rights agenda in the revision of the 1994 Forestry Law; Participatory community rights mapping is used effectively for advocacy.

- Liberia: Communities' social audit capacity is strengthened to ensure implementation of the CRL; Women's groups have a clear advocacy plan to influence government forest and land reforms for recognition of women's tenure rights; Small-scale milling is made legally possible and regulated.

- Mali: Key strategic allies from the government and the National Assembly appropriate RRI advocacy agenda for effective transfer of power and legal recognition of local conventions; women's national networks lead advocacy efforts for the recognition of women's tenure rights in the agriculture law and the strategic action plan of the Ministry of Women's and Children's Affairs.

- Burkina: The vision on tenure and capacity of the "Tenure champions" are strengthened to craft and implement their advocacy plan.

- Ghana: Constitutional reform includes reforms to natural resource tenure and regulations.

- DRC: Opportunities for engagement and trade-offs are assessed and optimal strategies for RRI are identified for engagement in 2012.

- Regional: Regional policy bodies and advocacy networks (e.g. AU, COMIFAC) are effectively engaged to advance rights and RRI Partners and Collaborators take advantage of South Africa and COP 17.

- across the region.
- Consolidate program management and strengthen planning, monitoring and reporting of impacts and outcomes in all regions.

Asia

- Indonesia: Significant progress securing a national-level commitment and plan for forest tenure reform and recognition of IP and forest community rights.
- Nepal: Forest peoples' rights guaranteed in the new constitution, via new analysis and effective mobilization by newly established national confederation of natural resource user group organizations, and multi-party Constituent Assembly caucus.
- China: Key policy makers begin to consider new legal framework, incorporating grievance redress mechanisms, regulatory takings, making conservation priorities consistent with human and property rights, and extending forest tenure reform to public forests.
- Laos: Policy briefs based on learnings from exchange program prepared by government and research institutions promote new strategies and plans to reform forest tenure.
- India: Policymakers made aware and grassroots advocacy strengthened by new national-level analysis of the internal land "grab" posing new challenges to forest rights.
- Regional: Tenure conference (in collaboration with Government of Indonesia and ITTO) inspires new initiatives in the region and palm oil advocacy brings substantive changes in private sector.

Latin America

- Bolivia: Natural resources legislation is improved & adapted to new constitution, with a rights-based & integrated approach to natural resource management based on critical input from indigenous and campesino organizations.
- Guatemala: Communal lands registry and cadastre is implemented fairly, incorporating historic demands from organized communities. Tenure rights are deepened for forest community concessionaires in the Mayan Biosphere Reserve.
- Nicaragua: Leaders of newly titled indigenous territories are better prepared for exercising tenure rights, governing multi-community entities and well positioned to influence decision-making on economic investments in their territories.
- Regional: Leading indigenous and other forest dweller organizations improve their strategies to consolidate and defend territorial and natural resource rights from economically driven pressures and threats. RRI LA team improves knowledge of the growing pressures and threats on collective tenure rights and resources from Brazil's economic expansion in neighboring Amazonian countries, to help shape future regional strategy.

Tenure Analysis

- Ramp up investment in forest tenure data analysis, expanding breadth and depth of coverage to include poverty, and analysis of the dimensions of forest tenure rights ("depth of rights")
- RRI's **tenure data is updated and made more interactive** to ensure regular updating and accuracy.
- Partners and Collaborators begin to build **a pool of researchers and analysts using RRI data collection and interpretation techniques** with methodological training by RRG.
- Quantitative and qualitative analysis of the **extent and "depth" of community tenure rights is expanded.**

Rights and Climate

- Shape emerging structure for adaptation and mitigation and their agendas to prioritize tenure reforms and address poverty, resilience,
- **RRI Global Dialogues on Forests, Governance and Climate Change** shapes the 2011 forest-climate agenda with increased focus on tenure, poverty, resiliency, adaptation and the direction of public forest financing.

- **Innovative, critical analyses** of the contributions of tenure reform, safeguards and governance to combating and adapting to climate change inform global debates and national forest-climate program design.
- **Independent Advisory Group on Forests, Rights and Climate Change** provides critical analyses and oversight to international REDD+ programs.
- Governments and civil society in key REDD+ countries **improve program design and treatment of land tenure considerations in implementing REDD+** with help of direct technical support from RRI.

Realizing Rights

- Lay the groundwork for a strategy to facilitate rethinking and renewal of conservation. Mobilize global learning processes on the use of strategic instruments for advancing tenure claims and defense of community land and resource rights.

- **Creation of an RRI working group on Re-Imagining Conservation**; inquiries and scoping analysis on the best options for promoting an independent international accountability mechanism for conservation practice are conducted; and options for working in conjunction with internal conservation initiatives are explored.
- RRI generates **cutting edge analysis of best practices and lessons learned for utilizing social mapping in the process of securing tenure rights**; starts in Latin America with commissioned papers and Seminar and targets where to influence with results; and helps to formulate and start a cross-regional learning process in Africa

ATEMS

- Build evidence of the transition towards a more SMFE based economy and lucrative domestic markets particularly for Africa mobilizing country and global expertise on making this transition with engagement of community-based and women's enterprises).

- **Funding is secured and analytical work carried out with a core ATEMs team** and RRI Partners and Collaborators, including country researchers, on making the transition to an SMFE pre-dominant economy in sub-saharan Africa.
- A regional **Asia tenure conference with ITTO catalyses needed tenure reform in Indonesia and region** to support smallholder and community forest enterprise economies.
- Government change agents and community enterprises are provided with innovative approaches to create, sustain and scale-up community based forest enterprises through **study tours and exchanges.**

Networking Support

- Support strategically relevant networks strengthen their ability to promote tenure reforms and influence global and regional initiatives.

- **MegaFlorestais Indonesia** consolidates enthusiasm and learning from MF2010 to help strengthen reforms in Indonesia and encourages forest agency leaders toward operational thinking on reforming forest tenure and governance in their own countries. **Global Issues in Governance "next generation" seminar and other technical exchanges** reach more emerging leaders in key forest countries.
- **Strengthen GACF and IP networks to strengthen influence on climate change and tenure policies.**
- **Regional policy bodies** in Africa, Asia and Latin America are exposed to civil society voices on issues related to gender, community enterprise and tenure through strategic engagement and **mobilization of civil society experts** to events like UNFF, COP17, COMIFAC, etc.

Communication & Outreach

- Increase global awareness of RRI key messages from the thematic programs and support their inclusion in local, national and international

- **First Regional Communications Workshop** held in Africa building upon the October 2010 Communications Exchange in Accra and the November 2010 Coalition-wide Communication Meeting in Washington, DC;

discourse, and effectively promote activities, analyses, and impacts supported by and attributed to RRI and Coalition Partners.

- **Initial Communications Exchanges held in Asia and L.A.** during their regional planning meetings.
- RRI Tenure rights perspective shared through **20+ presentations to non-coalition actors** to incorporate tenure and rights into forest management, conservation, development, aid and other sectors.
- Develop and disseminate **impact stories** reflecting the championing of RRI's mission.
- Expand the amount of **translated materials** available in print and on the RRI website
- Continue to **increase functionality and relevancy** of the RRI website for Partners by expanding on the new Country and Regional pages.
- Increase the use of **targeted outreach** a wider array of constituencies (journalists, media, policy officials, donors, and bloggers).
- **Increase collaboration and communications between new and existing Partners** by supporting both external communications efforts of Partners and internal communication between Coalition members.

Coalition Coordination

- Strengthen Partner collaboration on program and governance and effectively integrate new Partners. Conduct a collaborative review of RRI with Partners, donors, original key participants in the development of RRI.

- **The collaborative rethink and review of RRI is undertaken** and outcomes/lessons are incorporated in the draft 2012 framework proposal.
- **Three RRI Board Meetings & one Global Program Planning Meeting are held.**
- **Effective strategic planning process** carried out at the country and regional level.
- **Internal Monitoring & Evaluation System** is successfully implemented at all program levels with leaning from 2010 process is incorporated.
- **Independent Monitoring** of 2011 program (by way of the Mid-term Evaluation) is completed.

Operations

- 2010 investments in building financial & contracting capacity consolidated

- **Augmented F&A staff** provide more efficient and effective services to match the growth of the coalition
- **Migration to new accounting system completed**, and allows more effective management and reporting according to Thematic Areas, Objectives, and Donor Requirements