RRI Strategic Priorities for 2010

Priority Outcomes/Program	Key Deliverables/Indicators of Achievement
1) Country and regional work and impact scaled-up, with tenure reforms initiated or strengthened in key, strategically important countries, through new dialogues and actions at regional level and stronger planning systems and collaboration. 2) Climate change strategies, policies and implementation in majority of Tier 1 countries demonstrate that rights, tenure and governance concerns are addressed, 3) RRI advocacy on tenure reform scaled-up and sharpened, and our influence broadened by engaging new constituencies at national, regional and global.	

Country and Regional Initiatives

• Demonstrable steps towards improving legal and policy reform implementation in majority of Tier 1 countries, and significant progress in all Tier 1 and Tier 2
 	
   • *Country teams of Partners and Collaborators operate effectively, and strategically engage in climate change initiatives to advance reforms;*
 	
   • *Country teams initiate/strengthen links to strategic networks and new/ constituencies at all levels*
 	
• The selected, strategic activities at the regional level catalyze and build momentum for reforms in Tier 2 countries and across region
	Africa
	• Cameroon: Revision of 1994 forest law is broadened to address more fundamental concerns through community engagement and outreach to parliamentarians; new legal analysis strengthens campaign for land tenure and regulatory reforms to enable community enterprise.
	• Liberia: Steps to strengthen/implement CRL undertaken by RRI country team and multi-stakeholder dialogue effectively engages FDA and land commission to advance community rights, and reform regulatory framework for pit sawyers & forest communities.
	• Mali and the Sahel: Steps taken in Mali to legalize local conventions, and make more equitable and gender appropriate, catalyze reform of decentralization policies in Burkina Faso and across Sahel region.
	• Strategic regional institutions in C and W Africa,(economic, political bodies, parliamentarians, CSOs) advance actions as agreed in the Yaoundé 2009 conference declaration.
	
	Asia
	• Nepal: Rights agenda is effectively included in constitution, via new analysis and mobilization by newly established national confederation of natural resources user group organizations, and multi-party Constituent Assembly caucus;
	• China: Key policy makers appreciate and begin to consider new legal framework, incorporating grievance redress mechanisms, regulatory takings, and begin to make conservation policies consistent with human and property rights;
	• Indonesia: Increased state recognition and support of community and indigenous rights, FPIC, and ATEMs; government policy and action on climate change respect rights
	• Laos: Policy briefs prepared by government and research institutions promote new strategies and plans to reform forest tenure

	Latin America
	• Bolivia: Natural resources legislation adapted to new constitution on the basis of robust analysis and informed by community proposals. Lowlands CBOs capacity for local governance of selected number of territories is strengthened
	• Guatemala: Community forest concessionaires understand legal and political options for changing tenure agreements to secure rights in the Petén. New forest alliance becomes key for shaping national forest policy. Communal land laws are adequately implemented.
	• Nicaragua: Professionals and technicians are better prepared for implementation of tenure and governance reforms underway.
	• Latin America: CBOs, key NGOs and government's national strategies for CC mitigation include rights agenda. Analysis of discourse and practice in community/indigenous governance of large territories is disseminated and debated in RRI countries.

Network Support (Regional & Global)

• Existing networks strengthened and strong linkages established with emerging networks, particularly of communities	• MegaFlorestais: all agency leaders more knowledgeable of rationales, strategies and operational dimensions of tenure reform; leaders from Indonesia, DRC, and Brazil more confident in promoting reforms, network of next generation of agency leaders introduced to global experiences in tenure and governance reform;
	• ITTO-Civil Society Advisory Group: community organizations effectively present proposals to new thematic programs; new governance team strengthened with integration of Latin America focal points.
	• Advisory Group on Climate Change effectively engages UNREDD and broader climate community on implementation of tenure and governance reforms, including influencing thinking in COP16 (to be determined by IAG).
	• Robust program of horizontal exchanges and case studies among community enterprise leaders and among policy-makers carried out, prioritizing GACF interests.
	• RRI identifies and forges strategic linkages to networks outside existing relationships, including research networks involving themes and topics relevant to RRI.

Strategic Analysis (Regional & Global)

• Global-level thinking, narratives and assessments that include civil society perspectives shape and guide debate around key forest-related policies (e.g., tenure reform, climate change, enterprise and trade policy)	• ATEMs: New advocacy for reform of industrial concessions and promotion of their alternatives through more robust critique of concessions, expansion of ATEMs work to other countries, exchange visits of leaders to other countries, responding to demands for support to regional analysis, and strengthening advisory group.
• Regional and country programs are supported with ongoing global-level assessment of implications of global trends for local people and their livelihoods.	• Realizing Rights: Deeper understanding generated within RRI and among key constituencies on the different rights and strategies for gaining tenure rights through coalition-wide analysis of rights-based approaches, mapping experiences, internal symposia, tenure briefs, and scoping studies on cutting-edge issues for future RRI engagement
• Real-time analysis capability is improved with better integration of country/regional programs, Partners and Collaborators with global	• Rights and climate change: The forest-tenure-climate agenda is informed by analysis of emerging trends and lessons through the initiation of major regional meetings, continuing global meetings, the establishment of an analyst network across 8-12 countries, and several analyses of key issues like carbon finance, biofuel/commodity expansions,

3

programs.	adaptation strategies and REDD, equitable benefit sharing and forest inventories.
• Networks of analysts and specialists are encouraged and supported to develop analysis than can contribute to RRI advocacy and pro-poor policy decisions. • New strategic analyses disseminated to key civil society, government and international institutions helps ensure that their REDD policy design and implementation supports the rights of Indigenous Peoples and Local Communities.	• <u>Tenure monitoring and reporting:</u> RRI strengthens its tenure data monitoring and makes it more accessible to a wider community though regular updates of tenure data tables, improvements to the RRI website, and engagement with the International Land Coalition web portal to mount a global forest tenure monitoring system. • <u>On-demand technical support:</u> Assistance is provided to RRI priority countries on the development and review of national REDD strategies, including technical assistance on specific issues such as tenure reform legislation, community tenure mapping and forest inventory in 3-4 countries.

Communication & Outreach

• Coalition wide communications strategy is created and adopted by Partners • Communications capacity of Collaborators and other strategic local actors is developed • A more streamlined and cost-effective line of production is established for strategic analysis and communication products. • Audience-tailored outreach familiarizes non-forestry actors with key RRI messages and analysis. • RRI becomes the premiere, trusted global source for forest tenure policy and reform analysis	• <u>First Coalition wide communication strategy workshop</u> held; regional communications scoping activities accomplished. • <u>RRG in-house production capacity expanded;</u> quality and volume of translation and editing increased through higher utilization of consultants. • <u>Successful engagement with new constituencies</u> including: Private sector; Indigenous Peoples; University faculty, students, and libraries; U.S. policy community; and National government representatives (i.e. African parliamentarians) • <u>Short updates of ongoing reforms and key</u> findings prepared, translated and proactively circulated to key audiences in region. • <u>RRI and Tenure Data websites</u> consistently updated and improved.

Coordination/Operations

• Internal and External Monitoring and Evaluation systems established and adopted by Partners. • More advanced accounting system established to meet requirements for documentation, accountability, transparency and improved management decisions.	• <u>Three RRI Governance Meetings & one Global Program Planning Meeting are held.</u> • <u>Effective strategic planning process</u> carried out at the country and regional level. • <u>Internal Monitoring system</u> is consolidated at all program levels with adoption by Partners. • <u>Independent Monitoring</u> of 2010 program is completed. • <u>Contracting process</u> streamlined and accelerated from identification to flow of funds.