



**Regnskogfondet**

RAINFOREST FOUNDATION NORWAY

**RAINFOREST FOUNDATION NORWAY  
STRATEGY 2008–2017**

**Revised 2012**

# CONTENTS

<b>MISSION</b> .....	5
<b>PART 1. INTRODUCTION</b> .....	5
1.1 THE RAINFOREST TRAGEDY .....	5
1.2. RIGHTS-BASED APPROACH .....	6
1.3 WHERE WE STAND.....	7
1.4 ABOUT THE STRATEGY.....	8
<b>PART 2. GOALS, APPROACH, and PRIORITIES</b> .....	9
2.1 GOALS AND METHODS .....	9
2.2 WORKING WITH LOCAL PEOPLE .....	9
2.3 IDENTIFYING TARGET GROUPS.....	10
2.4 INTEGRATING A GENDER PERSPECTIVE .....	10
2.5 LINKING LEVELS OF ACTION.....	11
2.6 STRENGTHENING CIVIL SOCIETY.....	11
2.7 CHOOSING LOCATION AND FOCUS .....	12
<b>PART 3. PROGRAM STRATEGIES</b> .....	14
<b><u>PROGRAM 1:</u></b>	
<b>ADVOCACY STRATEGY 2008–2017:</b>	
<b>POLICY, CAMPAIGN, AND COMMUNICATION EFFORTS</b> .....	14
1. Background.. ..	14
2. RFN experience and achievements .....	14
3. Key challenges.....	15
4. Program goal.....	16
5. Part goals.....	16
6. Required action.....	17
7. Resources needed.....	19
8. Priorities .....	19
<b><u>PROGRAM 2:</u></b>	
<b>AMAZON PROGRAM STRATEGY 2008–2017:</b>	
<b>RIGHTS-BASED, SUSTAINABLE RAINFOREST MANAGEMENT IN THE AMAZON</b> .....	20
1. Background .....	20
2. RFN experience and achievements .....	20
3. Key challenges.....	21
4. Program goal.....	22
5. Part goals.....	22

6. Required action.....	23
7. Resources needed.....	24
8. Priorities.....	25

**PROGRAM 3:**

**SOUTHEAST ASIA PROGRAM STRATEGY 2008–17:**

<b>RIGHTS-BASED SUSTAINABLE RAINFOREST MANAGEMENT IN SOUTHEAST ASIA.....</b>	<b>26</b>
1. Background.....	26
2. RFN experience and achievements.....	26
3. Key challenges.....	27
4. Program goal.....	28
5. Part goals.....	28
6. Required action.....	29
7. Resources needed.....	29
8. Priorities.....	30

**PROGRAM 4:**

**OCEANIA STRATEGY 2008–2017:**

<b>RIGHTS-BASED, SUSTAINABLE RAINFOREST MANAGEMENT IN PAPUA NEW GUINEA.....</b>	<b>32</b>
1. Background.....	32
2. RFN experience and achievements.....	32
3. Key challenges.....	32
4. Program goal.....	34
5. Part goals.....	34
6. Required action.....	34
7. Resources needed.....	34
8. Priorities.....	35

**PROGRAM 5:**

**CENTRAL AFRICA PROGRAM STRATEGY 2008–2017:**

<b>RIGHTS-BASED SUSTAINABLE RAINFOREST MANAGEMENT IN CENTRAL AFRICA.....</b>	<b>36</b>
1. Background.....	36
2. RFN experience and achievements.....	36
3. Key challenges.....	37
4. Program Goal.....	39
5. Part goals.....	39
6. Required action.....	39
7. Resources Needed.....	41
8. Priorities.....	41

**PROGRAM 6:**

<b>FINANCIAL RESOURCES AND FUND-RAISING ACTIVITIES 2013–2017.....</b>	<b>43</b>
1. Background.....	43

<b>2. RFN experience</b> .....	43
<b>3. Key challenges</b> .....	43
<b>4. Program goal</b> .....	44
<b>5. Part goals</b> .....	44
<b>6. Required action</b> .....	45
Norwegian donor agencies.....	45
International donor funding .....	45
Own funds from private donors or industry.....	45
Fund-raising drives .....	45
<b>7. Resources needed</b> .....	46
<b>8. Priorities</b> .....	46
 <b>PART 4. ORGANIZATIONAL AND HUMAN RESOURCE DEVELOPMENT</b> .....	 47
<b>1. Background</b> .....	47
<b>2. Goals and ambition</b> .....	47
<b>3. Personnel policies</b> .....	48
a) Foundation.....	48
b) The work environment .....	48
c) Recruitment .....	48
d) Human Resource Development .....	49
e) Salary and benefits .....	49
<b>4. Ambitions for the remaining strategy period</b> .....	49

# RAINFOREST FOUNDATION NORWAY STRATEGY 2008–2017

## MISSION

Rainforest Foundation Norway (RFN) shares its mission statement with its sister organizations in the United States (RFUS) and the United Kingdom (RFUK):

The Rainforest Foundation is working for a world where the environment is protected and human rights are fulfilled. Its specific focus is the intersection – in the rainforest – of these two worldwide struggles.

The fate of the rainforest, its inhabitants, and life on this planet are inextricably linked. The rainforest plays a critical role in the regulation of the earth's climate and in the maintenance of biological diversity and life. It is home to millions of indigenous peoples and other populations whose rights, culture, and very existence are threatened by its destruction. It can not be saved unless those who live there, with the support of people from around the world, are able to defend and conserve their environment while meeting their immediate and long-term needs.

The mission of the Rainforest Foundation is to support indigenous peoples and traditional populations of the world's rainforests in their efforts to protect their environment and fulfill their rights by assisting them in:

- Securing and controlling the natural resources necessary for their long-term well-being and managing these resources in ways which do not harm their environment, violate their culture or compromise their future; and
- Developing the means to protect their individual and collective rights and to obtain, shape, and control basic services from the state.

## PART 1. INTRODUCTION

### 1.1 THE RAINFOREST TRAGEDY

The destruction of the tropical rainforest is one of the most serious environmental problems of our time. Rainforests contain between 50 and 80% of all non-marine species on earth – in an area that covers only 6% of the globe's land surface. Rainforest destruction is the main reason why the rate of species extinction has now exceeded the normal extinction rate a thousand times over. The extinction of species is non-repairable in the time-scale of humanity. Vital rainforest ecosystem services – regulating regional and local climate, storing genetic resources and nutrients, cleaning fresh water, preventing floods, maintaining pollination and seed dispersal – are undermined. Deforestation is estimated to contribute about 15% of global emissions of greenhouse gases.

Although this is a problem of global importance, the consequences of rainforest destruction are felt most directly by forest-dependent communities. Millions of people lose not only their livelihoods but also the very foundations of their culture, worldview, and knowledge systems when the forest is destroyed. For this reason, rainforest communities around the world are engaged in intense struggles to defend their rights and their resources. To support those struggles is the key mission of the Rainforest Foundation.

Even though the dramatic consequences are well known, the problem of rainforest destruction is aggravated every year by the continued loss of tropical forests – mainly rainforest – at a rate of 130,000 km<sup>2</sup> per year. Tropical forests three times the size of Denmark disappear annually. It is imperative that this ongoing tragedy is not allowed to continue.

## **1.2. RIGHTS-BASED APPROACH**

Since its creation in 1989, RFN has espoused a rights-based approach to rainforest protection.

The world's rainforests have been inhabited for hundreds or even thousands of years. Most rainforest areas have been used by forest-based communities, show signs of human intervention, and are subject to claims of collective ownership or user rights by indigenous and local communities. The amazing biological diversity of the rainforest has coexisted with, and at times been stimulated by, human occupation and traditional management practices. We believe that the peoples who over generations have developed their cultures and societies in interaction with the highly complex yet vulnerable ecosystems of the rainforest have fundamental rights to these areas.

These rights are often only to some extent, or not at all, legally recognized by the respective nation states. To obtain legal recognition of the collective territorial and cultural rights of forest-based peoples and communities is the first step to fulfilling their human rights. It is also, in our view, the most important prerequisite for protecting the rainforest. A series of conventions, declarations, and human rights instruments have established a normative international framework in support of these rights, and – providing they have been ratified by individual states – also legally binding obligations to implement them. We hold ILO Convention 169, the UN Declaration on the Rights of Indigenous Peoples, the UN Framework Convention on Climate Change, the Convention on Biological Diversity, the UN Covenants on Civil and Political Rights and on Economic, Social and Cultural Rights, and the UNESCO Conventions on the Protection and Promotion of the Diversity of Cultural Expressions and for the Safeguarding of the Intangible Cultural Heritage to be the central international instruments in this field. Other conventions, regional agreements, and even the operational policies adopted by donor agencies or the ethical guidelines adopted by private corporations are important to the extent that they recognize the rights of these local communities.

Recognition of collective owner or user rights is not in itself, however, a guarantee for sustainable management of natural resources, nor for social development in line with local aspirations. RFN's experience shows that close cooperation with local communities in order to meet material needs, strengthen cultural self-confidence, and develop the capacity to handle external pressure is often necessary for the development of long-term solutions that are both environmentally and socially sustainable.

### 1.3 WHERE WE STAND

The establishment of the Menkragnoti Indigenous Territory in Brazil in 1991 – an area bigger than Denmark – was the first big victory to which Rainforest Foundation Norway contributed. Since then, RFN and its local partners have gained valuable experience and obtained major results in a variety of fields ranging from the establishment of indigenous territories and the development of bilingual and culturally adapted education systems to legal action and policy changes. Some victories, like the establishment of the first national park for a forest people (the Orang Rimba) in Indonesia in the year 2000, stopping the huge Papua New Guinea logging operation disguised as a road construction project (the Kiunga-Aiambak project) through a series of court cases between 2002 and 2011 and the adoption by the Norwegian government in 2007 of the RFN and Friends of the Earth Norway proposal to grant 500 million US dollars annually for rainforest protection, represent major milestones. Maybe most importantly, our combined efforts have contributed to a situation where the voices of forest peoples are heard locally, nationally, and internationally to an extent unthinkable when the Rainforest Foundation was created. The lesson is that important results can be achieved under most circumstances through long-term partnerships with local organizations and activists.

RFN has succeeded in creating a high level of awareness and support in Norway for the rainforest cause. In political terms, key elements of the RFN agenda regarding indigenous peoples and biological diversity have been endorsed by successive Norwegian governments and six of the seven political parties represented in the Norwegian parliament stand firmly behind the “rainforest billions” initiative.

In 2012, RFN is engaged in nine major rainforest countries covering all three rainforest continents. Progress is evident in most places where we are working. Our accumulated experience has demonstrated that the rights-based approach to sustainable rainforest management is the right approach. But to be able to effectively halt the destruction of the world’s rainforests and stop the violation of forest peoples’ rights, the number of organizations engaged in and the amount of resources available for this rights-based work will have to increase rapidly and substantially.

The challenge is thus one of strength and scale. Rainforest defenders must be able to meet threats and aggression wherever they appear. And more: They must be able to change the rules of the game, so that the peoples of the rainforest and their allies can come to influence national and international legal structures and policy frameworks, making them conducive to wise use of rainforest resources. In RFN’s lifetime, no international process or mechanism has carried the same potential for actually changing the rules of the game than the negotiations regarding forest protection under the climate convention, known as REDD+. With the amounts of money pledged, the comprehensiveness of the national and multilateral processes set in motion and the broad participation of representatives from forest based communities and other civil society actors, key issues like controlling the drivers of deforestation and rewarding those who protect the forest have come to the fore. If the REDD+ processes end up making standing forests valuable, providing concrete benefits to those who protect and controlling those who have been used to reaping the benefits from the destruction of a common good, the rules of the game will have been changed.

## 1.4 ABOUT THE STRATEGY

This strategy was elaborated to guide our work during the ten year period 2008-2017. It was the result of a long process involving the elaboration of regional analyses and background papers, discussions between Board and staff, and consultations with partner organizations. Although far from brief, the intention was for the strategy to provide only the main aspects and approaches. The full reasoning behind the choices can be found in the various background papers.

We permitted ourselves to think beyond the limitations of the 2007 scenario, to explore what was needed and try to define what we would do if financial resources became more abundant than they had been. We aimed at a level of resources and activities which at the time appeared ambitious, but which we believed to be both possible and necessary.

Revising the strategy in 2012, half way through the period, we can only conclude that most of the original financial goals for each program defined under the subheading “Resources needed” have already been achieved, and in some cases more than achieved. Given the magnitude and complexities involved in halting deforestation, protecting the rainforest and obtaining fuller recognition of the rights of forest peoples, however, we found little need for major revisions in the description of challenges, goals, required action and priorities. Updates and adjustments have still been made to a smaller or larger degree in all programs, though, reflecting developments over the last five years and, not least, the importance of the climate agenda for forest protection.

The part goals under each program are given alphabetical markers for reference purposes only; the order of presentation does not indicate order of priority. The priorities for each program are, however, presented in prioritized order under subheading 8, and for the regional strategies they are subdivided into geographical and thematic priorities. Given sufficient resources, RFN will work in all the geographical regions and with all the themes presented. If resources are not sufficient, we will give priority to the top items, and cut or reduce from the bottom of the list. For each sub-strategy, the definition of the specific mix of geographical and thematic elements in the program at a given time should result from an analysis of how the available resources can be put to most efficient use, in view of the opportunities and difficulties in the region or thematic field.

In 2007 we stated that ten years is a long time in a rapidly changing field, and that the strategy, as well as its individual elements, would be revised when necessary and in any case reviewed after five years. The present text is the result of that mid-term review.

## **PART 2. GOALS, APPROACH, and PRIORITIES**

### **2.1 GOALS AND METHODS**

The **overall goal** of Rainforest Foundation Norway is a world where the rainforest is effectively protected and the rights of its inhabitants are fully ensured.

Our **consolidated goal** for the period 2008–2017 is that by 2017 rights-based sustainable rainforest management is implemented in important rainforest areas in all countries where RFN and its partner organizations have been active for more than five years.

To carry out its mission and achieve its goals RFN will:

1. support programs and projects in cooperation with local organizations, indigenous peoples, and traditional populations of the rainforest;
2. seek changes in the policies and practices of governments (in countries with and without rainforests), intergovernmental bodies, and private enterprises;
3. generate and strengthen national and international public awareness and action.

### **2.2 WORKING WITH LOCAL PEOPLE**

Working with local communities means involvement in long-term social processes based on respectful dialogue between unequal parties. Primary responsibility for formulating aspirations and initiatives rests with the local communities and their legitimate representatives. It then becomes RFN's responsibility to understand the local context to the best of its abilities and to support only those initiatives that RFN considers to be in the long-term interest of the communities. Projects and programs should, to the extent possible, be carried out and controlled by the beneficiaries themselves. Although RFN should avoid establishing services substituting for state obligations, it may be both productive and necessary to develop specific initiatives within the areas of education, health, and justice which are adapted to the local culture, and to help the communities obtain, shape, and control such services from the state.

Local partners may include national or local non-governmental organizations, indigenous associations and community-based organizations. For financial reasons, contractual partners should be duly registered legal entities; on the other hand, it is important to understand and respect traditional forms of representation, communication, and decision-making when working with local communities. Maintaining good relations with local and/or national authorities and, where possible, coordinating our activities with their programs and policies are important, yet as an NGO it will seldom be natural to directly fund public programs and initiatives.

Deforestation, shrinking natural resources, and increased interaction between forest-based communities and external economic actors often have greater negative impacts on women than on men. And yet, NGOs and others aiming to support the local community still tend to deal mostly with the male population. RFN is determined to ensure that women are involved

in all phases of project development and implementation, and that gender issues are appropriately taken into consideration and included in all projects and programs that we support.

## **2.3 IDENTIFYING TARGET GROUPS**

The primary target group for RFN's work is rainforest-based peoples and communities – both indigenous peoples and traditional populations of the rainforest, and the often more numerous forest dwellers of various other categories. RFN works with these groups directly through program activity in local communities, and indirectly through policy, advocacy, and information activities aimed at securing rights and protecting the rainforest.

In the Amazon, the main focus is on indigenous peoples, although other rainforest inhabitants may well be included – as rubber-tappers and small-scale farmers have been in the past. The indigenous population of the Amazon is estimated to number about 1.6 million, belonging to some 370 ethnic groups. In Southeast Asia, we maintain a focus on marginalized forest-dwelling ethnic groups. They number between 1.3 and 1.5 million people in Indonesia and around 800,000 in Malaysia. A much larger group of people, often smallholder farmers, also depends on the use of forest resources, and is included in RFN's work in various ways. This group numbers around 30 million people in Indonesia alone. In Papua New Guinea the vast majority of the population is indigenous. Living in rural areas, they depend more or less directly on forest resources for their sustenance – thus constituting RFN's target group. In DR Congo, we work with forest-dependent local communities, both Bantu and Pygmy, numbering around 40 million people and representing some 60% of the population.

A secondary target group consists of governments at local, regional, and national levels. All projects need to have provisions for policy work, so that actors at government levels can be influenced to improve existing legal frameworks and practices affecting forest-dependent peoples and rainforest ecosystems.

Important target groups for RFN's international policy work are national governments, national delegations to relevant international negotiations, international finance institutions, international bodies and institutions dealing with rainforest management, organizations working with the rights of indigenous peoples and forest certification, nature conservation organizations, development organizations and selected investment funds and private actors.

RFN's policy and information work in Norway targets the political leadership, members of parliament, political parties, and governmental institutions, as well as public and private investment funds, like the Government Pension Fund Global, and Norwegian industries with activities that impact on the rainforest and the rights of indigenous peoples. The Norwegian public is an important target group for specific campaign and information activities.

## **2.4 INTEGRATING A GENDER PERSPECTIVE**

Gender (the socially constructed roles and characteristics assigned to men and women in a specific culture) is integral to understanding the relations and decision-making processes which determine access to, use and management of natural resources. Gender should not be a subject on its own, but a perspective with which to view one's work.

RFN sees rainforest-based peoples and communities as heterogeneous groups. Women and men, the youth and the elders, have specific, distinct or complementary interests, rights or roles, and are subject to specific forms of discrimination. Shrinking access to forests and land resources, deforestation and environmental degradation as well as the increased interaction between forest-based communities and external economic actors may have distinct negative impacts on a diversified population. Acknowledging that women often are primary forest users, RFN seeks to ensure their participation at all levels of our work.

RFN is committed in its partnerships with local organizations to promote gender equality and sensitivity both in organizational development and capacity strengthening, and throughout project cycle management. Through the use of participatory approaches, RFN seeks to integrate a gender perspective in the development, planning and implementation of all program activities, from problem analysis to monitoring and evaluation. RFN will promote increased participation of women in policy arenas, with a view to ensuring that women's specific interests and knowledge regarding the management and preservation of forest resources are addressed in policy- and decision-making processes. All this work, both with local partners and communities, should be conducted in a culturally sensitive manner to ensure local ownership and sustainability. RFN should refrain from activities and approaches that could accentuate gender discrimination.

RFN aims to develop good practice standards for integrating gender in the organization's own project cycle management, and is committed to provide means and resources for this work, as well as bringing these standards into dialogue with partner organizations.

## **2.5 LINKING LEVELS OF ACTION**

Conditions in the rainforest are influenced by decisions and factors ranging from the local grassroots to the highest international level. It is important for RFN and its partner organizations to be active at all levels relevant for the protection of the rainforest and the rights of its people. National and international policy efforts should be informed by local experiences, views, and conditions; and local initiatives should be guided by knowledge of the risks and opportunities established at higher levels. We see a need to direct greater effort into influencing political and legal decisions at the national and international level in the period covered by this strategy, while maintaining close contacts with what happens on the ground. Good coordination within the Rainforest Foundation network and ability to cooperate with other organizations and actors, not least the members of civil society networks established to influence the climate negotiations, will be fundamental for achieving strategic goals. New national laws and international agreements may have far-reaching consequences for local communities – but rights that are not practiced and opportunities that are not used are of limited value. It is at the local level that lives are lived and resources destroyed or protected. Working together with people at the grassroots will always be fundamental for RFN.

## **2.6 STRENGTHENING CIVIL SOCIETY**

Forest-based communities typically live far from the centers of power and decision-making, and their interests and well-being are frequently overlooked when decisions are taken. Although they should not need to organize in particular ways to be heard, non-governmental

organizations have often played a critical role in giving voice to – and fighting for – marginalized communities. An active, organized, and well-informed civil society is as important for securing the rights of forest peoples and protecting the rainforest as it is for the development of democracy, transparency, and good governance in society at large.

To contribute to the strengthening of civil society in rainforest countries is therefore an important goal for RFN. Indeed, it is the main reason why we have chosen to build long-term partnerships with local and national organizations which share our key objectives, rather than investing in creating a network of rainforest foundations in the South. Lasting improvements in a country depend on strong internal actors. To support the development of representative indigenous associations and community-based organizations is a priority task. RFN sees its role as a facilitator, supporter, and, especially, as a partner. The challenge is to be able to combine the roles of a donor, providing funding and exercising control, with that of a partner: an actor who shares the objectives of the local people and takes on whatever role is necessary and feasible in order to reach the goal. We see frank mutual discussions on strategy, priorities, needs, and activities as an ongoing obligation, and strive to become more effective in influencing decisions by exerting coordinated pressure from the South and the North, and attacking the issues from the local grassroots up to the international arena. Facilitating greater sharing of experiences among partners and developing South–South networks will continue to be part of that task.

## **2.7 CHOOSING LOCATION AND FOCUS**

Given our dual goal of protecting the rainforest and securing the rights of its inhabitants, many different criteria come into play when deciding where to work and in what way. For the rainforest to survive as a globally significant ecosystem, the main tracts of contiguous rainforest on all three rainforest continents must be protected. That is why we have given priority to the Amazon, Central Africa, and Southeast Asia, including New Guinea. Within those major regions, the opportunity to secure large and intact rainforest areas by working in remote areas must be weighed against engaging in the frontline of destruction, where protective measures are urgently needed if there is to be any hope of avoiding irreparable damage. We give priority to size, as size of the area is a key criterion for maintaining ecosystem services and for the rainforest to be sustainable. However, we do not want to concentrate all resources in remote areas. It is important to engage with local people at the frontline of destruction, where the battle is acute and the outcome has immediate effects on nature and living conditions. And even smaller areas may be of vital importance to local people, be habitat for endemic or rare species or contain an exceptional degree of biodiversity.

Importance for forest-based peoples is another important factor. RFN sees cultural diversity as one of the most valuable products of human development. Societies that have developed their culture in long-term interaction with a particular forest environment are connected to that environment by multiple material, historical, and spiritual links. In order to defend the rights and culture of a particular ethnic group, their forest area may gain high priority for RFN even though it may not be exceptional in purely biological terms. Approximately 1 billion people live in forest regions in the South and depend on forest resources for at least part of their livelihood. The majority of these people are smallholder farmers who frequently combine the collection and use of forest products with fishing, hunting, animal husbandry, etc. We have to weigh activities which may benefit a large number of partly forest-dependent people against activities which may benefit a smaller number of culturally distinct, often marginalized and

truly forest-based peoples and communities. Given our focus on collective rights and cultural diversity, RFN will continue to give the highest priority to the latter group.

In determining priorities among continents, countries and regions, we analyze the potential results in terms of area protected and advancement of the collective rights of forest peoples. The rights situation varies considerably from one continent to another. Collective rights are largely recognized in South America, where most countries have ratified ILO Convention 169; by contrast, they are not recognized in Central Africa, are recognized to some extent in Southeast Asia, and are fully recognized in Papua New Guinea. High priority should be given to advancing the situation for those forest peoples whose fundamental rights are denied, yet the amount of energy and resources invested must be weighed against the chances of success and the capacity of local partners to absorb and convert support into meaningful action and institutional development. Generally speaking, RFN considers it essential to significantly influence the development on all three rainforest continents and will aim at a balanced level of investment. As the actual size of programs depends to a considerable degree on successful applications and political circumstances largely beyond RFN's control, the geographical focus of our fund-raising, policy, and information efforts will change over time.

Another priority axis concerns the balance between projects in the field and projects to improve the national and international politico-legal framework for the rainforest and its peoples. The identified need to increase efforts at influencing policy decisions (see item 2.4) has a dual consequence: we will work more consistently with our partners towards enhancing their policy capacity, and we will need to develop RFN's own competence and capacity in this field.

Given the importance of building long-term partnerships with local organizations, our analysis of what organizations and approaches may yield optimal results will be tempered by our obligation to treat partners with respect and not provoke abrupt and unforeseen changes in their financial and practical working conditions.

## **PART 3. PROGRAM STRATEGIES**

### **PROGRAM 1:**

#### **Advocacy Strategy 2008–2017:**

#### **Policy, Campaign, and Communication Efforts**

##### **1. Background**

The struggle for the rainforest and for the rights of forest peoples is taking place in numerous local communities in rainforest countries. In a globalizing world, this struggle cannot succeed unless it is accompanied by changes in the international and national economic and political frameworks – in rainforest countries and elsewhere.

RFN's advocacy work – well-targeted policy efforts, effective campaigns, and broad and extensive communication work – aims at improving the economic and political frameworks for protection of the rainforest, as well as supporting the struggles and securing the rights of forest peoples.

The strength of our advocacy work lies in our wide-reaching network of environmental and indigenous organizations in rainforest countries, where concrete experiences of the reality on the ground can be used to inform and influence national and international policies, and vice versa.

##### **2. RFN experience and achievements**

Through communication, campaign and policy work in Norway, RFN has built a solid base for expanding our advocacy work.

In Norway RFN has been able to influence policies in important areas. RFN's advocacy efforts were a crucial factor behind the Norwegian government and Parliament's decision in 2007 to spend up to three billion NOK annually on forest protection with the aim of reducing greenhouse gas emissions from deforestation. To accompany and influence this initiative has been a key policy priority, with special emphasis on ensuring that indigenous peoples' rights and the protection of biodiversity are given priority. The initiative has helped us keep rainforest protection and indigenous peoples' rights (IP rights) high on the agenda both in Norway, in rainforest countries and globally. The emphasis on the environment and indigenous peoples as priority areas within Norway's international development policies, and to have governmental institutions and enterprises change their procurement regulations and exclude tropical timber can also be considered some of RFN's main advocacy achievements. Partner organizations, particularly in Asia, have provided valuable information relevant for our advocacy work on trade in tropical timber and other goods, like palm oil, resulting in greater attention to the problems of rainforest destruction and, to some extent, a search for alternative products. General knowledge among Norwegian decision-makers and the public about the threats to the rainforest is relatively high, mainly due to RFN's campaigns, media, and communication work over many years.

On the international arena, a key priority has been to influence the design and implementation of REDD+ (Reduced emissions from deforestation and forest degradation), mainly through the UNFCCC negotiations and the UN-REDD and the World Bank's REDD+ initiatives. RFN

with its partners and allies have influenced the development of REDD+ towards increased emphasis on civil society participation, the rights of indigenous peoples and local communities, and the protection of biodiversity. RFN and partners have also increasingly, and successfully, used international human rights instruments as a means to focus attention on, and to improve the situation for forest dependent peoples. Another key achievement is the international attention to the unsustainable forest policies of the World Bank in DR Congo and the WB Inspection Panel's investigation of this policy, resulting from our cooperation with local partners and RFUK. In the Amazon, RFN and its partners have pioneered the need for a focus on the protection of large geographical areas, including a trans-border approach, to obtain a more robust protection of the Amazon.

### **3. Key challenges**

As a Norway-based organization, funded mostly from Norwegian sources, much of our advocacy work will be targeted towards Norway's decision-makers and public. RFN is the only organization in Norway specializing in rainforest protection and the rights of indigenous peoples. We have an important role in making sure that the decisions of politicians, companies, and citizens are guided by high- quality, relevant information about the rainforest and the rights of its peoples.

On the international level, RFN will continue to work with partners to strengthen the focus on rainforest protection and the rights of forest peoples in selected policy processes and institutions. During the first five-year period of this strategy, RFN has gradually expanded its international advocacy work and achieved substantial results. The work on REDD will continue, and the international advocacy efforts need to be expanded further. It is necessary to improve the policies of international organizations such as the UN agencies, the World Bank and others so that they provide better protection of the rainforest and recognition of the rights of forest peoples, and to ensure that international agreements are adhered to in national policies and practices. Increased regulation of and awareness among industries and investors to stop them from taking part in the destruction of the world's rainforests are also required. This advocacy work is extremely resource demanding.

A number of international agreements and principles are relevant for rainforest protection and local communities' rights, such as the Convention on Biological Diversity, the UN Declaration on the Rights of Indigenous Peoples and ILO Convention 169 on the rights of indigenous and tribal peoples. These agreements should be recognized and implemented in rainforest countries. National and international civil society movements play a vital role in pressuring governments to adopt and comply with international standards.

In most rainforest countries, governments and private entrepreneurs value the rainforest primarily for its timber, potential agricultural land, and subsoil minerals. The result is often destruction of forest eco-systems and the impoverishment of traditional forest peoples and others depending on the forest ecosystem. The challenge is to get national and local governments, as well as international finance and aid institutions, to recognize that rights-based sustainable rainforest management is a better long-term alternative for poverty reduction than the industrial logging and resource extraction model.

The razing and burning of rainforests contribute about 15% of global emissions of CO<sub>2</sub>. A major challenge is to reduce these emissions, and to ensure that the emerging climate policies and practices duly consider the ecosystem services provided by the rainforests and that the

rights and needs of forest dependent peoples are at the core of such policies. A further challenge is how to abate the effects of climate change on rainforest ecosystems.

The Norwegian government's international climate and forest initiative will be a key target for RFN's advocacy in Norway. The aim is to ensure that protection of natural forests and the rights of forest dependent communities are top priorities, not only rhetorically but also in fact and in funding. This work also has broader significance, as it affects the development of international REDD+ policies and instruments, as well as national REDD+ policies in rainforest countries. Another priority is to ensure that other major Norwegian actors, like the Norwegian Government Pension Fund, have policies that are coherent with rainforest protection. This is not the case in 2012, despite the Fund's ethical guidelines. Thus, ensuring that the Norwegian government puts human rights, including the rights of forest dependent peoples, at the core of its policies and practices is a key task. Making Norwegian companies and the public aware of the impacts that their investments, activities and consumption patterns may have on the rainforest and its peoples continues to be an important challenge.

The forces and processes behind rainforest destruction are complex and not always easy to communicate to the media and the general public. And yet, an understanding of these issues is fundamental to achieving results at the policy level and within the corporate sector. Improving and expanding our communication work must therefore be an integral part of all RFN's activity. Communication is essential to secure support for our efforts and goals from the general public, government and private donors. It will be particularly challenging to promote RFN and its approach internationally, yet necessary in order to secure support for our approach among key international actors in the development field and obtain increased international funding for our work.

#### **4. Program goal**

Rights-based sustainable rainforest management is recognized as a leading approach to rainforest management by relevant multilateral organizations, national governments in rainforest countries, and the Norwegian government, as is reflected in their laws, policies, and positions.

#### **5. Part goals**

- a. In Norway the protection of the rainforest and securing the rights of forest peoples rank among the highest priorities in foreign and development policies, and Norwegian authorities promote rights-based sustainable rainforest management in all relevant international forums.
- b. RFN has obtained international media attention on prioritized issues.
- c. RFN provides frequent news in Norway on rainforest issues from all three continents.
- d. The activities of major Norwegian institutions and corporations in rainforest countries are effectively monitored to prevent their participation in activities which are harmful to the rainforest and its inhabitants.
- e. In Norway, imports and consumption of products contributing to rainforest destruction are substantially reduced during the period 2008-2017.

- f. Our partner organizations in the Amazon, Central Africa, Southeast Asia, and Oceania have substantially influenced national policies and local decision-making to make rainforest protection based on the rights of forest peoples a cornerstone of national development strategies for rainforest regions.
- g. Selected international institutions and actors, like the World Bank, have adopted a rights-based approach to sustainable rainforest management as a lead strategy for development in tropical rainforest areas.
- h. International mechanisms for compensating rainforest countries and forest dependent peoples and communities for protecting their forests are established with active participation of civil society actors, including RFN and partners.
- i. The Norwegian public, government, and decision-makers in the public and private sectors are well informed about the importance of protecting the world's remaining rainforests.
- j. The Rainforest Foundation network is well-known internationally, and in particular our emphasis on the rights-based approach to rainforest protection.

## **6. Required action**

Advocacy work, incorporating a wide range of policy, campaign, and communication goals in Norway and internationally, necessarily includes a range of required actions on various different levels.

In rainforest countries, the main approach will be to strengthen the ability of civil society to pressure their governments and international institutions to apply a rights-based approach to sustainable rainforest management.

An important task will be to strengthen the knowledge and capacity of local partners to apply relevant international agreements and established principles in their policy and campaign work aimed at national and local governments. In cooperation with our partners systematic documentation must be produced to show successful examples of rights-based sustainable rainforest management as development models that are alternatives to industrial logging. This documentation must be used to influence international policy.

On the international level, RFN must continue to follow the development of REDD+ to ensure that both donors and rainforest countries adhere to the principles and safeguards established at COP 16 in Cancun in 2010. RFN should also seek to identify other policy processes which could contribute significantly to improving rainforest protection and the rights of forest dependent peoples. As we identify recognition of the rights of forest dependent peoples as an important prerequisite for protection of the rainforest, RFN will step up its effort to focus on the conventions, declarations, and human rights instruments that provide a normative international framework in support of these rights, and their effective implementation in rainforest countries.

In order to increase political impact there is a need to form, and actively maintain, strong alliances with organizations with common views and agendas. RFN partners in the South will have a central role in our alliance-building work, and this work should be linked to project

work in the field. An important element in alliance building involves strengthening the cooperation with like-minded organizations, including RFUK and RFUS, on selected policy issues, and addressing these issues through communication and campaign work.

A main task will be to further develop the close cooperation with partner organizations involved in advocacy work, particularly by stepping up our documentation and campaign work on selected topics. These topics will be chosen in collaboration with our partners, on the basis of strategic considerations as to where the RF network can make a difference. This may of course change during the timeframe for this strategy. The most important areas for this cooperation have been identified as:

- promoting local rights-based rainforest management as an efficient development model for development aid and international financing institutions;
- documenting the negative environmental and social consequences of industrial logging, plantations, and other extractive industries in the rainforest, and criticizing the international institutions that finance and promote these activities;
- making strategic interventions to strengthen indigenous people's rights within the framework of the UN and the Bretton Woods institutions;
- providing information and conducting campaigns to strengthen the status of biodiversity and the rights of forest peoples in international processes related to forest management, e.g. in UN climate processes under the UNFCCC and UN-REDD, the World Bank, and under the CBD;
- taking action to strengthen the implementation of national and international human rights instruments in rainforest countries;
- building common strategies with partners and allies to ensure that REDD+ mechanisms are based in the full and effective participation of relevant stakeholders, protect biodiversity, respect the rights of indigenous peoples and local communities, and contribute to reducing global greenhouse gas emissions;

RFN's approach to advocacy work in Norway has four main aspects:

- influencing relevant sectors of the Norwegian government to ensure that it contributes to the protection of the rainforest and forest people's rights through its national policies and through positions in relevant international forums;
- monitoring Norwegian financial actors and sounding the alarm whenever they are involved in activities that threaten the rainforest or its peoples;
- mobilizing financial support for local organizations in rainforest areas from the Norwegian government, private entities, and the public;
- informing the general public about the critical situation of the world's rainforests, so that they can make informed choices as consumers and demand that politicians take action against unsustainable extraction of natural resources.

From 2012 on, our most important areas of action in Norway will be:

- playing a lead role in lobbying efforts together with other NGOs on issues that have an impact on rainforests and forest peoples' rights – two priority areas being the Norwegian Climate and Forest Initiative and the investment practices of the Government Pension Fund.
- developing high-visibility campaigns in Norway, mainly in partnership with other Norwegian NGOs, on the imports and consumption of products contributing to rainforest destruction, like tropical timber and palm oil. Efficient campaigning is an important tool to get key issues on the political agenda, and to achieve results in advocacy aimed at the private sector and the general public.

- strengthening our position as a key source of information on the rights of indigenous peoples and rainforest protection: information must be readily accessible for political decision makers, the media, students, and the general public.

## **7. Resources needed**

The approach described above requires that RFN must continue to substantially increase its efforts and capacity in policy and communication/campaigning. Resources for this program have quadrupled between 2007 and 2012, and will need a further increase from the 2012 level by 2017. The approach also requires better integration within RFN among the program staff and those responsible for policy, campaign, and communication work. New skills and methods must be developed to monitor the development within a wide range of international processes, to interpret their principles, and give feedback on their shortcomings.

The work and resources needed to change national or international legal frameworks towards becoming more sustainable and rights-based should not be underestimated. Most legislative processes are complicated, continuous, slow, and ponderous, involving powerful and resourceful actors with interests contrary to ours. To obtain real influence through campaigns and lobby work, we must maintain or develop close relations and alliances with likeminded organizations in rainforest countries and elsewhere, to ensure efficient information exchange and networking. Close relations with relevant research communities are important to ensure access to information and cutting-edge research findings.

RFN needs to also increase its capacity in documentation and publicity/information dissemination work – gathering, presenting, and ensuring maximum impact of our documentation work. This will include the use of a wide range of information and communication technologies (photography, film, sound, web-based information tools, interactive communication). To capitalize on higher media visibility new fund-raising tools and concepts will have to be developed.

## **8. Priorities**

Firstly, to ensure backing for RFN proposals for policy changes in Norway and internationally, as well as to secure funding through government grants and private donors, RFN depends on strong support from the Norwegian public and government. Secondly, we need to strengthen our partners in rainforest countries so that they can have similar impacts in their own countries. In addition, RFN and partners will, together with other likeminded organizations, work to influence and secure the implementation of selected parts of the most relevant international policy framework through documentation, campaigns, and lobbying efforts. RFN's priorities are:

1. Information, campaign, and lobby efforts directed towards Norwegian authorities, corporate actors, and the general public. We aim to make Norway a leading country in promoting rights-based sustainable rainforest management in regard to international cooperation, trade, public and private investment and consumption, and in international forums, including those related to climate change.
2. Together with our partners, promote rights-based sustainable rainforest management towards governments in all RFN partner countries. This will be done through capacity building, including on the international legal framework and related advocacy work.

3. Increase the international advocacy work of RFN and its partners in selected priority areas considered to have the potential to significantly contribute to meeting the goals of RFN and our partners. Processes related to forests and climate and the implementation of international human rights instruments are particularly relevant.

## **PROGRAM 2:**

### **Amazon program strategy 2008–2017**

#### **Rights-based, Sustainable Rainforest Management in the Amazon**

##### **1. Background**

The very existence of the world's largest rainforest, in the Amazon area, is threatened, as are the lives and cultures of the indigenous and other forest dependent peoples who live there. Moreover, deforestation is a threat to the tens of millions of people who depend on the forest's ecosystem services. Logging, agricultural expansion, infrastructure development, industrial activities, and the exploitation of sub-soil resources are destroying large forest areas every year in all nine countries of the Amazon area.

However, in recent decades some progress has been made both in securing the rights of indigenous peoples and protecting rainforests. Deforestation in the Amazon has been significantly reduced in recent years, mainly due to radical decline in Brazil. Brazil has historically accounted for more than 90% of all deforestation in the Amazon. In 2011 deforestation in Brazil was down to a record low 6,300 square kilometers, a reduction by two thirds from the annual average of 19,500 square kilometers for the period 1996-2005. In addition to the decrease in deforestation, there are now vast indigenous territories and protected areas all over the Amazon. All major countries have ratified ILO Convention 169 and the influence of the indigenous movements is gradually increasing in the region. Hand in hand with the development of the REDD+ agenda in the region new opportunities have risen for civil society participation and the rights of indigenous peoples.

At the same time, anti-indigenous and anti-environmental forces are organizing to challenge the progress obtained over the last decades, and they are, paradoxically, stronger in 2012 than when this strategy was initiated, dominating politics and elites in Brazil.

##### **2. RFN experience and achievements**

Since 1989 RFN has developed close partnerships with a broad network of local organizations, both indigenous and non-indigenous, in the Amazon. As of 2012, our partners have become leading actors with documented results in applying the rights-based approach to sustainable rainforest management. The achievements are different from country to country and are most visible in the areas of establishment of indigenous territories, integrated management of these territories, the strengthening of indigenous organizations, development of bilingual indigenous education, improvements in forest laws and the development of national REDD strategies/activities. The promotion of indigenous peoples' rights has been of particular importance in connection with the indigenous peoples living in voluntary isolation in Peru and in Brazil and increasingly in Bolivia.

### 3. Key challenges

Although reduced in speed, deforestation continues, together with the often overlooked forest degradation caused by selective logging and other economic activities, to eat away the Amazon rainforest, leaving it fragmented and weakened. The fundamental human rights of indigenous peoples are violated on a regular basis, and the last remaining groups of indigenous peoples living in voluntary isolation are threatened with extinction. Empirical and scientific evidence, as well as RFN experience, has shown that the most effective way to protect rainforest and indigenous rights in the Amazon is to secure the territorial rights of indigenous peoples through the establishment of indigenous territories. Observing recent developments at the time of revising this strategy, one cannot help vacillating between hope based on the impressive establishment of protected territories and drastically reduced deforestation in the Amazon, and despair rooted in the extremely ambitious investments plans for developing infrastructure and stimulating economic growth; plans which may rapidly reduce the Amazon to fragments of its own self. The international climate and forest agenda, in which Norway plays a very active part, luckily adds weight to the agenda for securing the long term environmental integrity of this important region. On this basis, RFN has identified the following main challenges for the period 2012–2017:

- A fundamental challenge in large parts of the Amazon is the lack of legal recognition of indigenous territories. This, and the limited extension or discontinuity of many of the territories that do exist, threaten the cultural and material survival of many indigenous communities, as well as the rainforest itself. This is particularly the case in countries where the territorial rights of indigenous peoples do not correspond to traditional territories.
- Another challenge that goes beyond the establishment and management of indigenous territories is the work with large, connected mosaics of adjacent indigenous territories and protected areas. Legislation that promotes integrated management of these mosaics needs to be further developed and promoted, creating opportunities for new forms of integrated management of vast areas of rainforest. Many of these mosaics are connected to similar areas in neighboring countries and indigenous peoples often have their traditional territories divided by national borders, giving rise to additional challenges of trans-border integration.
- The ambitious national and Amazon-wide development plans for infrastructure and resource exploration represent major threats to ecosystems and the rights of indigenous peoples. Governments invest in national and international roads and other infrastructure projects and have made unprecedentedly ambitious plans for integrating the 9 Amazon countries, most clearly expressed through the estimated \$37.4 billion dollars IIRSA programme (Initiative for the Integration of the Regional Infrastructure of South America) with a total of 335 projects in the Amazon. The apex of the region's development ambition, the IIRSA programme, through its fragmenting network of cross-cutting roads, canals and energy transmission lines, also represents the main threat against the environmental integrity of the Amazon. It is therefore imperative to ensure the active, broad-based participation of civil society in the integrated management of large connected areas, which will require improved policy and project coordination through strong networks
- With infrastructure projects and logging, mining, and petroleum companies penetrating the last pristine areas of the Amazon, a major challenge is to secure the survival and rights of indigenous peoples living in voluntary isolation. Not only are these groups extremely

vulnerable to outside invasion, they also live in some of the most biologically diverse and valuable areas of the forest.

– A key challenge identified by the indigenous movement is to continue to strengthen the indigenous communities and their organizations in the Amazon, so that they may become leading actors in the struggle for indigenous peoples' rights. In the indigenous territories, external threats, as well as internal population growth and lifestyle changes, represent serious challenges to the resource base and biodiversity. There is a dire need to secure sustainable management of the natural resources within these territories, creating economic alternatives for their inhabitants. Bilingual, culturally adapted education for indigenous groups is another instrument for strengthening indigenous societies and organizations, and needs to be addressed with an increasing focus on higher education.

– Compared to other rainforest regions of the world, the legal framework for indigenous peoples' rights and rainforest protection is relatively advanced in the Amazon. Even so, it is necessary to improve governance and the implementation of the legislation, and to get national legal frameworks into line with international conventions and agreements. One particular challenge is to ensure that Amazon countries incorporate the content of ILO Convention 169 and the UN Declaration of Indigenous peoples Rights into national laws, regulations and practices.

-The REDD+ agenda is potentially an important opportunity to reduce forest destruction in the region, but also implies risks for forests and indigenous peoples. The challenge is to ensure that national REDD+ strategies and plans are developed with effective participation by indigenous peoples and other civil society, with proper social and environmental safeguards. - Finally, the economic growth occurring in the region, and especially in Brazil, imply some new challenges for our target groups. Although the growth is partly based on the exploitation of the lands and natural resources found in the Amazon, the benefits are not being shared with the peoples of the forest, nor are they being properly consulted when it comes to the exploitation of these resources. So far, economic growth has meant little to the indigenous peoples where RFN is working, nor has it made national funds more available for RFN partners.

#### **4. Program goal**

Rights-based, sustainable rainforest management is practiced as the main approach to rainforest protection in four targeted regions in the Amazon.

#### **5. Part goals**

- a. Rights-based, sustainable rainforest management models and practices have been developed and implemented through civil society initiated projects and policy initiatives in four targeted regions and through work in thematic networks in the Amazon.
- b. Indigenous organizations and movements are better organized and implement policy and advocacy strategies for the recognition and enforcement of indigenous peoples rights in the four targeted regions of the Amazon.

- c. Indigenous organizations and movements have significant impact on policies relevant for rights-based sustainable rainforest management at local, regional or national levels in the four targeted regions of the Amazon.
- d. The rights of indigenous peoples as established in relevant international conventions and declarations, are more fully reflected in national legislation and in administrative mechanisms and practices in the targeted countries, due to the efforts of RFN and partners.
- e. Legislation and administrative mechanisms and practices for the protection of the rainforest are improved in the targeted countries, due to the efforts of RFN and partners.

## **6. Required action**

Rainforest Foundation Norway will consolidate and expand its activities in the Amazon in the period 2012–2017, in alliance with key forces in civil society. Although the challenges are many, RFN will focus its actions on the following:

RFN will continue to work with partners for improved national legislation regarding indigenous territories and the de facto establishment of new, contiguous indigenous territories in the Amazon. In Peru and Bolivia RFN will concentrate on the establishment of territories whilst work in Brazil will focus on the management of already recognized territories. Although indigenous and environmental legislation is advanced in the region, the implementation of this legislation is far from ideal and recent setbacks in Brazil are especially worrying.

It will be essential to support the participation of indigenous peoples and other civil society partners in the design and implementation of national REDD+ strategies and activities, to ensure that REDD+ contributes to strengthen rights and livelihoods of indigenous peoples and protect natural forests.

Promoting sustainable management of the natural resources of the Amazon rainforest will still be a priority for RFN. There is a need to continue supporting the initiation of pioneer resource management experiences in Peru and Bolivia. Here, RFN will build on the experiences from Brazil.

In Brazil, local partners have gained experience with such activities in all existing project areas, and they will aim to further develop these pilot experiences into national policies. Furthermore, RFN will develop and support fundraising strategies and activities amongst local partners, particularly in Brazil, so that local partners can successfully tap into the growing national resources. The aim is that national resources should fund operational activities on the ground whilst RFN funds are focused on policy issues.

RFN will expand the ongoing work to improve the protection of indigenous peoples living in voluntary isolation in Peru, Brazil and Bolivia. In all countries, efforts should address the right of these groups to live without contact with “modern” society and aim to secure the recognition and protection of their territories. To ensure the impact of such work, RFN will continue developing the well-functioning protection system set up in parts of the Peruvian

Amazon and aim to integrate this system into local and national priorities. RFN will continue to strengthen the bi-national networks of organizations and institutions working with this issue and stimulate their joint policy responses.

RFN will further develop our partners' role in the management of large mosaics of protected areas that can better secure the integrity of indigenous territories and wider ecosystems. RFN will also ensure civil society participation by supporting NGO networks in these regions. Four major geographical areas have been identified: (1) the Western Amazon along the Peruvian border with neighboring countries Bolivia, Brazil, and Ecuador, (2) the Xingu river basin in Brazil, (3) the Rio Negro Corridor around the Rio Negro basin in Brazil, Colombia, and Venezuela, and (4) the Guyana Shields region of Brazil, Suriname, French Guyana and Guyana.

RFN will further develop its support to indigenous organizations in the four identified geographical areas, so that they can gain sufficient capacity to lead the work for securing the indigenous peoples' territorial and human rights. Besides direct support for capacity building and institutional development, RFN will continue to provide opportunities for our partners to exchange project experiences and develop policy networks, both within and between countries. RFN aims at increasing the number of indigenous partner organizations and channeling a higher percentage of total funding through them.

RFN aims to influence the development of national REDD+ strategies and activities in Brazil, Ecuador, Peru and Guyana, by supporting advocacy efforts of indigenous and other civil society organizations. The level of activity in each country will depend on available resources.

To sustain its work in all these areas, RFN will continue to work mainly at the national level, but will aim to further develop trans-border cooperation and regional cooperation needed to deal with the aggressive Amazon-wide development plans for infrastructure and resource exploration. RFN will support Amazon-wide policy networks and the development of new mechanisms and instruments to strengthen the rights of indigenous peoples and the sustainable management of mosaics of rainforest areas. To improve the legal framework for forest and indigenous peoples in the Amazon countries, RFN will promote advocacy, campaigns, and communication efforts, also with an Amazon-wide scope.

RFN will phase out its direct support to bilingual indigenous education in the strategy period. Experience in Brazil has demonstrated that culturally and linguistically adapted education is crucial for strengthening cultural confidence and increasing the political influence of indigenous communities, yet RFN believes that the work is sufficiently mature to be consolidated and handed over to the state, although quality and implementation should be actively monitored by indigenous organizations capacitated to do so.

## **7. Resources needed**

To achieve our goals, RFN needs to overcome the financial limitations that prevent us from reaching our partners' and our own potential. RFN has almost doubled its Amazon budget between 2007 and 2012, and aim to create new opportunities to increase the current budget level at least 50 percent from the 2012 level by 2017. These new efforts will require a substantial increase and investment in human resources.

## 8. Priorities

The following criteria are taken into consideration in setting priorities as to geographical regions in the Amazon: Large areas of intact rainforest, opportunities for establishing corridors of protected areas, high biological and cultural diversity, potential for improving indigenous peoples' rights and influence, strong socio-environmental organizations, high deforestation rates and threats, potential for breakthrough in practical and political terms, strong RFN partnerships with civil society organizations in the region.

The fundamental criterion for thematic priorities is the sequencing of activities, where the top priorities need to be in place for the less prioritized activities to be viable.

Geographical priorities:

1. *The Western Amazon along the Peruvian border with Bolivia, Brazil, and Ecuador.* This region is characterized by high biological and cultural diversity; it is under immediate pressure from extractive industries; and legal protection is poor in most countries. However, there exists a considerable potential for establishing large connected mosaics of protected territories, and RFN has established close partnerships with several indigenous organizations and NGOs.
2. *The Xingu river basin in Brazil.* This is, as of 2007, the world's largest existing mosaic of protected areas, but it is under extreme pressure from industrial agriculture. There is a real potential for stopping deforestation and developing economically viable alternatives. Civil society mobilization is high, and RFN is a close partner to prominent NGOs and indigenous organizations.
3. *The Rio Negro Corridor around the Rio Negro basin in Brazil, Colombia, and Venezuela.* This region consists of large, connected protected areas of intact rainforest where pressure is currently low. Indigenous organization is solid, and there is a high potential for establishing long-term, indigenous management regimes and securing indigenous political control. RFN has established close partnerships with leading indigenous organizations and NGOs.
4. *The Guyana Shields region of Brazil, Surinam, French Guyana and Guyanas.* In this region, a large corridor of protected areas has recently been established. Indigenous organization is low, and indigenous rights are not adequately recognized. Consequently, the potential for improving the rights situation and the management of the area is high. RFN has limited contact with civil society in the region.

Thematic priorities:

1. Establishment and protection of indigenous territories, with special attention to groups living in voluntary isolation.
2. Sustainable management of natural resources in indigenous territories.
3. Institutional development and capacity building in indigenous organizations.
4. Support to networks of civil society organizations working to secure indigenous peoples' rights and protecting the environment.
5. Promotion of civil society participation in the integrated management of large corridors of indigenous territories and protected areas.
6. Development of legal instruments and administrative mechanisms to improve the legal framework for forests and indigenous rights.
7. Consolidation of bilingual, culturally adapted education for indigenous peoples with their active participation.

## **PROGRAM 3:**

### **Southeast Asia program strategy 2008–17:**

### **Rights-based Sustainable Rainforest Management in Southeast Asia**

#### **1. Background**

Within few years, all major rainforest islands in Southeast Asia will be deforested if the present rate of deforestation continues. As a result, a large number of cultures and languages will disappear, as will a myriad of species of mammals, reptiles, birds, and insects. Man-made “natural” disasters and increased poverty in rural areas are other consequences of a forest conversion policy that disregards the traditional forest management systems of local communities. The driving forces behind deforestation include industrial logging, the paper and pulp industry, plantation development, and mining. Forest crimes – including illegal logging, corruption, and trafficking of timber – are rampant.

The Southeast Asia program of RFN has until 2012 been concentrating its efforts in Indonesia and Malaysia, where deforestation rates are among the highest in the world and indigenous peoples’ rights to land are far from adequately recognized in national law. Midway through this strategy, some changes will be made to adapt to new political circumstances. Most significantly, RFN will aim to enter a new country in the region; Burma. In Burma, promising political developments are taking place. An opening up of the previously closed off country will trigger foreign investments, putting further pressure on the country’s natural resources, including the forest, and potentially fueling ethnic conflicts.

#### **2. RFN experience and achievements**

Since 1997 RFN has developed partnerships with civil society organizations in Indonesia and Malaysia. We have focused on strengthening the political standing of forest people, securing their land rights, and protecting the boundaries of their traditional areas once these have been established. Our first major achievement was the creation of Bukit Duabelas National Park, the first Indonesian national park to be established with the aim of protecting the habitat of forest peoples. In 2007, RFN expanded its work to the two provinces of Papua and West Papua (covering the Indonesian part of the island of New Guinea), a politically tense region in Indonesia, with vast areas of intact rainforest.

By supporting community organizations based on traditional governing principles and introducing culturally adapted education, RFN has contributed to the empowerment of forest peoples. In both Indonesia and Malaysia, RFN’s long term support to strategically placed organizations has been important to strengthening the civil society. In Malaysia, companies that violate indigenous land rights have been taken to court, and several cases have been ruled in favor of the local communities, setting precedence for future cases. In addition, RFN has contributed to the formalization of JOAS, the Indigenous Peoples Network of Malaysia, which acts as an umbrella for a large number of community based organizations and provides them with support and capacity building.

In 2007, REDD (Reduced Emissions from Deforestation and Degradation) was for the first time introduced at the UNFCCC negotiations. As the third largest emitter of greenhouse gasses, with 80% of the emissions coming from land use and land use change, Indonesia quickly became a main target of many REDD initiatives, including a one billion dollar

bilateral agreement between Norway and Indonesia. The international attention, combined with an active national civil society, has forced the government to put forest protection on the agenda. RFN and its partners have used this opportunity to provide advice, criticism and input both in dialogue with the government and in the media. As a result of these new political opportunities, RFN has gradually shifted focus from geographically limited local projects, to increased advocacy and policy efforts on a national level, although these two approaches still work in tandem.

### **3. Key challenges**

In Indonesia, the main challenge is to achieve political support for reforms in the forest sector. The country's economic development is to a large extent based on unsustainable extraction of natural resources. There are close ties between the extracting industry and politicians. Election campaigns are funded by industrial companies, whose owners expect to be reimbursed through concessions. High level government representatives have shares in extractive industries, and vested interests are strongly influencing political decisions. Corruption is rampant, and law enforcement is weak. About 3/4 of Indonesia's land mass is defined as forest, and this land is controlled by the state. Local communities living inside the forest domain have no secure tenure rights.

On top of the difficulties faced in the rest of Indonesia, additional challenges exist in Papua and West Papua. A latent Papuan independence movement, opposed by the Indonesian military since the mid-1960s, is one of the sources of ongoing political tension and violent episodes. As in many other parts of Indonesia, transmigration is changing the local demography. Migrants are expected to outnumber indigenous Papuans within a few years, creating further tensions. As a result of these conflicts, military presence in Papua and West Papua remains high. A key challenge of RFN's work in this region is to influence debates and decisions regarding forest management without being seen to take side in the political dissension.

In 2001, Papua gained a special autonomy status, at least on paper. The special autonomy has potential to affect decisions on tenure rights and forest issues, although the central government still governs key decisions. A Presidential Unit for the Acceleration of Development in Papua and West Papua (UP4B) was established in 2011, in an attempt to find answers to the many problems surrounding Papua and West Papua. It was given the mandate to support the coordination, synchronization and planning of development programs in both provinces.

Civil society in both provinces is weaker than in the rest of Indonesia. Finding competent local organizations and high-skilled staff is difficult. As a result, projects in Papua and West Papua must invest in capacity building, and they require very close follow up from RFN. Furthermore, there are restrictions on the freedom of movement for foreigners in Papua and West Papua, creating extra challenges for RFN's involvement in the region.

RFN aims to have a network of partners and to be involved in a diverse set of communities that can make us relevant at a national level when it comes to rainforest protection and forest peoples' rights in Indonesia. In Malaysia, our historic engagement on the ground in Sarawak will be phased down, and the main focus will be on strengthening indigenous peoples' rights, especially through cooperation with the indigenous peoples' network. Fighting for rights and forest protection is particularly challenging in areas where civil society organizations are

weak and the forces behind deforestation are controlled by the military or other government agents. Threats, sanctions or bribes are often used against activists that are perceived as a threat to business as usual.

In addition to strengthening the watchdog role of civil society organizations, RFN will devote particular attention to developing local indigenous peoples' organizations. The social and economic changes that come with the expanding markets for forest products alter power relations within indigenous groups, including between the genders. New forms of political organization risk marginalizing the role of women in forest management unless keen attention is given to including women in the political struggle for a rights-based, sustainable forest management.

The cultural diversity, high population density and close contact between forest dwellers and smallholder farmers present particular dilemmas for Southeast Asia, making it necessary to promote rights-based forest management models that are highly sensitive to cultural differences. In order to avoid inadvertently deepening existing local conflicts or creating new ones, field projects must build on careful analysis of any conflicts of interest between various marginalized groups who may have different kinds of rights and claims to a given area.

Burma is new ground to RFN, and it will be necessary to start with a mapping of the political, ecological and social situation. There are tension and open conflicts between different ethnic groups, which constitutes a risk as most of the forest is located in areas occupied by ethnic minorities. The civil society suffers from decades of oppression, and much activism is driven from organizations based outside, especially on the Thai border. The country is ranked as one of the worst in the world in terms of corruption. At the same time, Burma is entering a transition period, and this may create momentum for influencing the development path to a more sustainable one. Norway has taken a proactive role towards Burma, and there will probably be new opportunities for Norwegian support to RFN's engagement in Burma.

#### **4. Program goal**

Rights-based sustainable rainforest management is advocated as a management model in Malaysia and Burma, and implemented in significant areas of Indonesia.

#### **5. Part goals**

- a. NGOs, indigenous peoples' organizations and forest based communities have the capacity to advocate for rights-based sustainable rainforest management in a coordinated and strategic manner.
- b. Legal instruments and policies protecting rainforest areas while respecting the rights of forest based communities are introduced locally and nationally in Indonesia.
- c. The rights of indigenous peoples and forest based communities are strengthened in legal instruments on relevant levels of government in Indonesia.
- d. Effective measures such as law enforcement, transparency and participation are implemented nationally to ensure good governance in the forestry sector in Indonesia.
- e. Areas where sustainable rights-based rainforest management is implemented serve as models for reforming national policies and legislation in Indonesia.
- f. The indigenous peoples' movement in Malaysia is a visible political actor, defending indigenous peoples and communities against power abuse and advocating for legal and political recognition of their rights.

- g. RFN has mapped the political, ecological and social situation in Burma and made a strategy for further engagement based on this information.
- h. Partnerships have been established with relevant local civil society organizations in Burma.
- i. Relevant political channels are used by RFN and local partners to advocate for rights based sustainable rainforest management in Burma.
- j. Campaigns to halt forest destruction have protected areas of rainforest in targeted locations in Indonesia and in Burma.

## **6. Required action**

Working to ensure community land rights and sustainable forest management at the local level is important in its own right, but also crucial in order to document that there are alternative models to the present forest management system. The projects we support in selected areas also aim to contribute to a reform of national laws by pushing for local regulations that help create a pressure towards the national level. During the first five years of this strategy period, RFN has scaled up the policy and advocacy efforts with the purpose of setting up good governance mechanisms in the forestry sector at a national level. Developing local and national policies and mechanisms that ensure sustainable use of forest resources combined with community land rights is a cornerstone in our work in Southeast Asia.

Advocacy work will continue to have high priority in our work with partners in this region. Campaigning against unsustainable and socially unjust practices by resource-extracting companies or investors operating in vulnerable rainforest areas will be initiated. A special focus will be on monitoring the Norwegian Pension Fund and the bilateral REDD agreement between Norway and Indonesia. The national advocacy work will be informed by the latest developments on the ground, and closely linked to policy work in Norway and internationally to create pressure from several angles.

We will increase our focus on the implementation of indigenous peoples' rights as these are listed in the international conventions and agreements, and analyze to what degree these agreements can serve as tools in our country-specific policy work.

The marginalized political position of forest-dependent groups needs to be addressed on several levels. These groups often lack a tradition of organizing beyond the immediate household or clan; however, establishing wider networks and organizations of tribal or indigenous peoples is as necessary as it is difficult. Culturally adapted education, improved access to information and local conflict resolution mechanisms need to be in place in order to empower local organizations to lead the struggle for sustainable forests. Balancing traditional principles of authority with principles of democracy and representation is important in order to build organizations that have legitimacy in a modern state.

## **7. Resources needed**

The combination of a tense political situation and weak organizations in Papua and West Papua is very demanding in terms of human resources, as it requires meticulous follow up and support from RFN. In the rest of Indonesia, the existing partner organizations vary in terms of capacity. Some are relatively professional and independent, whereas others are weak and in need of capacity building in areas ranging from legal work to organizational development. This will likely be the situation in Burma as well. Finding highly qualified and devoted staff

is a challenge in the whole region, partly due to low salaries, but not least because of the risks related to this kind of work.

REDD has led to a new focus on forest in Indonesia, and forest management is being debated vibrantly. Although the opponents are strong, there is also high level political support for reforms in the forestry sector. This creates a momentum in which the advocacy for rights based sustainable forest management may reach a breakthrough. To use this momentum fully, RFN needs to intensify the work, both in terms of advocacy on a national level, as well as broadening the scope of the work in Papua and West Papua, where the largest remaining tracts of forest are to be found. This region is challenging in terms of capacity and political sensitivity, and also very costly due to its remoteness. At the same time, the administrative capacity of local partners is limited. Consequently, budgets must be increased steadily. RFN has more than doubled its Southeast-Asia budget between 2007 and 2012, and aim to create new opportunities to increase the current budget level at least 50 percent from the 2012 level by 2017.

## **8. Priorities**

Below we have listed our geographical priorities based on criteria in the following order: High forest cover, the human rights situation for forest-dependent groups, political opportunities for improvement and the strength of the civil society. We do not select locations on the basis of one single criterion, but combine several concerns. Our priorities involve a certain turn from better-known areas with existing partnerships and good infrastructure, and towards less known, more politically sensitive areas such as Burma and the provinces of Papua and West Papua . Thematic priorities are listed according to their urgency, but each theme should be seen in relation to the others. REDD is not mentioned as a thematic priority in itself, but will be an important tool which will be used to address all of the listed priorities, as will international human rights instruments.

Geographical priorities:

1. Papua and West Papua: These two provinces are a priority region because of their very high remaining forest cover and the difficult human rights situation for forest peoples. Papua and West Papua are characterized by a tense political situation that puts indigenous peoples in peril. However, we see political opportunities for working there because of the newly introduced local autonomy over forest resources.
2. Kalimantan: Kalimantan is the Indonesian side of the island Borneo, and still has vast areas of rainforest. Central Kalimantan is the pilot province under the bilateral REDD agreement between Norway and Indonesia. This is an opportunity to protect the remaining forest in the province, and makes RFN's presence politically strategic.
3. Sumatra: Our work to protect the vulnerable communities and rainforest areas in Jambi and the Mentawai Islands will continue because of the political momentum created in these locations through many years of work. Efforts will be made to halt the devastation of the last remaining rainforests of Sumatra through establishing projects in other areas that still have a chance of being saved.
4. Burma: About half of the total land area in Burma is covered by forest. In 2012, the country is going through significant political reforms that are likely to result in more foreign investments, also in extractive industries. At the same time, the rapid changes create a momentum for influencing Burma's policies related to forest management.

5. Malaysia: RFN will focus on capacity building and strengthening the indigenous peoples' network due to a difficult situation faced by civil society resulting from an oppressive regime. Advocacy and lobby will be done on a national level both in relation to indigenous peoples' rights and rainforest protection, not least because of Malaysia's significant role in the logging and oil palm sector internationally.

Thematic priorities:

1. Advocate for rights based sustainable rainforest management
2. Secure tenure rights
3. Influence legal framework and policies
4. Strengthen the civil society
5. Promote good governance in the forestry sector

## **PROGRAM 4:**

### **Oceania strategy 2008–2017:**

## **Rights-based, Sustainable Rainforest Management in Papua New Guinea**

### **1. Background**

With its approximately 260,000 km<sup>2</sup> of loggable forests, Papua New Guinea (PNG) is attracting keen attention from international logging companies. As the forest resources in mainland Asia are dwindling at an alarming rate, a wave of resource-hungry companies is flooding the country – focusing primarily on readily accessible forests. As the lowland forests are disappearing, the companies are now venturing deeper into the interior. The logging industry is supported by a corrupt political establishment with vested interests in the timber trade.

Environmental NGOs and various civil society organizations are fighting an uphill struggle to halt this devastating process. Lack of basic services makes the local populations prone to sign away their birth rights when promised a better future by the logging companies. Despite being overexploited, the forests in PNG are – in theory at least – protected by a set of laws which are among the best in the world. All forests in PNG are owned by local groups, and forests cannot be logged without their free, prior, and informed consent. Moreover, a certain percentage of the profit is to be paid to the landowners. This is the letter of the law, but it is very far from the practice on the ground.

### **2. RFN experience and achievements**

In PNG, RFN has aimed to serve as a broker between local ideas of conservation and an international conception of how to protect and conserve important rainforest habitats. The cultural divide between a local PNG way of doing things and a “western”-oriented model is striking. There is constant argument between these “two worlds”, and they accept and respect each other only as long as they see their relationship mutually fruitful. RFN has been able to retain respect in both camps and will be making use of this position in the years to come.

RFN has since 1997 built a long-term relationship with a small number of partners in PNG. While we have seen a vast number of donor-driven projects, programs, and organizations mushrooming over the years – only to die a couple of years later – RFN has remained a stable partner recognized for its commitment and understanding of the local context. Our partners have been local institutions with local agendas focusing as much on rights and sound management of natural forests as on conservation as such. This two-pronged approach addresses deeply felt needs in rural PNG.

### **3. Key challenges**

PNG is the home to over 800 different tribal groups. “Unity” is therefore a key challenge in building a modern nation state. Even in urban environs, people tend to focus first and foremost on obligations defined in relation to kinship and affinity. This partly explains why it is difficult to build alliances bridging long-standing lines of conflict between clans and tribes. Logging companies have an easy job, playing divide-and-rule to get hold of the resources they want. This feeling of distrust and outright animosity is reflected in the way politics play out in public life and in the parliament. The result is often that petty politics win over more long-term and visionary ideas of the few politicians that dare to speak out against corruption,

collusion, and mismanagement of public funds and resources. Politicians have the opportunity to change laws in ways that benefit themselves – a real and very serious problem. Advocacy work is both important and potentially highly rewarding in an environment where a sizeable percentage of members of parliament are ignorant of what is going on in the timber industry. Being provided with balanced and truthful information, while also being constantly reminded about their accountability towards their own constituencies, is what is needed in order to get parliamentarians to reject bribery – a method often used in order to get logging permissions through the system.

Economic development in the form of extensive natural resource extraction in oil, gas, minerals, timber, agroforestry and fisheries are currently developing fast and without due process and consideration. Massive environmental damage, landlessness, migration, crime and hardcore poverty are but just a few of the consequences. This poses civil society with massive problems in getting alternative models of development and long term planning part of the national development paradigm.

Traditionally most groups in PNG could be termed “gift economies”, although this is imprecise. In such economies one does not win prestige and standing by amassing wealth but by giving it away. Personal accumulation is considered improper and selfish. With the arrival of Europeans, people successfully included new items in their general “gift-giving rationale”. Today both cash and store-bought items have become incorporated into this economic rationale, creating a new need for income. Any project that aims to achieve sustained rainforest protection needs to take this into account. Finding practical and viable local solutions to the often conflicting needs of using forest resources while at the same time preserving them for the future, will remain a main challenge for our work in PNG.

As in the past, complex marriage and exchange systems between clans and tribal groups are still fundamental to how most PNGans perceive the world. Agreement and solidarity are often found between members of relatively small groups of people – popularly termed “clans” – defining themselves and their own well-being and survival in relation to other similar groups with which they compete for resources but also depend upon for survival. This flexible but volatile construction is easily exploited by those who want to extract natural resources. Any successful project will have to address this difficult issue by building bridges between groups and creating space where former “enemies” can work together. Building unity among larger groupings of people is both a precondition for sustainable forest management and a means to fend off attempts by logging companies to exploit people and resources in PNG.

As the rights to the land and its forests are vested in the local tribal groups – accepting and recognizing the collective aspect of property rights – the loggers can be brought to justice. This is possible only in a system where there is relatively impartial and neutral judiciary – which is still the case in PNG. Rights enshrined in the constitution and a rigorous set of laws regulating the forest industry provide good weapons in fighting the logging industry. In the present situation, working in various ways within the field of law and the legal system is both important and feasible.

The national discussion on REDD has also created some unexpected consequences, affecting the way people perceive and respond to ideas of forest conservation. REDD has brought inflated and highly unlikely expectations to many local people who refuse to relate to the more traditional approaches to forest conservation in the hope of earning substantial amounts of money from a REDD scheme.

#### **4. Program goal**

Local rights are respected to such an extent that large rainforest areas are effectively protected against large-scale resource extracting projects.

#### **5. Part goals**

The following goals have been formulated:

- a) Several milestone court cases, directly relevant to rainforest destruction and protection, have been won.
- b) At least two protected areas (under the Conservation Act) have been established in strategically important and/or biologically rich rainforest areas.
- c) The National NGO community working on forest protection and development has a workable and well-functioning network serving as an effective tool to prevent destructive logging.
- d) Local partner organizations have improved their organizational and administrative capacity.

#### **6. Required action**

Any support needs to build on an in-depth understanding of the driving forces behind the current rainforest destruction and an open-minded attitude to available and viable avenues for action. The political climate and the current state of affairs within the judiciary of PNG make both legal work and advocacy potentially highly rewarding. However, resource owners also need direct support to defend and develop alternatives to logging in their own areas. It is important for us to strike a balance between legal and paralegal work on the one hand and field projects on the other.

Most NGOs in PNG need substantial input in terms of capacity building, network experience, making use of common resources, advocacy techniques and strategies, and other tools in the fight against the powerful logging industry.

RFN's efforts in Oceania will continue to focus on PNG in the foreseeable future. However, the present situation in PNG may change rapidly, and new options and opportunities materialize. We will keep observing developments in the region, and do not rule out the possibility of RFN doing work or supporting projects in other countries in Oceania.

#### **7. Resources needed**

Logging in PNG is virtually out of control. To halt this devastating process, substantial resources need to be invested in various fields: this includes practical projects on the ground, legal and paralegal work, capacity building, increased focus on advocacy work, to mention a few. To achieve our goals, RFN needs to increase substantially the input of resources to new and existing partners in PNG. RFN has increased its PNG budget some 70% between 2007 and 2012, and aim to to increase the current budget level at least 50 percent from the 2012 level by 2017.

## 8. Priorities

The following geographical priorities are based on an assessment of a set of criteria related to biodiversity, forest cover, area size, accessibility, support of local population(s) and authorities, and the potential for establishing protected areas. We do not select an area on the basis of one criterion alone but make an assessment of what to emphasize in each case.

Thematic priorities are based on where we, together with our partners, can have the most profound and long-lasting effects on the protection of rainforests in PNG.

Geographical priorities:

Vast and highly diverse rainforest habitats are under immediate threat in PNG. RFN and partners seek to protect and stop logging by every available, legal means in any rainforest habitat in PNG as long as it is induced or ignited by a local will to do so. RFN hopes, however that areas adjacent to RFN's current project site – the Managalas Plateau – can become part of a bigger conservation area. This will create a huge area of protected forests – from alpine heaths to lowland mangrove forests. Such an area will also make access difficult for companies that may want to start mineral exploration and mining in the mountainous hinterlands.

Thematic priorities:

1. A continued and strengthened focus on legal work in PNG – whether tangible cases, legal training or other relevant areas within what can be termed “legal work”.
2. Capacity building among local NGOs.
3. Upscale the media work, particularly using social media networks, which is vital for reaching a broader audience and putting pressure on policy makers.
4. Significantly increase the focus on advocacy and lobby work among our partner NGOs. To date this venue of action has been explored only to a limited degree because of lack of resources. An open political system makes it both possible and worthwhile to be more involved in national politics than is the case today.
5. Improve strategic cooperation among partner NGOs and others by strengthening the national and international network.

## **PROGRAM 5:**

### **Central Africa Program Strategy 2008–2017:**

#### **Rights-based Sustainable Rainforest Management in Central Africa**

##### **1. Background**

Central Africa hosts the world's second largest rainforest area: the Congo Basin rainforests, cradle of an exuberant biodiversity, home and source of livelihoods for tens of millions of people, including hunter-gatherer groups collectively known as 'Pygmy' peoples. These indigenous peoples are heavily dependent on permanent access to natural resources and well-functioning ecosystems for their material and cultural survival.

The Democratic Republic of Congo (DRC) hosts approximately 80% of the Congo Basin rainforest; a total of more than 1.5 million km<sup>2</sup>. The country is suffering what has become known as the "resource curse": a wealth of natural resources, a history of weak and corrupt government, and a range of external interests have combined to create a scramble for resources for the personal gain of a few individuals that has crippled and impoverished the country and its people.

After decades of dictatorship and wars, fuelled in large part by intensive competition for natural resources, the 2006 elections raised hopes for peace and more democratic governance. In turn, forests were opened to large-scale development projects and private investment, while the government was in the process of reforming its forest policy with substantial support from international donors.

The challenge for RFN and our partners is to use these unique political changes in DRC as a basis for a shift in forest policy throughout the entire Congo Basin, from an industrial logging model to sustainable rainforest management based on the rights of peoples living in these forests.

##### **2. RFN experience and achievements**

The major achievement of RFN has been its success so far in preventing the repetition in DRC of the Cameroon experience, where forest policies were developed without any consideration for the rights and interests of local communities, turning rainforests into industrial logging concessions, creating serious social conflicts, and bringing further impoverishment of the poorest.

In 2003, forest legislation and policies were developed by the Congolese government, with the support of the World Bank, without civil society awareness. Indigenous peoples' groups from all rainforest provinces, in collaboration with RFN, joined together in challenging the industrial logging orientation of the forest policy promoted by the World Bank. The Bank was consequently subjected to an investigation by its Inspection Panel, which highlighted a series of failures from the Bank to comply with its own internal environmental and social policies and safeguards, to recognize the importance of the forests for the subsistence and sustainable development of the people who live in and depend on them, and to promote truly sustainable approaches to forest management. Today, local groups throughout the DRC are supporting forest-dependent communities in mapping their traditional forest uses in order to document their traditional rights and strengthen their advocacy work towards local authorities.

Communities are also informed of the decision-making processes, which are in turn systematically informed by field work and the concerns of forest-dependent peoples.

RFN and partners have also been instrumental in ensuring that Congolese civil society has made substantial contributions to influencing Congolese forest management policies in other ways, such as through input and advocacy in relation to the development of legal texts on community forests, and in advocating for local and customary land rights and the principle of Free, Prior and Informed Consent (FPIC). In addition to policy work, RFN has also worked with partners on field activities such as participatory mapping and micro-zoning in relation to land use rights, and ensuring involvement of local communities in the creation of a protected area in the Itombwe Mountains.

Massive human and financial RFN resources have also been spent on strengthening local partner organizations through the development of routines for financial and administrative management, capacity building of partners on such issues, and through extensive technical advice and close follow-up of all Congolese partners in relation to the development of their strategies, the identification of their priorities, and the definition of their advocacy and work plans.

Furthermore, through RFN and partners' efforts in the ongoing REDD project, which started in May 2009, Congolese civil society actors have managed to influence the REDD process in DRC in a comprehensive, well planned, strategic and constructive manner from the very start. RFN partners have been able to acquire knowledge and provide sound and experience-based input to national baseline studies, policies and strategies. They have also worked towards their main goal: disseminating information and building capacity at the grassroots level on the opportunities and challenges of REDD - to local communities, small NGOs and members of provincial government and research institutions. They have thus managed to strongly influence the national REDD plans for DRC, have developed mutually respectful working relations with key stakeholders both nationally and internationally, and are well placed to continue this work in the following years. Importantly, RFN and partners have managed to secure civil society participation in DRC's National Steering Committee for REDD. Such formalization of civil society participation is key to the long-term sustainability of RFN's program results, and indeed to the long-term success of REDD.

### **3. Key challenges**

A major challenge is the existing approach to rainforest management. For years, the government and people in power have viewed the rainforest as a source of income, mainly from minerals and timber. Few government officials have any training or capacity in rainforest management, and those that do have been trained in classical extractive forestry for timber production. The state capacity to understand and implement sustainable and rights-based rainforest management is thus very limited, making the task of convincing them to embrace these principles a huge challenge.

Forest-dependent communities face other long-standing challenges regarding their rights and livelihoods. Since the colonial era there has only been weak and limited recognition of customary rights to land. The Pygmy peoples' traditional systems of collective ownership and control of land have not been recognized at all. In the case of other forest-dependent communities, the legal recognition of customary rights had the effect of concentrating power and control into the hands of a few elites and created conflict and marginalization, particularly

of women, who nonetheless are the major rainforest users. The absence of recognition of traditional collective forest use, ownership and control rights for all forest-dependent communities is a major impediment to any promotion of sustainable rights-based rainforest management.

In the current context in DRC, international institutions have enormous influence. More than half of the country's annual budget comes from international aid – bilateral agencies like the UK's DFID and the Belgian Technical Co-operation, and international bodies like the European Union and the World Bank. The latter has played a key role in directing the development of forest policy in DRC. Despite its proven inability to achieve sustainable outcomes of this model, the World Bank has been promoting rainforest management based on a logging–conservation dichotomy, where industrial logging is seen as an effective way to reduce poverty, and integral conservation as an effective way to protect biodiversity and wildlife. After the World Bank Inspection Panel highlighted the failure of this approach, agencies and donors now tend to be more willing to include local and national NGOs in the planning of development strategies and projects. Being able to influence and direct large development initiatives related to the forest sector through policy advice and promotion of rights issues and biodiversity values, and assuring that these efforts give genuine results at the local level, remains the main challenge for local, national and international NGOs in DRC. Other influential external players could threaten the development of a rights-based rainforest management: the private sector, mainly European logging companies; France, which wants to create space for French logging companies and is generally concerned with maintaining its influence through regional forums and mechanisms (Commission on Central African Forests and the Congo Basin Forest Partnership) in a region increasingly subject to US and Asian lust for natural resources; some conservation organizations which promote strictly protected areas and put disproportionate emphasis on mechanisms for 'improving' the industrial timber sector, rather than looking into more sustainable alternatives.

In DRC, as in other rainforest countries, the current development of a national REDD+ strategy and local REDD projects pose a key challenge, but also a key opportunity. The REDD+ process embraces all aspects of forest policies, such as resource management, land rights, good governance, benefit sharing and multi-stakeholder participation. The pace of the process is extremely high, and national and international NGOs and local communities struggle to keep up and assure that they participate in an informed and effective way. The REDD+ process contains very challenging elements such as e.g. increased attention on DRC forests, multiplication of actors working on forest issues and REDD-related initiatives, increased solicitation of local partners, and hence risk of dilution of efforts, lack of resources for capacity building while participating in rapid processes, and thus lower impact and less real influence over processes that are in reality quite complex. There are many positive aspects in the process, but also great cause for concern in relation to the finalization and further implementation of REDD+ in DRC and other countries in the Congo Basin region.

In its project activities, RFN faces various kinds of challenges – these include understanding the dynamics of local groups, managing conflicting relationships and interest, developing partnerships with extremely weak local groups, the continuing political instability, the actions of rebel groups in Eastern DRC, the large distances, and difficult access to many project areas. Due to the above-mentioned factors it has also proven to be much more challenging than foreseen to develop activities in the field with local partners.

#### **4. Program Goal**

Sustainable, rights-based rainforest management has been included as a feasible approach in the forest policy of DRC and efforts do so is underway in at least one other Central African country.

#### **5. Part goals**

- a. National and provincial authorities in DRC demonstrate support for community-based rainforest management and the advantages of securing the land and user rights of forest-dependent peoples.
- b. Sustainable, rights-based rainforest management alternatives to industrial logging and strictly protected areas are developed and established by international donors in DRC.
- c. There are cases where the rights of indigenous peoples to use and manage the natural resources and the land they have traditionally occupied have been formally recognized in DRC.
- d. Civil society organizations in DRC have actively participated in promoting rights-based rainforest management as the main approach to rainforest management in the region.
- e. Civil society and indigenous peoples' groups have actively influenced policy- and decision-making processes related to rainforest management in DRC.
- f. Efforts are underway to promote sustainable, rights-based rainforest management in one other Central African country.

#### **6. Required action**

RFN has real opportunities to achieve results in the DRC and possibly other countries in the region. RFN currently works only in DRC, but have plans to expand into one more country in the Congo Basin before end of 2017. If this target is to be met it will be necessary to allocate sufficient time and resources to pre-studies, assessments of opportunities, and research on local context and partners in other countries.

RFN's approach, based on the rights of forest-dependent peoples and the combination of local field projects with policy work, is almost unique among international actors in DRC and the Congo Basin. Policy initiatives and field projects generate articulate and motivated spokespersons and provide valuable input to national and international advocacy work: in turn, the positive impacts of RFN and our partners' advocacy work can improve the situation at the local level. The fulfillment of human rights in is the result of pressure from above and from below. Our strength is that we work on both levels.

Forest-dependent communities must have ownership of field projects. Accordingly, they must have the main responsibility for the development and implementation of these projects, with the support of efficient local groups. It will be necessary to strengthen the organizational capacity of weaker groups in remote areas, through various capacity-building programs. In all field activities, particular attention must be paid to gender issues, to ensure the active participation of women, the positive recognition of their forest practices and activities, and their empowerment within their communities. RFN's approach will also be conflict-sensitive in the design and implementation of field activities in areas subject to instability, like North Kivu.

Field projects will aim at securing traditional land rights and access to rainforest resources, and at developing community-based mechanisms to ensure sustainable management of rainforest resources. The experiences of our partners worldwide and of other organizations in the Congo Basin will guide our work. All these efforts must promote traditional practices when these are sustainable and accommodate innovative mechanisms with the objective of demonstrating not only their environmental sustainability but also their viability for sustainable economic development.

Serious efforts must be directed towards convincing Congolese authorities of the benefits of rights-based sustainable rainforest management. The establishment of a decentralized State will multiply the channels for civil society and forest-dependent peoples to influence decision-making spheres. Advocacy towards more self-governing local powers, capacity building of local forest administrations, and the participation of forest-dependent peoples in new consultative bodies will be used as leverage to promote a paradigm shift in how rainforest management is understood.

The current moratorium (from 2002 and reaffirmed in a Presidential Decree in 2005) on the allocation of new logging concessions must be maintained until a proper participatory land-use planning process is realized. Such a process is a prerequisite to developing alternative rainforest management models. This will be the main message of RFN and its partners in advocacy work towards Congolese authorities and international donors like the World Bank and the European Union. The adequate application of the internal environmental and human rights policy safeguards of these institutions will be scrutinized in the design and implementation of development projects. The recent opening of these institutions to civil society criticism, and the increasing international concern about climate-change issues, represent opportunities for RFN and its partners to ensure the development of sustainable rainforest management alternatives based on free, prior, and informed consent and the active participation of forest-dependent peoples.

Community-based forest management, which importance was clearly minimized in the 2002 Forest Code, will be subject to particular attention in the implementation phase of the forest legislation. A Presidential and a Ministerial Decree are to set the framework for the establishment and management of community forest concessions in DRC. If adopted by the authorities as agreed upon by various stakeholders, including civil society representatives, these texts not only have the potential to make community-based forest management a pillar of forest management in DRC, they could be the first manifestation of a rights-based forest management in the country, since community-based forest management in these texts is based on the recognition of local communities' customary/traditional rights. Incidentally, the implementation of these decrees would be used to achieve a factual recognition of indigenous peoples' rights on the lands, territories and resources they have traditionally occupied and used.

Legal work will be instrumental in field project and policy efforts – be it to remedy the lack of implementation or violations of forest-dependent peoples' rights, to create a progressive jurisprudence, or to make publicity around the shortcomings of the implementation of international commitments on the national level. Although DRC has not ratified ILO Convention 169, other regional and international instruments are applicable, including the Convention on Biological Diversity, the UN Covenants on Human Rights, and the African Charter on Peoples and Human Rights. These international standards are thus an integral part of the national legal system, that can be articulated, together with progressive provisions of

the Constitution of the Third Republic (of the DRC), either to promote indigenous peoples' rights or a rights-based approach to forest management in DRC. Experiences in neighboring countries in the recognition of indigenous peoples' rights will be used to inspire or reinforce likely initiatives in DRC. Resort to local judicial bodies and international monitoring bodies will thus be explored. Any legal initiative must be locally grounded, legitimate, directly driven by local people or groups, and supported by relevant documentation, information, and campaign work.

Finally, RFN will support networking among civil society organizations in the Congo Basin with the objective of strengthening their views towards their respective national governments and in regional and international forums, particularly in the context of REDD.

## **7. Resources Needed**

In order to implement the present strategy, RFN needs substantial resources in the fields of advocacy, policy, law, project development, organizational development, natural resource management and communications, so as to influence Congolese, Norwegian and international actors. This implies an increase and appropriate choice of complementary skilled human resources internally in RFN and among local partners.

The diversity and ambitions of complex field projects coordinated by partners with varying capacities, in remote and vast areas, will require a substantial increase in our financial means and greater closeness to field activities. RFN has doubled its Central Africa budget between 2007 and 2012, and aim to create new opportunities to increase the current budget level at least 50 percent from the 2012 level by 2017 to reach our goals in the Central African region.

## **8. Priorities**

RFN will concentrate its efforts in DRC on a limited number of efficient partners in specific regions, and then make a selection among its priorities on the regional and international stages, in terms of networking, as well as legal and policy opportunities. Our geographical and thematic priorities would then be the following:

Geographical priorities:

1. *Equateur Province /northern Bandundu Province* (Congo River southside): the country's rainforest province par excellence, inhabited by numerous indigenous peoples and chosen for developing land-use planning methodology and experiences.
2. *Orientale Province* (Congo River northside): many indigenous peoples still live in remote rainforest areas, following their ancestral ways of life, but are threatened by the largest logging concessions allocated in the country.
3. *The North and South Kivu Provinces*: North and South Kivu, where indigenous peoples have been expelled from national parks and are now threatened by further conservation projects.

Thematic priorities:

1. Promotion of the traditional land and access rights of forest-dependent peoples.
2. Promotion of sustainable community-based rainforest management.
3. Culturally-sensitive legal and political empowerment of indigenous peoples.

4. Influencing and monitoring international donors' conservation and development policies and projects.

## **PROGRAM 6:**

### **Financial resources and fund-raising activities 2013–2017**

#### **1. Background**

To reach the goals outlined in this strategy, Rainforest Foundation Norway is dependent on increased funding from national and international donors. This chapter describes the prioritized efforts we will undertake to obtain necessary financial resources for our work.

Up until 2012 RFN has based its growth almost entirely on Norwegian funding. An exception has been the funds granted by the Rainforest Fund and recently Ford Foundation. Since the national elections in 2005 we have experienced a political environment sympathetic to our focus areas, and political will has resulted in increased government funding.

In order to become less vulnerable to changes in political priorities, we will work strategically to secure and diversify our funding sources. This means aiming to establish new sponsorship agreements with selected Norwegian private companies, substantially increase the numbers of individual donors (Rainforest Guardians), and obtain significant funding from international sources.

#### **2. RFN experience**

Since its inception in 1989, RFN has experienced continued growth based on our framework agreement with NORAD (Norwegian Agency for Development Cooperation), Operation Day's Work, the TV-campaign 1996 (an annual televised fund-raising drive) and our own direct fund-raising activities. When RFN was established as an independent organization in 1997, the framework agreement with NORAD was for a mere NOK 6 million; by 2012 it has grown to 72 million. In 2007 we succeeded in landing a separate Amazon program agreement with the Ministry of Foreign Affairs, by 2012 amounting to NOK 30 million annually. The Norwegian International Climate and Forest Initiative established a separate funding window for NGOs, from which RFN's REDD program receives some 15 million annually.

International funding beyond the funding from the Rainforest Fund has so far been very limited.

Our own fundraising has seen considerable growth, and by 2012 results in some NOK 12 million per year. This means that we are on a relatively sound footing with regards to our obligations for matching funds under the current framework agreement with NORAD. However, in order to finance activities beyond this requirement, we need to reach a new level in our fund-raising activities. In other words, the growth implied by the ambitions in this strategy can be achieved only through a significant increase in financial support from the private sector, individual donors and international sources.

#### **3. Key challenges**

RFN's funding prospects are closely linked to our success in saving rainforest and to the acceptance and understanding of our approach and methods for doing so. This means that the reputation we build, both in Norway and abroad, is fundamental. Communicating the results we achieve in the field and on the political arena is essential for getting positive results from fundraising efforts. In Norway, RFN enjoys a solid reputation as a professional actor within

development cooperation, as an effective policy advocate, and, among the general public, as a relentless defender of the world's rainforests. To build trust and a positive reputation also internationally is a priority during the second half of this strategy period.

Our clearly defined profile in Norway has contributed to the fact that RFN is now among the ten organizations with the largest framework agreements with NORAD. As we are, in 2012, applying for new funding periods both for the framework and for the climate agreement with NORAD, we are aiming at a further increase in the level of funding from 2013 onwards.

RFN's international profile is mainly linked to our climate and forest work and to our partnerships with local NGOs in rainforest countries. "The Rainforest Foundation" is to some extent known internationally, but the name tends to be associated with the UK and US organizations, or with the musician Sting and his espousal of the rainforest cause.

With respect to financing opportunities, it is a priority to promote the organization and our rights-based approach to rainforest protection internationally. As our policy and communication efforts become more internationally focused, we will have a better foundation also for international fund-raising. Our experience has shown that international fund-raising is extremely resource-intensive. International involvement at this level also requires a highly refined set of skills, as well as active involvement from RFN's top-level management.

While we are becoming a medium-sized player in Norwegian development cooperation, we are still a relatively small actor when it comes to the commercial market, both private and business. A main challenge is to further develop our brand and thereby broaden our market appeal. We aim to attract new regular private donors (Rainforest Guardians) and at the same time find new relevant long term business partners.

#### **4. Program goal**

RFN has the necessary financial resources to operate at the level that this strategy demands.

#### **5. Part goals**

- a) The framework agreement with NORAD for the period 2013–2017 is at a significantly higher funding level than in 2012.
- b) RFN has several agreements with the Norwegian Ministry of Foreign Affairs that together contribute significantly more than the current agreement.
- c) RFN has obtained international financing agreements amounting to 20% of turnover.
- d) RFN income from private donors and the business community amounts to 10% of turnover.
- e) RFN has 10.000 individual donors (Rainforest Guardians) by the end of 2017.
- f) RFN has been the recipient of the national "TV-campaign", either alone or in cooperation with other organizations.

## **6. Required action**

### **Norwegian donor agencies**

The framework agreement with NORAD will most likely constitute our core funding, with NORAD as the main source of funding for our activities in the foreseeable future. We hope to ensure continued growth in donor financing through high-quality work, a close dialogue with NORAD, and by actively influencing the political processes that determine NORAD's priorities. The Norwegian government as of 2012 has stated that it aims to be a leading donor in environmental aid, and with RFN's thematic focus and years of experience the organization is strategically placed close to the core of the government's ambitions in this field. What will be critical to our continued growth is our own ability to obtain results, and whether the environmental focus in development aid will continue to be a priority also after the next parliamentary election in 2013.

From 2007, RFN for the first time received significant funding from the Norwegian Ministry of Foreign Affairs (MFA). Such funding is more susceptible to political priorities than the framework agreements with NORAD. The main challenge in ensuring future – an increased – agreements with MFA is therefore to succeed in keeping the environment, forest protection and indigenous peoples' rights as main priorities in Norwegian development cooperation.

### **International donor funding**

It is on the international arena that we have the greatest potential for further growth. To identify relevant donor agencies and programs is a main priority. Through our active participation in the international climate and forest processes since 2007, contacts with some of the main international actors and donors have been established. Since international funding processes are considerably more resource-intensive than Norwegian applications, a much more consistent and systematic effort will be needed for the second half of this strategy period. Nonetheless, RFN will give priority to accessing major international funding during this period, either alone, in collaboration with other Rainforest Foundations, or with our partner organizations in rainforest countries.

### **Own funds from private donors or industry**

RFN has a very ambitious goal for the private donors market. By the end of the 5-year period, we aim to have 10.000 "Rainforest Guardians" compared to 4.000 by 2012. In addition to ensuring revenue flows adequate to meet NORAD co-financing requirements, such growth will contribute to necessary strengthening of our core activities and demonstrate public support for our cause. However, it is probably not realistic to expect major direct financing of projects beyond the co-financing requirement from private donors during this period.

It is also a goal to increase fund-raising from the business sector. Today RFN has only one major corporate agreement. We need to explore further possibilities and increase the number of big sponsorships to at least three. In addition, RFN will develop initiatives that allows for an increased number of smaller grants from the business sector.

### **Fund-raising drives**

The TV-campaign is probably our greatest chance to obtain significant growth based on Norwegian financing sources. A telethon would yield NOK 20 to 30 million per annum in new project funds for five years, provided we were the sole beneficiary and depending on expenditures. If we were to experience stagnation in government grants, the TV-campaign

would be our only major potential for growth in Norway, while also providing us with the necessary financial clout to obtain substantial international funding.

In addition, RFN will continue to seek other funding drives in Norway, as deemed beneficial with respect to publicity or financial value, and be vigilant in securing access to new lines of funding that may open up in Norway.

## **7. Resources needed**

Fund-raising is a resource-intensive process. To reach our goals of strong revenue growth we have to increase our investment in this area.

Our ambitions in this strategy must, primarily, be reached through the development and writing of proposals, and promotion aimed at Norwegian and international financing sources. To date much of this work has been carried out without dedicated staff resources. Given the strategy's ambitions, skilled staff will have to be dedicated to this work, and in addition there will be significant costs associated with collaborative projects and promotion of applications.

A strengthening of our capacity in both these directions is a priority, but the sequence in which they are prioritized will depend on where we see the greatest potential for success.

### **Fund-raising from private donors and industry:**

Enhancing and maintaining current sponsorship agreements is demanding, and, along with the development of new concepts and new activities, will probably require increased staff resources. Developing new fund-raising concepts is costly, and finding resources for such development in itself represents a challenge. Fund-raising should in principle finance itself within a defensible cost basis (35% according to The Norwegian Control Committee for Fundraising in Norway), but investment and development costs may exceed such limits.

## **8. Priorities**

1. In the short term we will concentrate on securing new long-term funding agreements with NORAD at a higher level than 2012.
2. Increasing priority will be given to international fundraising. In this respect, RFN will continue to analyze Nordic and international funding options and application processes.
3. Greater efforts will be directed at the Norwegian fund-raising market. Main priority will be the private donor market, but also carefully selected private companies should receive more attention.
4. We will continue to apply for the TV-campaign.

## **PART 4. ORGANIZATIONAL AND HUMAN RESOURCE DEVELOPMENT**

As is evident from the previous sections, the goals of Rainforest Foundation Norway are very ambitious. In order to achieve them, RFN needs to be organized in a way which optimizes results, to maintain an enabling work environment and to continuously strengthen its dedicated staff. Maintaining a strong focus on organizational development and a good staff policy is therefore of vital strategic importance.

### **1. Background**

RFN has grown from a small organization with an uncertain future and economy in the early 1990s to a medium sized, highly professional environment and development organization some 20 years later. In terms of organizational structure and internal culture, RFN has favored a flat structure with a high level of individual responsibility and autonomy, combined with broad involvement of all employees in decision making.

With growth in staff and economy, the need for a clearer delegation of responsibilities and division of tasks became ever more visible, and in January 2009 RFN was reorganized into six thematic divisions, each under the leadership of a new staff category; head of division. As of February 2011 this structure was further consolidated by transferring the everyday personnel responsibilities from the top management (director and deputy director) to the heads of division.

The increased number of employees and the restructuring of the organization have highlighted the need for a more formalized personnel policy, including a systematic and proactive approach to staff development and learning. Efforts have been made over the years to formalize the various elements of our organizational policy, and while some work still remains, the following internal policy documents have been adopted and implemented:

- A Handbook for employees, including internal health, environment and security concerns
- Security routines
- Code of conduct for staff
- Project manual

At the time of revising this strategy, RFN is in the middle of a comprehensive process of organizational development. This work continues through 2012. The final part of the 2008-2017 strategy period will therefore most likely be characterized by further organizational “fine tuning” and development resulting from this process.

### **2. Goals and ambition**

RFN’s staff policy should reflect the fact that RFN’s employees are its main asset. The employees should be treated with trust and respect, be given opportunities to develop their skills and competencies and contribute to a work environment characterized by generosity, mutual support and fairness. RFN should, simply, be a good place to work. By offering meaningful tasks to dedicated people, our ambition is that RFN should continue being an employer which it is a privilege to work for and that one would not like to leave.

### **3. Personnel policies**

#### a) Foundation

The ultimate aim of RFN's personnel policy is to attract and maintain a dedicated and skilled staff working towards achieving RFN's goals. Our policy is based in the understanding that this is best achieved through a good working environment and professional staff development. The specific elements of the policy should be developed through participatory processes where employees and leaders alike can provide their input.

It is important to RFN that its employees share the organization's goals and objectives, and are motivated to implement these. The management has a special obligation to help maintain and develop this motivation, providing job satisfaction through meaningful tasks and the privilege of contributing towards a cause of major international importance.

At the same time, dedication combined with meaningful, but never really fully completed tasks can be a dangerously absorbing mix. Enthusiasm sometimes has to be tempered, and the management should help prioritize and implement work styles and routines which are sustainable over time.

#### b) The work environment

A good work environment is essential for fostering creative cooperation, constructive problem solving and critical thinking. RFN shall put the conditions in place by which the staff may contribute actively in all these areas, while promoting tolerance across differences of opinion, gender, culture and religion.

Goals regarding the work environment are:

- RFN shall be an organization where the employees experience professional and personal development, and are motivated to contribute towards achieving RFN's goals
- RFN's internal routines and regulations shall be developed in dialogue among employer and employees, shall be clearly specified in writing, be accessible to all and be practiced with wisdom and consistency
- RFN shall value the security of its employees highly, regularly assessing risks and implementing adequate security routines, especially in connection with travels
- RFN, as an employer, shall be an inclusive work place, and take into consideration that life cycle, productive capacity or age may require special adaptations

#### c) Recruitment

RFN's ambitious goals require that highly competent and dedicated people are recruited for all positions, including the technical and administrative ones. Competence and dedication are necessary to deliver maximum results with the resources at hand.

Goals regarding recruitment are that:

- RFN shall continue projecting itself as a highly competent organization and an attractive place to work

- Recruitment procedures shall be conducted in an effective and professional manner in order to recruit the best persons available
- In addition to the necessary skills and training, dedication and personal qualities are of key importance
- Gender balance is considered when relevant, both at the division level and within the organization as a whole

d) Human Resource Development

As an important element for achieving RFN's goals, RFN shall maintain an organizational culture which stimulates and facilitates the development of the employees' overall competence.

Goals regarding human resource development are that:

- RFN shall have a systematic and transparent policy for stimulating continuous development of the competencies of its employees in accordance with the needs of the organization
- The employees should be stimulated to develop both their professional, personal and intercultural skills
- Responsibility for RFN's overall human resource development policy rests with the top management
- A culture for taking on responsibilities will be encouraged, including assuming leadership responsibilities
- Leadership training will be provided

e) Salary and benefits

RFN shall be able to offer its employees a decent, fair and fully transparent system of salaries and benefits, geared towards achieving the aims of its personnel policies while respecting the organization's profile and economy.

Goals regarding salary and benefits are that:

- RFN shall place itself in the middle to higher range of Norwegian environment and development organizations when it comes to the combined package of salaries and other benefits
- The overall package of salaries and benefits shall be developed in dialogue between employer and employees
- RFN will strive to provide its employees with a suitable physical work environment, adequate technical equipment and rational flexibility in the implementation of rules and regulations

#### **4. Ambitions for the remaining strategy period**

RFN's ambition is to continuously structure the organization in a way which is optimal for achieving its goals. We aim to practice a personnel policy which contributes towards this aim. For the remaining strategy period we will:

- Continue the process of capacity building and human resource development in management and staff
- Develop a systematic approach to human resource development
- Formulate a plan with tangible goals and clear timeline for following up weak points identified through the “organizational development process”.
- Clarify decision making structures and responsibilities