



RAINFOREST ACTION NETWORK

5 YEAR STRATEGIC PLAN
2018-2023



RAINFOREST
ACTION NETWORK

Organizational Identity

MISSION

Rainforest Action Network preserves forests, protects the climate and upholds human rights by challenging corporate power and systemic injustice through frontline partnerships and strategic campaigns.

VISION

RAN works toward a world where the rights and dignity of all communities are respected and where healthy forests, a stable climate and wild biodiversity are protected and celebrated.

VALUES

FIGHTING FOR PEOPLE AND PLANET:

We are committed to doing what is necessary, not only what is considered politically feasible, to preserve rainforests, protect the climate, and uphold human rights.

RESPECT AND INTEGRITY:

Our commitment to fairness and equity demands that we treat each other, fellow activists, and community partners with honesty, respect and dignity and that we are accountable to these relationships.

INDIGENOUS AND FRONTLINE PARTNERSHIPS:

We are committed to working with Indigenous communities and frontline communities directly impacted by profit-driven systems of injustice. We support the leadership of these communities in working on strategic and effective solutions to protect people and the planet.

PEOPLE POWER:

We believe creativity, integrity and people power drive the success in our campaigns and in our organization; while compassion, irreverence, and a celebration of life's possibilities drive the commitment to our mission.

RACIAL JUSTICE:

We believe racial inequity underpins systemic injustice and we are committed to incorporating a racial justice analysis into our programs and operations to challenge that inequity.

TRADITIONAL AND INDIGENOUS PEOPLES:

We support Traditional and Indigenous Peoples' rights, including the right to sovereignty, self-determination, reparations and the right to Free, Prior and Informed Consent (FPIC) regarding decisions implicating customary rights on traditional lands.

SOCIAL JUSTICE:

We recognize the intersectionality of systems of oppression and the interdependence of all fights for social justice.

WILDNESS AND BIODIVERSITY:

We honor the intrinsic value of biodiversity and wildness. We recognize our interdependence with healthy natural systems and seek to maintain the integrity, richness and abundance of life in all its forms.

SYSTEMIC CHANGE:

We are a collaborative organization that challenges corporate power and exposes institutional systems of injustice in order to drive positive systemic change.

RAN'S APPROACH

For the last 30 years, Rainforest Action Network has undertaken bold campaigns to hold some of the world's biggest corporations accountable for business models that are linked to forest destruction, loss of biodiversity, climate change and the marginalization of Indigenous Peoples' and local communities' rights and livelihoods. RAN's core mission, strategies and commitment to activism are unchanged, and more necessary than ever to respond to the growing scale of ecological and social crises being fueled by profit-driven interests.

RAN was an innovator and early proponent of a market campaign approach to international environmental activism. We identify a critical problem, analyze the corporate actors, and campaign against the biggest economic players in order to shift the public conversation and pressure bad actors to adopt and implement policies that respect people and planet. The ultimate goal of these campaigns, however, is not only to shift individual targets but to shift the policies and practices of entire industrial sectors. Moreover, RAN demands that corporate commitments we negotiate include not only environmental protections but also the recognition of, and respect for, human and Indigenous rights. Core to this approach is building and maintaining authentic and effective partnerships with local, Indigenous and frontline communities and their allies across the globe — many of which are directly impacted by our corporate targets.

To move our targets and transform sectors, RAN campaigns employ:

- » high-profile, direct communication
- » organizing efforts and peaceful direct actions
- » coordinated media and people powered social media campaigns
- » incisive evidence-based research and hard-hitting reports
- » collaborative partnerships
- » high-level corporate negotiations — and relentless follow-up to make sure promises are kept.

Many of RAN's campaigns focus on regions outside of the United States. We recognize that thorough, honest, and culturally fluent communication with local allies — combined with an up to date understanding of the social and political nuances in the regions — is critical to the success of these campaigns. Being aware of cultural sensitivities, anticipating and monitoring potential political backlash, and most importantly being ever mindful of security concerns for outspoken local activists are all part of developing a good-faith partnership with frontline communities. Often, however, it is the ability and willingness to take direction and strength from local leadership that will create a successful place-based RAN campaign. In line with our core values, we operate from the principle that supporting the protection and respect for the rights of Indigenous and frontline communities is essential to securing lasting solutions.

PHOTOS: PAUL HILTON / RAN



We will continue to advocate for community rights-based protections, restoration of natural forests and peatlands, and reduced climate emissions as essential components of government and private sector policies. We support local and global strategies to limit human-induced climate change, advance sustainable development goals, and enable community-based livelihoods and solutions. We recognize that RAN's market campaign and movement building approach is most effective when deployed in coordination with other strategies and tactics such as those focused on government policy and regulation.

We are committed to reforming entire systems to protect the climate, preserve forests and biodiversity, and uphold human rights. To achieve this, we seek:

- » An end to human rights abuses associated with the expansion and operation of fossil fuel extraction and infrastructure; and the industrial pulp, oil palm and forestry sectors.
- » To secure remedy for environmental and social harm.
- » Accountability from consumer-facing brands and their financiers for their contribution and linkage to climate emissions, deforestation, forest degradation, peatland conversion, failures of forest governance and human rights abuses.
- » An end to the expansion of fossil fuel extraction and infrastructure globally as well as an end to the expansion of industrial forestry and pulp and oil palm plantations in tropical rainforests and peatlands.
- » Recognition and protection of community rights and restoration of forest ecosystems as components of government and private sector policies.
- » Alignment with, and support for, environmental and human rights defenders.
- » Global strategies to limit human-induced climate change, advance the United Nations' Sustainable Development Goals and enable community-based livelihoods and solutions.

THEORY OF CHANGE

We are working toward a world where the climate is stable, forests are preserved, biodiversity is protected and rights are secured and upheld. We will contribute to those goals by exposing destructive supply chains, tracking the flow of capital to irresponsible and culpable industries, and amplifying the voices of directly impacted frontline communities. With this evidence-based information, RAN will exert public pressure on corporations, banks and institutions to stop environmentally and socially destructive practices and remedy harm at the local level.



CURRENT STATE OF THE ORGANIZATION

Our 2012-2017 goals

- » Stop the expansion of palm and pulp plantations into natural forests, starting with Indonesia.
- » Shift US bank financing out of fossil fuels and into renewable energy.
- » Be a leader in effective, nimble, innovative, and hard-hitting environmental corporate campaigning.
- » Grow our annual budget to \$6 million, with a combination of revenue from foundations, major donors, and membership.
- » Achieve stronger organizational capacity to meet our programmatic and fundraising goals, including in the areas of communications, online organizing and member engagement, operations, financial management, and governance.

*Five years ago we set ambitious goals for ourselves.
Looking back, we can say confidently that we have seen incredible progress.*

In our Forest program, we identified two key industrial sectors where we could exert pressure on major brands and companies to stop deforestation and human rights abuses — the snack food industry and the fashion industry. RAN was one of the first organizations to identify palm oil as a major driver of deforestation in Indonesia. We also identified well-known fashion brands as having links to deforestation in their fabric supply chains.

Our Snack Food 20 campaign targeted the largest snack food companies to get Conflict Palm Oil out of their supply chain. Conflict Palm Oil is the RAN-coined term for the commodity driving deforestation and human rights abuses in Indonesia. Since our launch, 16 of the 20 companies have adopted policies to stop using Conflict Palm Oil. And more are coming. And we have seen than 400 'No Deforestation' policies from companies — including Cargill the largest privately held company in the U.S. and one of the world's biggest agribusiness corporations. In fact, Cargill announced a zero deforestation policy across all global commodities after more than seven years of RAN pressure.

The pulp and paper industry is also a major driver of deforestation and climate change.¹ The two largest pulp and paper companies in Indonesia — APP and APRIL — have a significant amount of their concessions on critical peatland.² That's why RAN's Out of Fashion campaign pressured the biggest brands in fashion to take action and eliminate deforestation from their supply chains. We have since seen 'No Deforestation' policies from Abercrombie & Fitch, GUESS?, Inc., Ralph Lauren and L Brands (Victoria's Secret).³

In our Climate and Energy program, our annual report card on banking and fossil fuels has become an industry touchstone and has in very real terms shifted the conversation around the climate responsibility of the finance sector. Since we began this campaign, 24 global banks — including the six biggest US banks — have adopted policies restricting their financing for the coal sector, especially for coal mining. For example, less than 10 years ago, Bank of America was the top bankroller of coal. In 2015, they became the first global bank to restrict funding to the coal sector, after a years-long, RAN-led campaign.

These are but a few of the highlights from our past five years of campaigning. There have been key successes in many other areas as we have grown in staff, expertise, breadth and budget. RAN is currently an 8 million dollar organization; our stated goal was to expand from a budget of roughly 3 million to a 6 million dollar organization. While growth for growth's sake has never been a goal at RAN, we realize that our ambitious goals need to be resourced if we are to have the greatest positive impact and achieve our mission.

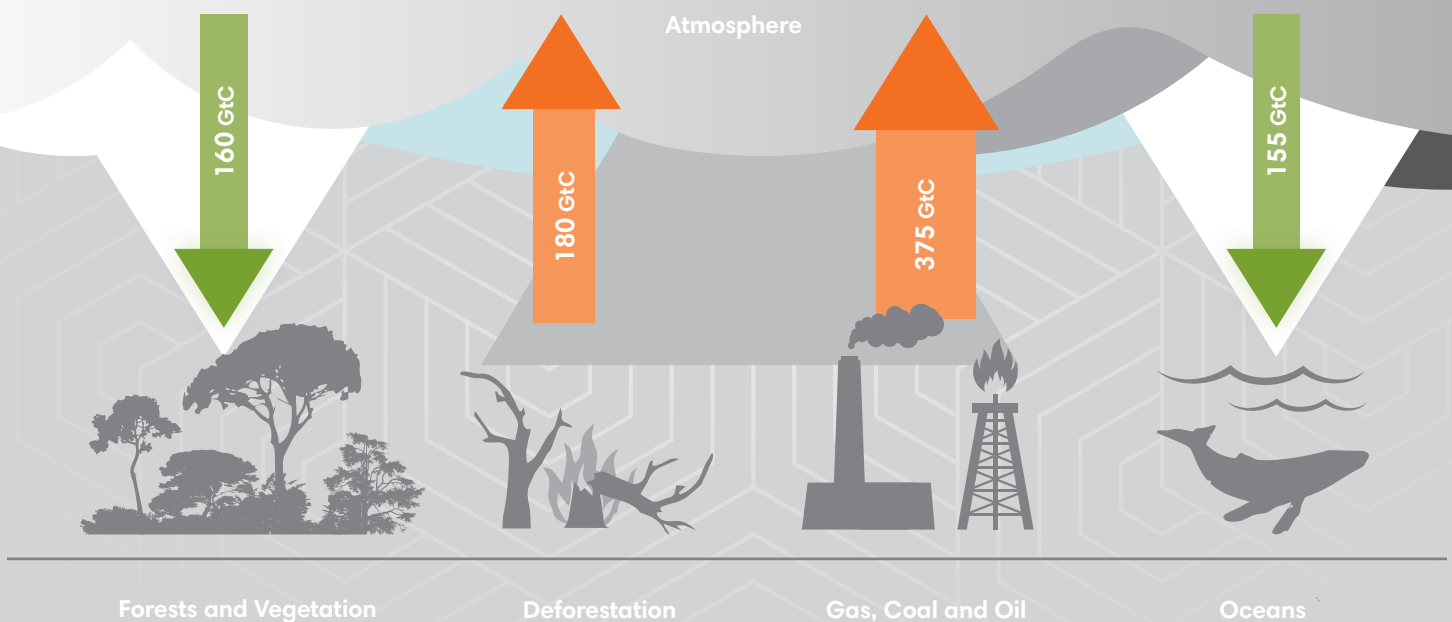
FOSSIL FUELS, FORESTS AND THE CLIMATE CONNECTION

To prevent irreversible damage to our planet and all its inhabitants,⁴ we need to radically change how we produce and consume energy, how we use the land and our natural resources, and how we respect the rights of all peoples. In short, we need to keep forests standing, keep fossil fuels in the ground, and uphold human rights.

Deforestation and other extractive processes that degrade natural ecosystems are prominent factors in climate change, both causing large amounts of greenhouse gas emissions and destroying the sinks that remove carbon from the atmosphere.⁵ Furthermore, global climate disruption due to emissions from land use changes and fossil fuels create a vicious feedback cycle: drastic shifts in rainfall patterns and soaring temperatures lead to tree-killing droughts and forest fires; and these fires then release huge amounts of carbon into the atmosphere which directly leads to more global warming.⁶ Communities all across the world are already beginning to experience the adverse impacts of climate change — heat waves, Arctic ice melt, coastal flooding, damage to coral reefs upon which tropical fisheries depend, and the growing intensity of storms and wildfires. And with rising global temperatures, the earth and its inhabitants will continue to experience escalating consequences to crop yields, water availability and weather patterns along with irreversible impacts on biodiversity. Unfortunately, as is already becoming evident, frontline and marginalized communities will face the most severe of these impacts.

To Limit Climate Change we need to **Keep Forests Standing**
and **Keep Fossil fuels in the Ground**

Deforestation and Fossil Fuels Release Excess Carbon Into Our Atmosphere —
At the Same Time Destroying Our Ability to Store Carbon on Earth



Cumulative CO₂ emissions
between 1750 and 2011
GtC = Gigatonnes of carbon

SOURCE: *Why Forests, Why Now?*, Frances Seymour and Jonah Busch, Center for Global Development, 2016⁷

The United Nations Department of Economic and Social Affairs articulates the obvious truth of the relationship between social inequality and climate change.

[T]his relationship is characterized by a vicious cycle, whereby initial inequality makes disadvantaged groups suffer disproportionate loss of their income and assets, resulting in greater subsequent inequality. It shows that inequality exerts the disproportionate effects through three channels, namely (i) increased exposure of disadvantaged groups to climate hazards, (ii) increased susceptibility to damage caused by climate hazards, and (iii) decreased ability to cope with and recover from the damage.⁸

One of the few bright spots in this landscape was the 2015 UN Climate Summit in Paris, where 195 nations came together and agreed to the groundbreaking goal of limiting global warming to well below 2° Celsius. In fact, summit participants set an even more ambitious aspirational goal of limiting global warming to 1.5°C. These targets can be met with sufficient political pressure on governments and corporations, but even the 2° target will require rapid and drastic changes in how we consume energy and treat our forests and other ecosystems. To state the obvious, if we seek to limit global warming to no more than 2° C, then we must keep fossil fuels in the ground and keep forests standing. One without the other, does not stabilize the climate.

Halting and reversing deforestation and ecosystem degradation and ending our addiction to fossil fuels are all imperative to protecting our climate. Equally important is supporting forest restoration and allowing secondary forests to recover and return to their crucial function as global carbon sinks to help stabilize climate change.

This is urgent work. There are only a few decades left to reverse our current course of climate and ecological destruction and the havoc that will wreck upon communities across the globe — especially those communities on the frontlines and fencelines of forest and fossil fuel fights. That's why RAN is firmly committed to working at this intersection of both the carbon emitters and nature's proven carbon sinks. It is our best, if not only, hope.

WHAT DO RIGHTS HAVE TO DO WITH PROTECTING FORESTS AND THE CLIMATE?

Approximately 2.5 billion people living on half of the world's land area rely on community and Indigenous lands for their lives and livelihoods, yet these communities possess customary and ownership rights to only a fifth of this land.⁹ Moreover, Indigenous and frontline communities suffer disproportionate impacts to their health, livelihoods and culture from the effects of climate change, forest destruction and extractive industry mega-projects. From plantation expansion into rainforests to oil extraction and transportation through Native lands, from animal poaching to land grabs, from water contamination to air pollution — these communities suffer first hand the human rights and livelihood impacts of the dominant model of economic development.

For instance, in Indonesia, community protests are too often met with police violence and criminalisation. Coupled with insecure community land rights and unjust land acquisition processes, this has institutionalized a system of violence against rural communities, women, labor and small landholders¹⁰ and has led many communities to forfeit their lands for little gain.¹¹

At RAN, our vision of a world where the rights and dignity of all communities are respected is intrinsically linked to our core strategy of upholding human rights by challenging corporate power and systemic injustice. We know that Indigenous peoples are the best stewards of their land. We know that one of the best ways to slow climate change is to uphold the rights of communities who are paying the steepest price.

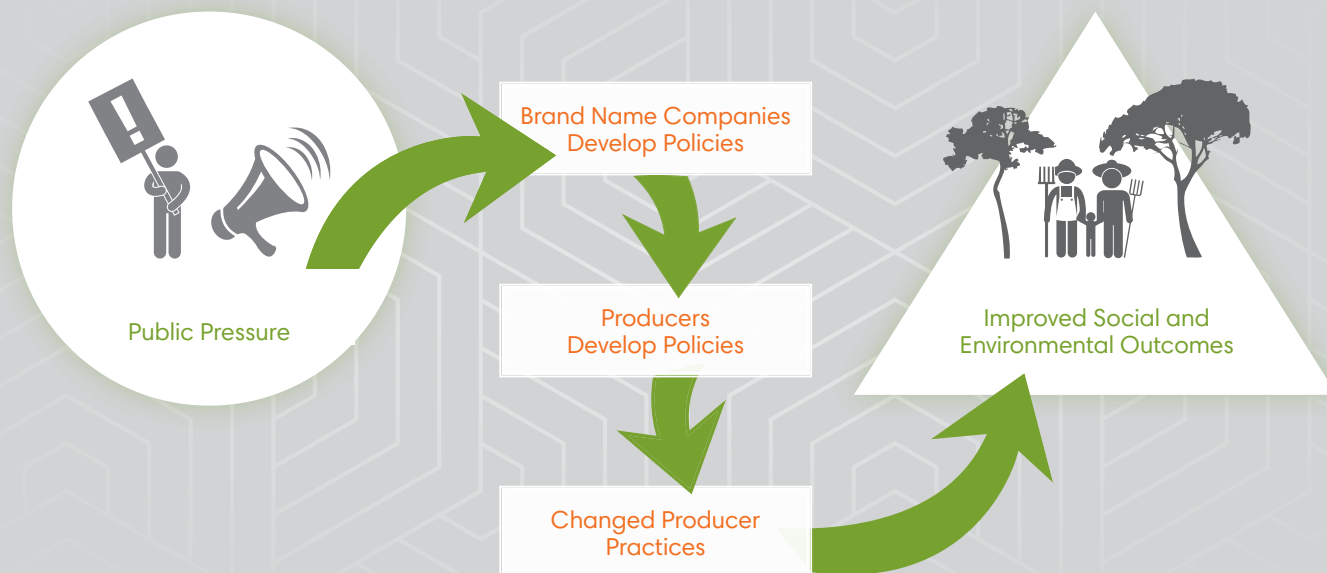
This knowledge has driven the creation of RAN's Community Action Grants program that focuses on increasing support for, and working in consultation with, grassroots, Indigenous and frontline communities directly impacted by forest destruction and fossil fuel development. This grantmaking program recognizes the expertise and solutions that reside in these communities.

We also know that as we work to transform profit-driven systems of environmental destruction and human rights abuses toward accountability and sustainability, we also must transform our own implicit biases, our own organizational practices, and our own movement's priorities more explicitly toward inclusion, racial equity and justice.

RAN has long subscribed to the *Jemez Principles for Democratic Organizing* that prescribe inclusive, shared leadership and just relationships between participants from different cultures, politics and organizations. Likewise, RAN has developed over many years and constantly revised (with input from many partners) our own *Guidelines for Working with Indigenous Peoples and Frontline Communities* that outlines protocols and expectations for developing honest and authentic partnerships in order to run effective campaigns and achieve our mission.

Simply put, challenging racial injustice, working for systemic change, and recognizing the intersectionality within systems of oppression is critical to achieving our mission. We must acknowledge and address the issue of racial inequity directly to avoid perpetuating unjust systems as a byproduct of our work to stop climate change, transition to a clean energy economy and preserve critical ecosystems. That is why RAN is continuing to intentionally and actively incorporate a racial justice and equity analysis into our programmatic work and organizational operations.





TARGET SECTORS

RAN works at the intersection of forests, climate, and human rights to end the negative impacts of major global companies while creating room for community-led solutions. To do so we have prioritized transforming the palm oil and pulpwood plantation sectors, and the fossil fuel sector.

Palm Oil and Pulp Plantations

The vast majority of land-use change emissions from tropical deforestation are linked to corporate controlled commodity chains. Globally, large scale commercial agribusiness and forestry drives 71 % of tropical deforestation.¹² The principal commodities associated with global deforestation are palm oil, pulp, timber, beef and soy. Beef and soy drive Amazon deforestation; however when we follow the supply chain, very little beef or soy currently enters the US market because we produce so much beef and soy domestically. Given supply chain contamination is a factor key to RAN's consumer pressure on companies, we have much more leverage to transform the palm oil and pulpwood sectors in Indonesia than Amazon cattle or soy producers. In the decade that we have been focused on addressing deforestation and human rights abuses in Indonesia, we have consistently found Conflict Palm Oil and pulp contaminating supply chains and entering products sold in the US. At the same time, Indonesia has the third largest remaining extent of tropical rainforests, containing very high levels of biodiversity, including charismatic megafauna such as orangutans, rhinos and tigers. It is culturally diverse, with over 300 different Indigenous languages still spoken, but customary land tenure and resource rights are poorly protected.

The largest driver of adverse climate impacts, forest and biodiversity losses, and human rights abuses in Indonesia is the expansion of millions of hectares of industrial palm oil and pulp plantations. While things are improving,¹³ in part due to our work, Indonesia remains the highest emitter of greenhouse gases (GHG's) from the land-use sector in the world, and it is the fifth highest emitter from all sources. While Indonesia holds 10% of global peatlands, 50% of its emissions come from human degradation of peatlands for commodity production and 35% from tropical deforestation and degradation. Indonesia produces more than half of the global supply of palm oil; it ranks ninth in global pulp production; and it ranks sixth in global paper production. Japan has also been a major consumer of Indonesian pulp, paper, and timber products, and increasingly palm oil, which led to RAN continuing our work in Japan.

Palm oil is now the world's most widely consumed vegetable oil, and it is used in everything from packaged snack foods, cosmetics, and detergents to engine fuels and biomass plants. Over the past decade, its use expanded significantly and the sector was expected to grow even more quickly — and it likely would have without our intervention and the concerted efforts of our allies. Yet virtually every home in America is stocked with corporate manufactured products that contains “Conflict Palm Oil” — meaning palm oil that has climate disruption, rainforest and peatland destruction, and violations of human rights norms associated with its production.

The Indonesian wood pulp industry is also a significant contributor to the nation's carbon emissions, as producers have cleared millions of hectares of peatlands to create large monoculture tree plantations. Average carbon dioxide emissions from drained peatland oxidation per year for the first 25 years are 100 tons per hectare. Peat drainage also increases fire risk and intensity. Peat fires can smoulder underground for weeks or months.¹⁴ On an averaged annual basis, about half of peatland emissions come from oxidation and the other half from fires. This amounts to 1.3 gigatons of carbon dioxide pollution per year of emissions from Southeast Asia, mostly Indonesia.

Despite being one of the world's largest producers of pulp and paper, the current national target is to raise capacity from 8 million tons of pulp and paper to 10.5 million tons.¹⁵ Equally alarming is the fact that the two largest pulp and paper companies in Indonesia have a significant amount of their concessions on peat — two-thirds of APP's and half of APRIL's concessions — representing thousands of acres of drained peatland. In fact, of all pulp and palm oil companies in the region who have deforestation and traceability commitments, less than 7% of those can trace their products back to the production level to ensure products are not connected to deforestation.

The finance sector has also played a critical role in the expansion of the industrial forestry and plantation sectors in Indonesia and other rainforest regions, from financing production to trade, manufacture and retail of forest-risk commodities. Between 2010 and 2016, at least \$72 billion US dollars worth of corporate loans and underwriting were provided to the forest-risk sector operations of major companies operating in Southeast Asia, led by Japanese, Malaysian, Chinese, and Indonesian banks. The forest-risk sector companies were supported by an additional \$20 billion US dollars worth of bond and shareholdings as of May 2017, led by investors from Malaysia, the United States, Japan.



PHOTO: NANANG SUJANA / RAN

Fossil Fuel Extraction and Infrastructure

The 2015 Paris Climate Agreement outlined an ambition to limit global warming to 1.5 degrees Celsius above pre-industrial levels. However, burning just the reserves in currently operating oil and gas fields alone, even with no coal, would take the world beyond 1.5°C of warming.¹⁶ The potential carbon emissions from the oil, gas, and coal in the world's currently operating fields and mines would take us beyond 2°C of warming.¹⁷ Across the oil and gas industry, \$2.3 trillion of exploration and extraction projects — roughly a third of business as usual projects to 2025 — are inconsistent with global commitments to limit climate change to 2°C.¹⁸

If we are to have any chance of halting catastrophic climate change and reaching the Paris goal, the vast majority of all proven coal, oil and gas reserves must stay in the ground and fossil fuel combustion must be largely phased out by mid-century. Ending expansion of fossil fuel extraction and infrastructure, especially expansion of the most climate-destructive fuels, is an urgent priority. Most fossil fuel companies require financial assistance from large private banks to find, extract, and transport fossil fuels. Sinking capital into fossil fuel infrastructure like coal and tar sands mines and pipelines can create a long-term “lock-in” effect, whereby the owners of these projects will want to keep them operating for as long as they can generate any positive cash flow, even if the long-term price of the coal or oil is too low to recover the initial investment costs, since closing the mines down would lead to even greater financial losses. As a result, once investments in fossil fuel infrastructure have been made, these sources continue to emit carbon while making it more difficult for clean energy sources to compete with them.

The banking and insurance sectors, therefore, have a central role to play in the transition away from fossil fuels. Bank financing for extreme fossil fuels (tar sands, Arctic and ultra-deepwater oil, coal mining, coal power, and North American liquefied natural gas export) overall went from \$126 billion in 2015, to \$104 billion in 2016, then up to \$115 billion in 2017.¹⁹ In a carbon-constrained world, banks need to recognize and act on the contradiction between their commitments to the Paris Agreement, their own policies, and their funding patterns.

The insurance industry also plays an immense role in upholding the fossil fuel sector: it is the second-biggest group of institutional investors with \$31 trillion in assets under management; and as underwriters, insurers support continued construction and operation of fossil fuel projects.²⁰ Insurance is a key condition for government permits and project finance.

It is environmentally, reputationally, and financially risky for banks and insurance companies to continue backing fossil fuel projects and companies.²¹ Relevant to both our energy and forest finance work, the 2011 U.N. Guiding Principles on Business and Human Rights place clear responsibilities on global private banks to develop mechanisms to avoid contributing to human rights violations and to remedy abuses that occur.



With our goals sharply in focus, supported by our theory of change and rationale, here are our key objectives and the core strategies we will employ to advance toward our vision over the next five years.

KEEP FORESTS STANDING

RAN will successfully pressure consumer-facing brands; oil palm, pulp, paper, and forestry sectors; and financial institutions to adopt and implement policies that a) protect and restore forests, peatlands and associated biodiversity; b) reduce climate pollution associated with deforestation; c) respect human, land, labor and Indigenous rights; and d) improve transparency, traceability and accountability in forest-risk commodity supply chains globally.

1.1

Consumer-facing Brands Adopt and Implement Responsible Policies. Hold influential global brands accountable for their contribution to deforestation, forest degradation, peatland conversion and human rights abuses in oil palm, pulp and paper and forestry sectors by securing the adoption and implementation of responsible sourcing policies, and prevent rights abuses associated with the expansion of forest-risk commodities.

1.2

Forest Commodity Suppliers and Producers Implement Policies. Pressure the most influential global suppliers of forest-risk commodities and oil palm and pulp and paper producers to rapidly implement their policies. Track these companies and policies to ensure they translate into reduction of the expansion of industrial pulp and oil palm plantations and forestry in tropical rainforests and peatlands, while securing remedy for environmental and social harm. Push companies to prioritize setting precedents in collaboration with partners in Indonesia.

1.3

Financial Institutions Adopt and Implement Forest and Human Rights Protections. Target banks, institutional investors and financial sector regulators to adopt and implement policies to protect forests and human rights that cover the financing of palm oil, timber and pulp and paper sector companies operating in rainforest regions.

1.4

Strengthen Accountability Standards and Systems. Advocate for robust and credible certification standards and locally-led accountability systems and opportunistically utilize these systems when strategic for RAN campaign objectives and goals.



PHOTO: PAUL HILTON / RAN



PHOTO: ASSOCIAÇÃO SOCIOCULTURAL YAWANAWA (ASCY)

KEEP FOSSIL FUELS IN THE GROUND

RAN will successfully pressure financial institutions to adopt and implement policies that a) end their support for extreme fossil fuels and eventually end their support for all fossil fuels; and b) ensure that projects and companies supported by these institutions respect human and Indigenous rights.

2.1

JPMorgan Chase, Other US and Global Banks Adopt and Implement Fossil Fuel Exclusion Policies. Pressure the six major US banks to adopt and implement policy improvements. In combination with movement-wide activism and other factors, cause the banks' combined lending and underwriting for coal and tar sands to fall by 75% between 2017 and 2023, and convince them to commit to phasing out project and corporate lending and underwriting for extreme fossil fuels by 2028, as well as committing to a long-term phase out of financing for all fossil fuels. Support pressure campaigns on major European, Japanese, Canadian and other global banks to adopt similar policies.

2.2

North American Banks Adopt Meaningful Indigenous Peoples Policies. Play a leading role in pressuring the six major US banks to adopt policies by 2021 that commit the banks to comply with the UN Declaration on the Rights of Indigenous Peoples, and in particular to cease project or corporate lending or underwriting that facilitates fossil fuel projects that impact the territories of Indigenous Peoples anywhere in the world unless the Free, Prior and Informed Consent of these Peoples has been secured. Play a supporting role in campaigns to pressure major European, Japanese, and other global banks to adopt similar policies.

2.3

US Insurers Cease Coal and Tar Sands Investments and Insurance. Convince 15 of the 40 largest US insurance companies, in this highly concentrated market, to divest from coal and tar sands companies by 2023. Convince 5 of the 10 largest energy sector insurers to commit to stop insuring coal and tar sands projects during the same time.

STRENGTHEN THE ENVIRONMENTAL MOVEMENT THROUGH STRONG AND AUTHENTIC PARTNERSHIPS:

RAN will increasingly leverage our resources and positional power to build a stronger environmental movement by financially supporting grassroots groups and by seeking, respecting and being accountable to leadership from grassroots, frontline, and Indigenous leaders.

3.1

RAN provides direct funding through our Community Action Grants program, while sharing access and other resources with our partners to build stronger movements and more equitable partnerships.

3.2

Campaigns and strategies are developed within a rights-based framework in collaboration with our partners, in ways that also build their capacity and value their expertise and leadership.

3.3

Standardize and Strengthen RAN's approach to partnerships to more effectively work in solidarity with Indigenous, frontline and fence-line partner organizations.



INTEGRATE RACIAL JUSTICE AND EQUITY IN OUR CAMPAIGNS, COMMUNICATIONS, PARTNERSHIPS, PROCESSES AND STRUCTURES.

4.1

RAN fosters a culture of trust, engagement, support, respect and inclusion where personal, interpersonal, and institutional oppression, including white supremacy culture, is addressed and all staff feel welcomed, respected, supported and valued.

4.2

Staff and Board have a shared understanding, tools and resources for enforcing and advancing RAN's racial justice values and goals.

4.3

RAN effectively applies a racial justice framework to our communications, organizing, campaigning, research, and recruitment of our supporter base.

ENGAGE AND ACTIVATE SUPPORTERS THROUGH INNOVATIVE GRASSROOTS ORGANIZING, DIGITAL AND COMMUNICATIONS STRATEGIES

that inspire support from an energized base reflective of RAN's full set of values and which effectively pressures campaign targets while helping to shape the crucial narratives of our time.

5.1

Advance people-powered and decentralized organizing to challenge RAN campaign targets and build a stronger movement for climate and justice.

5.2

Optimize digital engagement of RAN supporters to challenge RAN campaign targets, build our base, and increase unrestricted income.

5.3

Leverage RAN's communication channels to pressure RAN campaign targets, influence the public narrative on our issues, and build our base of supporters.

PHOTO: RUDI TORCZ

BUILD ORGANIZATIONAL AND FINANCIAL RESILIENCY

through staff and board development, sustainable growth, integrated, sound and secure operations and technology.

6.1

Optimize our internal systems to support mission critical work.

6.2

Ensure secure, robust, and efficient systems for infrastructure and technology needs.

6.3

Improve staff experience, inclusion and development

6.4

RAN's Board of Directors fulfills its fiduciary duties and supports the organization in meeting its mission.

MAINTAIN AND EXPAND RAN'S FINANCIAL BASE WHILE SHIFTING RAN'S FUNDRAISING APPROACH TO:

a) balance revenue streams by increasing small and mid-level individual donors; b) improve systems to fully leverage the capacity of our people; and c) build a stronger ladder of digital engagement to turn action takers into long term donors.

7.1

RAN's revenue keeps pace with the annual growth of our fixed expenses and any planned programmatic growth.

7.2

Fundraising culture at RAN upholds our non-mercenary approach that is driven by our mission and strategy rather than the whims of donors, reflects our values as an organization, and helps amplify the impact of our campaigns.

7.3

Create a data-centric approach to managing and growing donor relationships and strategic revenue planning.

ENDNOTES

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Rainforest Action Network (RAN) preserves forests, protects the climate
and upholds human rights by challenging corporate power and systemic
injustice through frontline partnerships and strategic campaigns.