

RAINFOREST ACTION NETWORK

# STRATEGIC PLAN

2024-2029





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## GLOBAL CONTEXT & RATIONALE

**The future of our planet lies at the intersection of forests, climate and human rights.** *To prevent irreversible damage to the earth and all its inhabitants, we need to keep forests standing, keep fossil fuels in the ground, and uphold the rights of Indigenous and frontline communities.*

*There is no real solution to our climate crisis that does not prioritize keeping forests standing. Forests provide the air we breathe and are home to Indigenous Peoples and half the world’s biodiversity. They also act as carbon sinks, pulling carbon out of the atmosphere. And yet, big brands and banks are fueling deforestation and the burning and bulldozing of forests to plant monoculture crops that produce huge profits. At the same time, big banks and insurers are profiting off of the destructive fossil fuel industry that releases greenhouse gasses such as methane and carbon dioxide into the atmosphere, which drive climate chaos. Meanwhile, communities all across the globe — particularly those at the frontlines of extractive industries — are already experiencing the worst impacts of climate change: heat waves, Arctic ice melt, coastal flooding, and the growing intensity of storms and wildfires.*

*According to the Intergovernmental Panel on Climate Change (IPCC) — the internationally recognized authority on climate change — we have less than a decade left to halt our current course of climate chaos and ecological destruction fueled by profit-driven interests. To dramatically reduce global emissions and stave off the impacts of climate chaos, it is critical to target corporate power and money, and demand that stringent policies be adopted and enforced to shift finance out of fossil fuels and deforestation and into renewable energy and a people-centered economy.*

*We are not shifting money and power to replicate the same exploitive dynamics. Rather, RAN will pursue a Just Transition wherein Indigenous land rights are protected and respected, biodiversity is restored, and a decolonized energy economy is sustainable, operated with equitable labor practices, and prioritizes communities over profits. A transition is inevitable — it is happening now — and it must be rooted in justice.*

*RAN is committed to doing what is necessary, not only what is considered feasible, to preserve rainforests, protect the climate, and uphold human rights. Together with our partners and network of activists, we are committed to meeting the urgency of the time by exerting all possible pressure on the leading corporate offenders to make the shifts we all need to survive and thrive.*



A large tree trunk in a forest with two people standing nearby.

## 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

Rainforest Action Network 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.

A hand holding a small plant seedling.

## 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.

#### *Wilderness 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.



# APPROACH & THEORY OF CHANGE

For nearly 40 years, Rainforest Action Network has undertaken bold campaigns to hold some of the world’s biggest corporations accountable for business models linked to forest destruction, loss of biodiversity, climate change, human rights violations, and the marginalization of Indigenous Peoples’ and local communities’ rights and livelihoods.

RAN was an innovator and early proponent of a market campaign approach to international environmental activism. Over the years, we have evolved and sharpened this strategy to great effect. We identify a critical problem, analyze the corporate actors, and launch campaigns against the biggest economic players. The ultimate goal of RAN’s campaigns is not only to shift the behavior of individual target corporations and banks, but to shift the policies and practices of entire industrial sectors. RAN is working toward a just and urgent transition to a people-centered economy where the climate is protected, forests are preserved, and human rights are upheld.



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

- » **Globally recognized, cutting-edge research and reports** on global finance like our annual *Banking on Climate Chaos* report and the groundbreaking Forests & Finance transparency database.
- » **Collaborative partnerships** with NGOs around the world, local community activists, water protectors, and Indigenous leaders defending their rights and protecting forests and climate across the globe.
- » **Nonviolent direct actions** from marching in the streets to dropping banners outside the headquarters of some of the biggest industry leaders in the world.
- » **Traditional communications** campaigns spotlighting our issues and partner voices in *The Financial Times*, *The Wall Street Journal*, *Forbes*, *Bloomberg*, and *The Guardian*.
- » **People powered outreach** connecting with over six million supporters across social media platforms including Facebook, X formerly known as Twitter, Instagram, TikTok, and Youtube, and engaging activists across email to challenge business as usual.
- » **High-level corporate engagement** with the world’s most influential companies such as PepsiCo, Disney, General Mills, Cargill, JPMorgan Chase, Bank of America, and many more. Relentless negotiation and continued campaigning ensure corporations are held accountable to their promises and policies.





# RAN’S NICHE IN THE MOVEMENT

RAN is uniquely placed among movement allies to build and sustain connectivity between forests, climate, and human rights issues. This intersectional bridging work shows up in our organizing and direct actions, inside/ outside engagement, research, communications, and digital activism — and it is a crucial value addition to the broader movement as we move toward a Just Transition.

This year, RAN celebrates more than three decades of direct grassroots funding through our Community Action Grants program, which has moved more than \$6.5 million to frontline groups. Beyond financial support, RAN has continued to play a behind-the-scenes role in supporting and building capacity among local communities and grassroots groups, seeding multiple coalitions that have grown in size and impact. We have advanced our deepest partnership work in Indonesia with multiple Indigenous communities that have reclaimed legal land rights, protected thousands of hectares of critical tropical forests, and amplified their voices on the global stage.

Over the last several decades, RAN has also emerged as a leading source of impeccable, in-depth research and analysis of financial flows to both fossil fuels and forest-risk commodities. Our annual *Banking on Climate Chaos* report and Forests & Finance platform provide open-source data for environmental and human rights activists and journalists all over the world.

# PEOPLE POWER

An integral tenet within our theory of change is that we must organize and support broad movements to propel an urgent and just transition to a people-centered economy that respects human rights and can sustain our planet. This translates to a broad spectrum of work, including building authentic partnerships with frontline and fenceline allies, building strong coalitions with other nonprofits working toward similar goals, providing direct support to community partners through our grantmaking program, sharing our research with the activist community, and providing leadership, organizing, logistic, and communication support to bold actions designed to hold corporations and banks accountable for their actions.

We believe people power is the only force that can truly compete with corporate power — and that people power will drive the ultimate success in achieving our goals and organizational mission.

“We have arrived at a historic moment of truth. Future generations will judge the actions of decision makers today. **Keeping forests standing, keeping fossil fuels in the ground, and protecting human rights** are a matter of **planetary urgency**.”

- **Ginger Cassady**, Rainforest Action Network Executive Director





# PROGRESS OVER THE LAST 5 YEARS

## (2018-2023)

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



## FOREST PROGRAM

### Palm Oil Sector

RAN's Snack Food 20 campaign was a multiyear effort to shift the behavior of the entire palm oil industry — the driving force behind massive deforestation, human rights abuses, and climate impacts over several decades. The campaign resulted in every single target company adopting more responsible palm oil policies and practices. That includes giants like General Mills, Mars, Unilever and PepsiCo. For example, in February 2020, after years of direct pressure on the company, PepsiCo announced a leading policy and list of measurable actions to address the destruction of rainforests, the abuse of workers, and the exploitation of communities rampant in the palm oil industry. This milestone was the result of corporate negotiations, undercover field investigations, hundreds of thousands of letters, and countless non-violent direct actions to increase the pressure on PepsiCo.

### Keep Forests Standing

The Keep Forests Standing campaign aims to protect Intact Forest Landscapes and Indigenous territories from the expansion of forest-risk commodities. RAN has been pressuring some of the most influential brands, agribusiness traders, and banks to adopt 'NDPE' policies — policies that enforce No Deforestation, No Peatland, No Exploitation practices in palm oil, pulp and paper, soy, beef, and cocoa supply chains. To date, three target brands and four banks have adopted or improved their 'NDPE' policies, including several disclosing their Forest Footprint — a new method developed by RAN for mapping a company's impact on forests, biodiversity, and Indigenous communities. And, amidst the growing violence facing frontline forest defenders, we have secured new Human Rights Defender policies and commitments to zero tolerance to violence, intimidation, and criminalization towards Human Rights Defenders.

### Curbing Deforestation in Indonesia, including the Leuser Ecosystem

The Leuser Ecosystem covers six million acres and is the last place on Earth where Sumatran elephants, tigers, rhinos, orangutans, and sunbears roam together in the wild. Protection of the Leuser — one of the most critical and most biodiverse rainforests on the planet — has been a major focus for our forest program and has yielded tremendous results over the past decade. This work is supported by RAN's on-the-ground supply chain research and high-profile exposés that have forced changes within some of the world's most influential brands, palm oil traders, and companies causing deforestation.

Since RAN joined these efforts, we have seen a significant drop in deforestation in the Leuser. This includes halting most deforestation within government-allocated palm oil concessions, and winning more than a dozen commitments from palm oil companies to protect and restore these forests. We have tested new approaches driving the implementation of voluntary 'No Deforestation' policies at a jurisdictional scale and set precedents through securing multi-million dollar investments by brands and traders into multi-stakeholder programs to secure long-term protection for threatened forests and legal recognition of customary rights in the Leuser Ecosystem.

### Forest & Finance

RAN's co-founding and hosting of the Forests & Finance Coalition (FFC) has helped build a global network of campaigners, researchers, and media professionals working to expose the financial sector's role in driving deforestation and rights violations. FFC maintains an open-source database of financial flows into hundreds of companies involved in forest-risk commodities, undertakes an annual assessment of bank and investor policies, and coordinates investigations, analysis and campaigns. FFC supports the rights and control of communities in land and forest stewardship and seeks to hold the financial sector to account for its role in facilitating social and environmental harm.





# CLIMATE & ENERGY PROGRAM

## Big Banks

Our Climate and Energy team targets the biggest financiers of fossil fuels and climate chaos in the United States. RAN has focused efforts on the six Wall Street banks that dominate fossil fuel financing. All six banks made policy improvements, announcing net zero targets, and adopting policies to exclude projects in the Arctic and coal mining projects. All six adopted 2030 targets for oil and gas and the power sector.

RAN’s Japan team has pursued an effective advocacy campaign against the three Japanese megabanks — Mitsubishi UFJ Financial Group (MUFG), Mizuho Financial Group (Mizuho), and Sumitomo Mitsui Financial Group (SMBC Group). In 2019, MUFG announced it would “in principle” not finance new coal power projects. Then Mizuho adopted strict ESG policies and SMBC announced it would “in principle” not finance new coal projects in 2020. MUFG, Japan’s largest bank, tightened its coal power and forest sector policies in 2021.

One of RAN’s most significant contributions to the movement has been the annual Banking on Climate Chaos (BOCC) report which has continued to serve as an invaluable resource both for the global climate finance movement and for our team as we pursue inside engagement with the banks. Each year the report garners increasing endorsement and media attention. The 2023 report received endorsements from more than 700 organizations across the globe and more than 500 media hits in the first 24 hours of its release.

## Insurance Industry

RAN began working at the intersection of insurance, fossil fuels, and human rights in 2018, and we officially launched a campaign in 2019 with the goal of winning improved policies from 15 insurers. Our focus was to pressure these companies to stop insuring coal and tar sands infrastructure and divest assets from such companies by 2023. Since then, alongside global partners in the Insure Our Future coalition, we have pushed for and won a remarkable shift in the insurance industry away from fossil fuels. To date, 45 companies have introduced restrictions on insuring coal and 13 have limited their insurance for oil and gas projects. Among those, five US insurers have adopted coal policies, four have limited their support for tar sands, and one has restricted support for conventional oil and gas projects.

Following inside engagement and campaigning that RAN led, Chubb became the first US company to restrict insurance for coal in 2019; Liberty followed suit as the second some months after. In 2023, Chubb again was on the leading edge with the adoption of its policy to limit insurance for oil and gas extraction on conservation lands and for companies without methane emissions reduction measures. RAN has also helped support frontline resistance against specific fossil fuel projects. We were the lead convenors of a coalition from 2019-2022 that successfully peeled key insurers away from Trans Mountain and earned commitments from 20 companies to not insure the project, resulting in a significant reduction of insurance capacity available for the tar sands sector.



# PARTNER SUPPORT & COMMUNITY ACTION GRANTS

2023 marked a record high in RAN’s 30 years of providing Community Action Grant (CAG) funding to Indigenous and frontline communities and grassroots initiatives fighting to keep forests standing, protect the climate, and uphold human rights. RAN distributed more than \$800,000 through 86 grants in 17 countries across North and South America and Asia, including through our partnership with Global Greengrants Fund. Between 2017 and 2023, we distributed 388 grants totaling \$3.2 million.





# RAN 5 YEAR STRATEGIC PLAN GOALS



## Forests

RAN will protect tropical biodiversity from corporate expansion and support the rights of Indigenous and traditional peoples to control and manage their territories.



## Climate & Energy

RAN will stop the expansion of fossil fuels, phase out all fossil fuels to limit warming to below 1.5C, and enable a Just Transition to people-centered energy systems that support the rights of Indigenous peoples and frontline communities.



## Partnerships

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



## Racial Justice

RAN will continue to incorporate racial justice, human rights, and equity into our programs, partnerships and operations, as well as expand our analysis to incorporate international and intersectional frameworks.



## Organizing

RAN will pressure corporate targets by building, training, and mobilizing an offline network to take strategic, creative, nonviolent action, growing the “we” of our movements with greater boldness to meet the size and scale of the tropical deforestation and climate crises.



## Digital

RAN will mobilize, empower, and build authentic relationships with activists and donors to challenge corporate extraction and racist systems of exploitation.



## Communications

RAN will increase pressure on targeted decision-makers and shift global narratives toward alignment with our mission, programs, and campaigns, and with broader social movements, through earned media and creative communications initiatives.



## Development

RAN will successfully resource our strategies and provide long-term, sustainable revenue aligned with planned organizational growth, by retaining, upgrading, and expanding RAN’s philanthropic base, building strong relationships and authentically communicating a strong case for support.



## Finance & Operations

RAN will maintain and improve organizational and financial resilience and ensure organizational vitality through staff development, sustainable growth, integrated, sound, and secure operations, and fit-for-purpose technology.



# ACHIEVING OUR GOALS: Objectives & Priority Strategies for Projects

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.

## FORESTS

### North Star Goal

Our goal is to protect tropical biodiversity from corporate expansion and support the rights of Indigenous and traditional peoples to control and manage their territories. This means ending expansion in areas with Intact Forest Landscapes where Indigenous or traditional communities are opposing industrial logging and agribusiness development on their lands.

We will focus on shifting finance and procurement away from corporate-controlled forest-risk commodity producers and traders that are driving deforestation, forest degradation, and the violation of human rights and towards community forest management. We will ensure that financiers and commodity buyers, traders, and producers adopt and implement cross-commodity NDPE policies that protect forests, natural ecosystems, and human rights. Working in solidarity with Indigenous and traditional communities, we will stop the expansion of industrial logging and agribusiness development on their lands. Core to our theory of change are three interlinked strategic pillars:

- » Corporate campaigns that pursue an inside/outside strategy with a focus on pressuring major banks and brands to shift financing and procurement away from forest-risk commodity producers and traders that are driving deforestation, forest degradation, and the violation of human rights, and towards community forest management and corporate group actors that uphold NDPE practices.
- » Partnerships with Indigenous and traditional communities resisting expansion of industrial logging and agribusiness development on their lands and leveraging markets campaigning as a complementary tool to stop expansion and mitigate impacts.
- » In-depth research, policy analysis, and engagement to define leaders and laggards in the sector, expose bad actors, and strengthen accountability systems for implementing NDPE policies and emerging regulations in producer and consumer countries.

### Regions of Focus

The Forests program will focus on the following regions:

- » **Indonesia**, with a goal to stop expansion of industrial logging, palm oil, and pulp plantations into Indigenous territories in Indonesia's Intact Forest Landscapes (IFLs) with an increasing focus on deforestation and forest degradation hotspots in Eastern Indonesia.
- » **Brazil**, the largest nation in the Amazon biome, with an initial concentration on Cargill's planned port development, as well as scoping market strategies on IFLs and Indigenous territories impacted by the beef sector.
- » **Central and West Africa**, inclusive of the largest connected tract of forest in Africa — the Congo Basin — with initial scoping of palm oil, timber, and cocoa expansion into Indigenous territories.

### Goals & Strategies

Overall, the Forests program has seven primary goals:

- » Preventing expansion of corporate-controlled commodity production by producers and agribusiness traders into Indigenous and traditional territories in Intact Forest Landscapes in Indonesia, the Brazilian Amazon, and West and Central Africa.
- » Pressuring and engaging banks to end financing for producers, traders, and brands driving deforestation, forest degradation, and the violation of human rights, and to adopt and implement cross-commodity NDPE corporate-group wide policies.
- » Pressuring and engaging brands to stop sourcing from controversial producers and traders and to adopt and implement cross-commodity NDPE corporate-group wide policies.
- » Partnering with Indigenous or traditional communities resisting the expansion of forest-risk commodities on their lands, with a particular focus in Indonesia and Brazil.
- » Strengthening accountability systems used by brands, financiers, traders, and producers to implement NDPE policies in forest-risk commodity supply chains — including standards setting bodies and monitoring, due diligence, and verification systems.
- » Leveraging investments by brands, traders and financiers to influence, or establish, landscape or jurisdictional programs that protect tropical biodiversity and Intact Forest Landscapes from corporate expansion and support the rights of Indigenous and traditional peoples to control and manage their territories.
- » Supporting movement building and development of strategic alliances to apply pressure on our targets and build international solidarity for frontline communities resisting expansion of forest-risk commodities into their territories in Indonesia, the Brazilian Amazon, and West and Central Africa.





## North Star Goal

Our goal is to stop the expansion of fossil fuels, ensure a rapid and equitable phase-out of all fossil fuels to limit warming to below 1.5C, and enable a Just Transition to people-centered energy systems that support the rights of Indigenous peoples and frontline communities.

This means we will focus on shifting finance away from the fossil fuel industry and ensuring that private financial institutions adopt and implement policies that protect the climate and human rights. We will also work in solidarity with frontline communities to stop the build-out of new fossil fuel projects and prevent insurance and bank finance for such projects while building pathways for finance to shift towards a Just Transition. Core to our theory of change are three interlinked strategic pillars:

- » Corporate campaigns that pursue an inside/outside strategy with a focus on pressuring and engaging major banks and insurers to shift financing and insurance away from fossil fuels.
- » Partnerships with frontline communities resisting fossil fuel expansion and leveraging finance campaigning as a complementary tool to stop and delay projects.
- » In-depth research and policy analysis to define leaders and laggards in the sector and strengthen the effectiveness of fossil finance campaigns.

## Regions of Focus

Our approach is based on anchoring finance campaigns in site fights. In this context, we will prioritize challenging the massive build-out of methane gas infrastructure currently underway. Primary regions of focus include:

- » **US Gulf South**, where the largest expansion of methane gas (LNG) infrastructure is happening with massive climate implications, as well as implications for frontline communities in Texas and Louisiana; we will partner with frontline communities fighting the build out of these proposed projects.
- » **Southeast Asia** (specifically Philippines and Indonesia) which represents one of the biggest regions for gas imports; we will leverage our finance campaigns, research, and communications capacity to better support partners in the region pushing back against methane gas infrastructure expansion.
- » **Amazon biome** where expansion of fossil fuels exacerbates threats to biodiversity and threats to Indigenous and traditional communities; we will scope out a finance campaign that leverages the role of Wall Street and US insurers in driving Amazon destruction.

## Goals & Strategies

The Climate & Energy program will continue to prioritize banks and insurance companies as campaign targets, with five primary goals:

- » Pressure and engage banks to cease financing for new oil, gas, and coal infrastructure), establish credible targets and transition plans to phase out their financing for all fossil fuels in line with a 1.5°C pathway, and to adopt and implement robust human rights and Free Prior Informed Consent (FPIC) policies. Over the five-year horizon, we will also push for banks to scale financing and support for a just people-centered energy transition.
- » Pressure and engage insurance companies to cease providing services for new oil, gas, or coal infrastructure, to establish credible targets and policies to phase out insurance for all fossil fuels in line with a 1.5° Celsius pathway, and to adopt robust human rights and FPIC policies. Over the five-year horizon, we will push to scale up insurance for a just energy transition and climate resilience.
- » Partner with frontline communities to prevent the build-out of fossil fuel infrastructure in emblematic sectors and regions by shifting financing and insurance away from fossil fuels and towards a Just Transition and climate resilience; priority sectors/regions of focus include the build-out of methane gas infrastructure in the US Gulf South and in Southeast Asia.
- » Deliver relevant, high-quality research that serves the movement’s needs and strengthens global campaigns to phase out fossil fuel financing and scale up financing for a just energy transition, while also delivering research that strengthens the effectiveness of RAN’s specific corporate campaigns and site fights.
- » Support the broader movement and strengthen grassroots leadership through a rights-based campaigning framework with an explicit focus on racial justice, human rights, environmental justice, and the FPIC of Indigenous peoples; this is a cross-cutting priority embedded in all the different strategies of the C&E program.



# PARTNERSHIPS

## North Star Goal

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

We will advance our goals through the Community Action Grants (CAG) program, as well as ensure that research and campaigns are developed in close collaboration with our partners, advancing human rights.

## Goals & Strategies

RAN advances partnership work through CAG and via the development of our campaigns.

- » 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.
- » We will develop campaigns and strategies within a rights-based framework in collaboration with our partners, in ways that also build their capacity and value their expertise and leadership.
- » We will also standardize and strengthen RAN's approach to partnerships to more effectively work in solidarity with Indigenous and frontline partners.



# RACIAL JUSTICE & EQUITY

## North Star Goal

RAN will continue to incorporate racial justice, human rights, and equity into our programs, partnerships and operations, as well as expand our analysis to incorporate global and intersectional solidarity frameworks.

## Goals & Strategies

We will continue to challenge white supremacy culture within RAN and to build programs and campaigns that center racial justice as a priority decision-making lens. RAN will strive to expand on this work internally, externally, and internationally. Our work has progressed steadily as we have embraced the inherent contradictions of being a nonprofit based in the US and working globally. Our future commitment is to actively center the lived experience of staff, partners, and allies as we challenge corporate power that has created the inequity we will not accept.

RAN will work toward these goals by:

- » Bringing racial justice values and analysis more explicitly into RAN's externally facing work.
- » Building on RAN's long history and expertise in partnering with activists across the globe to develop culturally responsive and impactful justice analyses into our global campaigns.
- » Contracting with an expert consultant to help us infuse principles of a Just Transition toward a people-centered economy into our domestic and international campaigns and partnerships.
- » Strengthening our commitment to language equity through intentional planning and budgeting.
- » Developing a broader and more inclusive approach to incorporating intersectional issues of injustice and human rights in our campaign work.
- » Restructuring and/or redefining our internal approach to addressing equity issues within RAN, including conflict resolution, staff orientation, internal communication, equity for RAN's international staff, and continuing internal education on racial justice and social equity.





## North Star Goal

The Organizing team will pressure our corporate targets by building, training, and mobilizing an offline network to take strategic creative nonviolent action, growing the “we” of our movements with greater boldness to meet the size and scale of the tropical deforestation and climate crises.



## Goals & Strategies

RAN's Organizing team catalyzes supporter offline engagement and the use of strategic nonviolent direct action to pressure our targets. We build and mobilize our network to impose effective impact on our corporate targets and grow the “we” of these movements — people taking action in the streets — to a larger scale and with greater boldness to meet the urgent challenge of tropical deforestation and climate crises. The team organizes within a four-tiered system, prioritized according to our campaigns, building a base of offline activists, pressuring RAN's campaign targets, and participating in movements organizing on climate, forests, and human rights issues.

- » **Base-building/supporter engagement** — Deepen our community of supporters and partners in strategic locations and grow our US-based network of action-takers to achieve campaign and prioritized movement goals.
- » **Action organizing** — Strategically use grassroots mobilization and nonviolent direct action in RAN's hard-hitting campaigns on climate and tropical deforestation to pressure our corporate targets.
- » **Grassroots mobilization** — Build a clear framework that centers RAN campaigns and organizing, growing and developing grassroots activist capacity and action leaders, and deploying skill shares, training, and resources to support the RAN network and frontline allies.
- » **Organizing arcs** — Create and disseminate months-long strategic organizing arcs in key locations that undermine corporate decision-makers with key constituencies, including current employees and students who may become future employees and shareholders.



## North Star Goal

We will fight for people and the planet by growing and empowering a strong supporter base that challenges corporate systems of oppression and extraction. We'll achieve this by building and retaining authentic relationships with our supporters and key audiences, developing creative digital and brand damage campaigns, supporting our campaigns financially, and building awareness to strengthen not only RAN but our partners and the entire movement.



## Goals & Strategies

RAN's Digital team pursues interrelated strategies and goals:

- » **Growth and Retention:** Build and grow a powerful base that can support RAN's mission and campaign strategies; maintaining, cultivating, and deepening our existing base in an authentic, rewarding, and long-term relationship that propels RAN's mission.
- » **Engagement and Awareness:** Inspire and motivate our base to take meaningful action and build long term support for RAN's campaign goals; building awareness of campaign issues and the damage our corporate targets are inflicting to build the overall movement, support our partners, and change the political landscape.
- » **Advocacy:** Leverage our base and key audiences to influence four to five corporate targets toward meeting community demands and adopting and implementing policies that shift whole industry sectors.
- » **Fundraising:** Inspire ongoing financial support for our campaigns and mission, with an emphasis on building small-dollar donations, monthly sustainers, and a pipeline of mid-level and major donors into the organization.





# COMMUNICATIONS



## North Star Goal

We will increase pressure on targeted decision makers and shift global narratives toward alignment with our mission, programs, and campaigns, and with broader social movements through earned media and creative communications initiatives.



## Goals & Strategies

The Communications team will refine and leverage RAN's brand, develop compelling, values-driven messaging, and position RAN spokespeople and partners to increase pressure on targeted decision-makers and shift global narratives toward alignment with our mission, programs, campaigns, and broader social movements. The team will employ the following strategies:

- » **Media Strategy** — Strengthen our successful media strategy to apply pressure on key decision-makers and to influence the narratives related to our mission and programs.
- » **Creative Communications** — Explore and execute new, creative, and innovative strategies to communicate core messages to expanded audiences in order to move campaigns and narratives forward, continuing to leverage RAN's creative visual expertise to deliver compelling communications.
- » **Brand and Messaging** — Engage in short-term and long-term initiatives with external partners to develop and manage sharpening of the RAN brand and messaging architecture that informs, supports, and unifies RAN's campaigns and institutional outreach.
- » **Positioning** — Position RAN key spokespeople and partners as effective, trustworthy, and engaging experts and sources, building RAN's reputation as the go-to source for expert analysis and savvy, cutting edge investigations and research.
- » **Prioritize Equity, Justice, and Solidarity Frames** — Reinforce RAN's racial equity lens and solidarity frame in our institutional and campaign messaging, as well as amplify our partners content in line with this framework.
- » **Clear Communications Processes** — Build internal clarity on communications goals and processes within RAN across all programs and departments, including adhering to a clear, efficient, and nimble structure and process for communications outputs, and ensuring that communications goals, strategies, processes, and capacities are embedded at inception points of campaigns.



# DEVELOPMENT



## North Star Goal

The Development team will successfully resource RAN's strategies and provide long-term, sustainable revenue aligned with planned organizational growth, by retaining, upgrading, and expanding RAN's philanthropic base through building strong relationships and authentically communicating a strong case for support for RAN's work and Theory of Change.



## Goals & Strategies

The Development team takes a multifaceted approach to achieve our goals:

- » Retain the volume of RAN's small to mid-tier donors by deepening relationships through more personalized digital and offline engagement.
- » Upgrade gift size from major individual donors and planned giving prospects by offering more personal relationship building and effective stewardship.
- » Maintain and expand institutional funding with a focus on engaging a new wave of trust-based funders, seeking multi-year grants whenever possible, and increasing existing support.
- » Pilot and potentially scale up a multi-year, cross-team, fundraising campaign towards a long-term five-year goal with an ambitious dollar goal.
- » Continue to build a data-informed approach to fundraising that augments our organizational culture of philanthropy.





# FINANCE & OPERATIONS



## North Star Goal

RAN's administration team, which includes finance/accounting, HR, and tech/operations, considers itself the backbone of the organization, providing 'core mission support.' We endeavor to be a partner to individual RAN staff, as well as the organization as a whole, as we continue our fight to protect the climate and uphold human rights by challenging corporate power and systemic injustice.



## Goals & Strategies

The Administration team's goals are informed by RAN's healthy organizational state and our projected moderate growth. Trends are rapidly changing toward remote work and RAN is considering a number of global projects that imply an even greater focus on racial and transnational equity for the team. Our team is shaped by a technology-forward mentality and we aim to make adoption of new technologies as inclusive and seamless as possible. We aim to provide organizational and administrative stability and flexibility to be nimble and responsive to program and campaign needs.

- » The Human Resources team has a goal to serve as a strategic partner to the staff and leadership by championing progressive, equitable, accessible staff policies and practices, robust compensation and benefits, and an inclusive and work environment.
- » The Finance team has a goal to provide financial and accounting systems and processes to support the growing organization.
- » Tech goals include establishing uniform and pragmatic parameters and protocols to uphold physical and digital security throughout the organization.
- » The HQ Office strategy includes ensuring the physical and productivity needs of RAN staff and the organization are met by providing appropriate office spaces and supplies and creating an inclusive remote work culture that encompasses all staff in various regions of operations.



## Resourcing Our Work

- » Maintain organizational resiliency through staff and board development, sustainable growth, integrated, sound, and secure operations.
- » Optimize our internal systems to support mission-critical work.
- » RAN's Board of Directors fulfills its fiduciary duties and supports the organization in meeting its mission.



## RAINFOREST ACTION NETWORK STRATEGIC PLAN 2024-2029

Board Approved October 2023

## Special Thanks

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