

RRI Global Programs: 2010 Workplan Summary

I. Global Programs Overview

1.1 RRI Strategic Priorities 2010

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

1.2 Global Programs Overview

RRI Global Programs consist of three programs, i) Strategic Analysis, ii) Networking Support, and iii) Communication and Outreach. As laid out in the Institutional and Business Arrangements of the Coalition, RRG bears the responsibility to lead the Global Programs though the subjects and priorities for analysis, networking and outreach will continue to be guided by an iterative process including the input from the country-level initiatives and the stated demands and priorities put forth by RRI partners and Collaborators.

The Strategic Analysis Program will produce new analyses of globally strategic policy issues facing communities each year, consisting of a high quality assessment of the status of trends and recommended actions, accompanied by a short policy brief and media campaign to disseminate the findings. In addition, RRI will continue to monitor the status of progress on its two global goals and publish and disseminate its findings widely. In addition to its core work of tenure monitoring and analysis, the work of the Strategic Analysis Program will be guided by three Strategic Cross-Cutting Themes: i) Rights and Climate, ii) Realizing Rights, and iii) Alternative Tenure and Enterprise Models.

The Networking Support Program catalyzes the networking of strategic actors to advance tenure and policy reforms at different political levels and with different constituencies. This includes support to senior policy-makers in large forested countries, policy-maker networks at regional levels, horizontal learning and exchange groups of communities, associations of community forest enterprises etc. These are effective and low-cost alternatives that are enhancing mutual learning amongst these groups, helping coordinate their positions at national, regional and international dialogue and last but not the least these are proving to be influential in reforming rights and tenure.

The Communications and Outreach Program is tasked with communicating and mobilizing global awareness and action, making RRI a knowledge node on forest tenure and policy reform, and using different media to communicate key messages. Positioning RRI as an astute, trusted, and mindful knowledge hub is central to building recognition of the Initiative's analysis, outcomes, and impacts.

The Global Programs Workplan for 2010 was developed by RRG in collaboration with Partners and Collaborators. The first **Global Programs Meeting** was convened in Washington DC in November 2009. During that meeting Partners and Collaborators discussed and deliberated upon the strategies, workplans, activities and points of collaboration for 2010.

II. Planning Teams

Global Programs Planning Meeting:

18-20 November 2009

Washington DC, USA

2.1 Global Planning Team

Partner/Collaborator	Participant	Email
RECOFTC	1. Ganga Dahal	ganga@recoftc.org
FLACSO-Guatemala	2. Iliana Monterroso	imonterroso@flacso.edu.gt
IUCN	3. Stephen Kelleher	stephen.kelleher@iucn.org
RECOFTC	4. James Bampton	james@recoftc.org
CIFOR	5. Esther Mwangi	e.mwangi@cgiar.org
RRI Fellow	6. Liz Wiley	lizaldenwily@gmail.com
Forest Peoples Programme	7. Marcus Colchester	marcus@forestpeoples.org
Chair, RRI Board	8. Doris Capistrano	doriscapistrano@yahoo.com
Civic Response	9. Kyeretwie Opoku	kyeretwie.opoku@gmail.com
Intercooperation	10. Jane Carter	jane.carter@intercooperation.ch
Independent Monitor	11. Kevin Murray	murray.kevin@verizon.net
FECOFUN	12. Ghan Shyam Pandey	pandeygs2002@yahoo.com
Forest Trends	13. Michael Jenkins	mjenkins@forest-trends.org
Forest Trends	14. Kerstin Canby	kcanby@forest-trends.org
RRG	15. Andy White	awhite@rightsandresources.org
RRG	16. Arvind Khare	akhare@rightsandresources.org
RRG	17. Jeffrey Hatcher	jhatcher@rightsandresources.org
RRG	18. Augusta Molnar	amolnar@rightsandresources.org
RRG	19. Deborah Barry	d.barry@cgiar.org
RRG	20. Pilar Siman	psiman@rightsandresources.org

III. Strategic Analysis

3.1 Program Strategy

Summary

There are two categories of activities in this program: (1) global analytical studies and (2) developing tools and promoting research on forest tenure, including monitoring global progress on RRI's tenure and poverty reduction targets. Understanding persistent problems, state of play and new global and regional developments with the potential to affect the rights of forest-dependent people is crucial to advancing RRI's mission. Moreover, monitoring the progress and setbacks in the transfer of control and ownership of the world's forests allows the Coalition to assess whether its actions are contributing to broader change.

The Strategic Analysis Program is tasked with "generating new global-level strategic analyses and a monitoring system to inspire and support tenure, policy and market reforms and options to achieve them." The Program is designed to produce key strategic analysis at the global level for a variety of audiences will be complemented with ongoing, regular monitoring of project and global progress on the RRI tenure and poverty reduction targets. To date, the program has produced several major publications, reports, policy briefs and presentations that all aim to increase and deepen the understanding of forest tenure and methods for increasing the local ownership of forest land and resources. RRI's core business is to provide expertise and analysis of evolutions in forest tenure and methods to advance pro-poor tenure and economic policy reforms. Keeping the pulse of advances and set-backs in tenure reform is therefore an essential element in achieving RRI's mission. The collection, analysis and maintenance of data on forest tenure and policy has been integrated into the strategic analysis program with the aim of making RRI the "go to place" for knowledge and data on forest tenure.

In addition to the core work on tenure tracking and analysis, the program is currently designed around the three Global Strategic Cross-Cutting Themes identified by the RRI Board and Partners (a strategy note is available on three strategic themes: Alternative Tenure and Enterprise Models (ATEMs), Rights and Climate and Realizing Rights).¹

Framework Proposal Outcome Indicator

Key strategic actors at the global level are committed and engaged in promoting major reforms in existing tenure, regulatory and governance arrangements.

Strategic Cross-Cutting Themes

The RRI Board of Directors considered the creation of strategic themes and the organization of Coalition activities and strategies around these themes during the January 2008 Board Meeting held in Washington DC.

The Board recommended the creation of 3-4 strategic themes of work that "would operate across the world and across RRI Programs, and focus on fundamental, enduring issues, not reflective of fads or flavors. "The meeting agreed that this was a useful approach in bringing more focus and global coherence to RRI programs and requested RRG to consider this approach and propose cross-cutting thematic foci."

The development of strategic themes has progressed since it was first proposed. RRI has agreed

¹ The RRI Board of Directors considered the creation of strategic themes and the organization of Coalition activities and strategies around these themes during the January 2008 Board Meeting held in Washington DC. The Board recommended the creation of 3-4 strategic themes of work that "would operate across the world and across RRI Programs, and focus on fundamental, enduring issues, not reflective of fads or flavors." RRI Strategic Themes are areas of RRI work across the coalition programs and serve to better coordinate RRI learning and action on priority cross-cutting issues. Currently, four Strategic Themes have been identified: Rights and Climate; ATEMS; Realizing Rights and Tenure, Rights and Conflict.

on the following 4 Global Strategic Themes:

1. Rights and Climate Change (see concept note)
2. Realizing Rights (see concept note)
3. Alternative Tenure and Enterprise Models (ATEMs) (see concept note)
4. Tenure, Rights and Conflict (it has been decided to postpone development of this theme until strategic opportunity and ability to deliver becomes apparent.)

Approach and Outcomes of the Strategic Analysis Program

The program's approach is to identify the critical analyses necessary to deliver strategic outcomes identified from the country and regional experiences and planning activities, or the global program interactions. It does this by assessing the strategic value of the analysis (i.e. political opportunity for impact), the key audiences to influence with the information, who would be the most credible people to carry out the analysis, and finally, the most effective ways to deliver the findings. In other words, the program planning begins with an assessment of the outcome desired, and then work backwards. RRG builds on Partner and Collaborator expertise if they have already engaged on the issue and develop the concepts and activities with them where appropriate.

Program progress to date

The Strategic Analysis program has been active in both program areas: Tenure Monitoring and Reporting and Global Analytical studies. The Tenure Monitoring and Reporting program area has published several reports updating and analyzing trends in forest tenure and also engaging with other institutions to improve their quality of forest tenure data collection.

The Global Analytical Studies program area has developed activities and analyses following the cross-cutting themes described above. Two major reports contributing to the global narrative on forests, forest communities and tenure rights were drafted and launched. Additionally, several analytical pieces were drafted with Partner and Collaborator institutions or commissioned to regional tenure experts. The list of products below is not exhaustive but it serves to highlight the progress made by RRI's Strategic Analysis program.

Tenure Monitoring and Reporting

The Tenure Monitoring and Reporting program area has focused on developing systems and methodologies to track and report the evolutions in forest tenure from quantitative and qualitative perspectives. Since RRI was established during the time of the Millennium Development Goals, it was assumed that new global efforts would have been made to track poverty in greater detail and that RRI could capture this data. Unfortunately, better global poverty data is not available, and it is beyond the means of RRI to develop such databases. Consequently, RRI has decided to prioritize tracking forest tenure. Several activities have been conducted towards this aim:

Global analytical studies

RRI's global analytical studies play several important roles in advancing the RRI mission. Firstly, they attempt to consolidate new thinking and develop new and influential global narratives regarding forests and forest communities. Secondly, they allow RRI to delve into specific subject areas through new analysis and linkages with other leading thinkers, and third they provide a format and platform to exchange lessons amongst RRI regions and countries.

The success of RRI in influencing and informing global, regional and national reform processes and debates is contingent on the dissemination and availability in several languages of RRI products. It is therefore essential to highlight the strong link between the Strategic Analysis Program and the Communications Program. Moreover, a significant amount of work from the Strategic Analysis program goes into the creation and delivery of presentations to new and strategic audiences as part of the overall outreach and advocacy role of RRI.

Strategy for Strategic Analysis 2010 and beyond

The Strategic Analysis program proposes to evolve slightly in 2010 into a strategic manager of

analysis work with more emphasis being placed on staying abreast of new evolutions in the forest sector and providing information to RRI Partners and Collaborators.

Tenure Tracking and Analysis

- Regularly updating tenure data tables with new country information, responding to requests for data and information and preparing brief analyses for regions or clusters of countries where appropriate
- Posting live data tables on the RRI website and developing links to other sites
- Engaging with the International Land Coalition web portal to mount the RRI global forest tenure monitoring system.

Global Analysis

- Catalyzing analytical networks of specialists from Partners and Collaborators around each Strategic Theme;
- Production of a few, selected high-quality, timely reports;
- Briefs synthesizing key lessons and analysis drawing on Partner and Collaborator experiences as well as other national experiences;
- Increasing real-time analysis by better-integrating country/regional programs, Partners and Collaborators.

3.2 2010 Strategic Analysis Planned Outcomes

Priority Outcomes	Key Indicators
<ul style="list-style-type: none"> • Global-level thinking, narratives and assessments that include civil society perspectives shape and guide debate around key forest-related policies (tenure reform, climate change, enterprise and trade policy, etc) • Regional and country programs are supported with ongoing global-level assessment of implications of global trends for local people and their livelihoods. • Real-time analysis capability is improved with better integration of country/regional programs, Partners and Collaborators with global programs. • Networks of analysts and specialists are encouraged and supported to develop analysis that can contribute to RRI advocacy and pro-poor policy decisions. • New strategic analyses disseminated to key civil society, government and international institutions helps ensure that their REDD policy design and implementation supports the rights of Indigenous Peoples and Local Communities. 	<ul style="list-style-type: none"> • <u>ATEMs: New advocacy for reform of industrial concessions</u> and promotion of their alternatives through more robust critique of concessions, expansion of ATEMs work to other countries, exchange visits of leaders to other countries, responding to demands for support to regional analysis, and strengthening advisory group. • <u>Realizing Rights:</u> Deeper understanding generated within RRI and among key constituencies on the different rights and strategies for gaining tenure rights through coalition-wide analysis of rights-based approaches, mapping experiences, internal symposia, tenure briefs, and scoping studies on cutting-edge issues for future RRI engagement • <u>Rights and climate change:</u> The forest-tenure-climate agenda is informed by analysis of emerging trends and lessons through the initiation of major regional meetings, continuing global meetings, the establishment of an analyst network across 8-12 countries, and several analyses of key issues like carbon finance, biofuel/commodity expansions, adaptation strategies and REDD, equitable benefit sharing and forest inventories. • <u>Tenure monitoring and reporting:</u> RRI strengthens its tenure data monitoring and makes it more accessible to a wider community through regular updates of tenure data tables, improvements to the RRI website, and engagement with the International Land Coalition web portal to mount a global forest tenure monitoring system. • <u>On-demand technical support:</u> Assistance is provided to RRI priority countries on the development and review of national REDD strategies, including technical assistance on specific issues such as tenure reform legislation, community tenure mapping and forest inventory in 3-4 countries.

3.3 Rights and Climate

Theme strategy

Rationale

There is wide-ranging consensus that forest tenure rights and governance must be addressed in any effort to mitigate or adapt to climate change. New interventions in forest areas must be tempered with the knowledge that prior international interventions have had limited effect on loss and degradation of forests, often due to inadequate effort to recognize human rights, to clarify tenure rights, to enable local enterprise development, and to encourage the transparency, inclusive policy development, and accountability necessary for equitable markets and governance.

New investments in forests for adaptation and mitigation risk catalyzing discord and conflict unless they are targeted carefully and equitably. Clear rights and governance structures are essential if new investments are to achieve climate goals and provide local benefits. Moreover, unless these are in place, there is a real risk of inadvertently undermining progress on human and tenure rights of forest dwellers and sustainable development in forest areas. Accelerating efforts on rights and governance is possible.

Considering the challenges facing forests and forest-dependent people as the climate changes and actions are taken to mitigate such change, the Rights and Climate Strategic Theme² was identified during the January 2008 board meeting as a priority for RRI engagement. This note summarizes the strategy taken thus far to progress on the theme and identifies elements of a future strategy to further develop areas of work organized around the Rights and Climate theme.

Strategy and approach to date

As agreed by the Board and Partners, the objective of the Rights and Climate Strategic Theme has been to “ensure rights and tenure issues are prominent in the global discussions on forests and climate change”. Several ‘action-areas’ have been developed toward this end that respond to the emerging realities of the global responses to climate change. In particular, RRI has focused significant attention on the global debate on reducing emissions from deforestation and degradation (REDD). The complementary ‘action-areas’ described below have been designed to (a) complement and add value to RRI Partner and Collaborator efforts; (b) increase recognition of tenure issues in the climate change debate through pragmatic, informed and operationally-oriented advocacy, and; (c) advancing understanding between governments and civil society for more effective action:

1. **Dialogues:** Facilitating better informed dialogue on the role of rights, tenure and governance in achieving forest-climate goals;
2. **Analysis and operational guidance:** Providing analysis and frameworks for action to ensure rights, tenure and governance ;
3. **Platforms:** Opening spaces for influence in international REDD discussions.
4. **Global engagement and outreach:** Engaging with decision-makers, negotiators and civil society to ensure that rights, tenure and governance become an integral part of the international forest-climate debate.

Progress and outcomes to date

Dialogues

RRI has convened several international gatherings, such as the RRI-Chatham House Dialogues and the RRI-TERI South-South Dialogue, to explore the rights, tenure and governance

²RRI Strategic Themes are areas of RRI work across the coalition programs and serve to better coordinate RRI learning and action on priority cross-cutting issues. Currently, four Strategic Themes have been identified: Rights and Climate; ATEMS; Realizing Rights and Conflict.

dimensions of forests and climate change mitigation actions. The meetings have exposed representatives from government, inter-governmental organizations, civil society, Indigenous Peoples, and academia to a variety of critical issues facing REDD and other climate actions while promoting constructive dialogue between these groups.

Analysis and operational guidance

RRI analysis within the Rights and Climate theme has focused on understanding the implications of climate change mitigation strategies on the rights and tenure and on actions to be taken to ensure that such strategies do not undermine the rights of forest-dependent people. Analyses take the form of policy briefs, presentations and technical documents.

In an attempt to convert the concerns over tenure and rights into operational language for the UNFCCC negotiations, RRI commissioned CIEL to explore and share text proposals for REDD negotiators on how to integrate tenure and rights concerns into COP texts. Other analyses, such as support to Green Advocates in Liberia have looked at the basic assumptions underlying REDD strategies at the country-level. RRI has contributed a chapter to the World Bank book on the social dimensions of climate change and has been requested to write a chapter on Governance and REDD for the Transparency International Global Corruption Report 2010. Additionally, RRI has prepared and commissioned analyses of issues like carbon rights and the costs of recognizing tenure rights in the context of REDD.

Platforms

Many consider that the global negotiations on REDD and climate change are too far removed from the realities of tropical forest countries, RRI has attempted to create platforms for civil society groups from developing countries to participate more fully in the global debate such the Independent Advisory Group on Forests, Rights and Climate Change. .

Global engagement and outreach

RRI's mission is furthered by engaging with strategic collaborators and media outlets to expand the reach of the RRI analyses and messages. RRI, RFN and TEBTEBBA held a private roundtable at COP14 in Poznan with negotiators from 12 countries to discuss the rights and tenure dimensions of the negotiations on REDD. RRI has engaged in direct discussions with negotiators, technical staff from negotiating teams and national REDD working groups on how to address these concerns in negotiations.

Outcomes to date

RRI analysis and outreach has contributed to dramatically raising the profile of tenure and rights issues in the REDD debate. Governance and tenure have become priority issues in UN-REDD and FCPF and RRI led the creation of an instrument to ensure the issue's prominence. Government negotiators are now raising tenure and rights issues during negotiations, international civil society organizations are advocating for rights recognition in REDD talks, national civil society organizations are better informed about REDD developments and the implications for the rights of forest dependent peoples.

Considering post-Copenhagen: 2010 and beyond

Now that a space has been created to consider the tenure and rights dimensions of climate change, RRI has the opportunity and responsibility to further develop operational guidance on how to secure the tenure rights of forest dependent groups. While most of RRI efforts have been focused on REDD, there is a need to think beyond REDD and to think beyond the UNFCCC negotiations (especially given the limited progress on an overarching agreement) to think about the implications of bi-lateral agreements, the voluntary carbon markets and broader considerations like adapting to climate change. Three trends are especially noteworthy:

1. The World Bank FCPF and UN-REDD Programme, which were designed to prepare developing countries for REDD by the time of Copenhagen, have singularly failed to achieve that objective. The programs are often mired in bureaucratism and their earlier assumptions about market development minus rights and tenure reforms, and without

- safeguards integrity have met the reality on ground. They have been forced to reconsider their strategy and are far away from meeting the heightened expectations they have raised in selected countries. Some argue that the programs at risk of losing their prime status as developers of REDD;
2. The proliferation of diffuse, disconnected and speculative forest carbon markets is written large on the wall. From the California carbon markets to the US cap and trade schemes to middlemen sewing deals between various developing countries and the corporations forced to enter carbon markets due to new climate regulations is an upcoming reality. Not all of the initiatives will require adherence to the safeguards and standards that are necessary to usher in a fair and equitable carbon market;
 3. Several developing countries, especially those that have robust civil society, will reconsider their options between carbon trade and commodity trade (food, fuel and fiber), for the simple reason that the civil society that raises red flags against unethical practices in carbon trade is not as strong when it comes to monitoring the various ways in which government are able to divert land for various other purposes. Rising oil prices suggest a re-energized market in commodity trading.

Considering these developments, RRG proposes to maintain the basic modes of engagement for the Rights and Climate strategic theme but to enlarge its area of work and to deepen the engagement on specific issues emerging from post-Copenhagen situation analysis. Below we present work projected for 2010 and some suggestions to invite Partner reflections and ideas.

Dialogues and platforms:

The objective for 2010 will be to improve the quality of the Rights and Climate dialogue, deepen the discussion and broaden the participant base. To do so, the following actions are proposed:

1. Strengthen the capacity of civil society and community organizations at the national level (in collaboration with country programs) by facilitating workshops and dialogues focusing on tenure and legal rights dimensions, carrying forth initiatives by partner organizations such as RECOFTC, Intercooperation, Forest Trends, and IUCN. The purpose is to strengthen these dialogues and workshops to take into account in the various forms that carbon trade is likely to impact rights and tenure and also look beyond carbon trade to discern the impact of commodity trade and adaptation to climate change. Since the action is likely to take place at country level, especially in countries most responsible for forest-carbon emissions our objective is to make these dialogues deeper (move from global to regional to country level), stronger (use RRI convening power to get all the relevant actors on the table), and wider (to take into account the impacts of enhanced commodity trade);
2. Facilitate dialogues convening key actors at the regional and global level, building on issues raised at the London and Washington dialogues coordinated in collaboration with Chatham House. In facilitating these gatherings, RRI aspires to:
 - Advance standards and approaches that reinforce rights
 - Consider building a new series of dialogues within the US, focusing on domestic climate change issues and legislation with interested RRI Partners

RRI will also continue to support the IAG, acting as secretariat until at least June 2010. The IAG must expand its outreach to the regions. It is also likely that the FCPF will look for a group like the IAG to strengthen its capacity to take on design and implementation issues.

Analysis and operational guidance

Three focus areas will be developed to ensure that the tenure dimensions of climate change are further understood and made operational: (a) global REDD+ design and implementation; (b) analytical support to countries, and; (c) real-time analysis (d) new areas strategic analyses.

- a) Until now an overly simplistic understanding of what REDD-readiness means has prevailed, yet wholesale changes in governance at the international and national levels will be needed. In 2010, more consideration will be given to improving the concept and

implementation of REDD+ with specific attention to tenure dimensions and regulatory structures, understanding the markets, and investments needed to improve governance structures.

- b) As countries begin to implement REDD-readiness programs, interact with carbon markets and design national adaptation strategies, RRI Partners and Collaborators are likely to be heavily involved. RRI will support Partner and Collaborators through the coordination of technical assistance to countries on demand. (RRI has recently provided technical assistance to Liberia and Nepal at the invitation of RRI Partners and Collaborators). The demand is likely to be driven both by endogenous and exogenous factors – some countries genuinely feel the need to revisit the long-pending, conflict-prone, and energy-sapping tenure situation (for example, Laos) while some countries have belatedly realized that they can not enter the carbon market without tackling the contentious issue of tenure and rights.
- c) Since attention is likely to shift from global negotiations to country strategies, specific market developments in regions, and new national policies responding to the carbon-commodity dichotomy it will be important to create and nurture a base in key countries that constantly monitors and analyzes these trends to provide real time information to support advocacy. To achieve this RRI will encourage setting up a policy analysts' network involving key analysts in selected countries. This will serve as a long-term platform to monitor the fast-changing situation and have advance information on the emerging trends that enables quicker action on rights and tenure.
- d) As world market forces combine with climate change and food security needs, a number of new analyses will be needed to make sense of the complete picture. Strategic analyses will be conducted on issues like carbon finance, tracking financial flows related to forest-climate initiatives, biofuels and adaptation to bring wider attention and deeper understanding to the likely impacts on forest dependent people and ways to address these issues in an equitable and effective manner.

Global engagement and outreach

RRI will intensify global engagement and influence with international initiatives such as UN-REDD, media, and donors to continue to exert pressure so that new investments include broader recognition of the rights and tenure issues in achieving climate goals. It will also attempt to deepen the reflection on these issues. RRI will increase its efforts to make the work of the IAG more transparent and accessible by updating the www.rightsandclimate.org website, where research and analysis on rights and climate issues can also be posted.

2010 Rights and Climate Planned Outcomes

Priority Outcomes

The forest-tenure-climate agenda is informed by analysis of emerging trends and lessons through the initiation of major regional meetings, continuing global meetings, the establishment of an analyst network across 8-12 countries, and several analyses of key issues like carbon finance, biofuel/commodity expansions, adaptation strategies and REDD, equitable benefit sharing and forest inventories.

3.3. Realizing Rights

Theme strategy

Rationale

The development community has long acknowledged the moral imperative of recognizing and strengthening human, civil and property rights. Yet it is now increasingly clear that strengthening these rights and advancing more democratic governance systems in relation to forests is not only a moral but an urgent social, environmental and economic development imperative.

At the same time, demands of the expanding global economy and efforts to mitigate and adapt to climate change are putting greater pressure on forest lands and people. Clear rights and the capacity to defend them translated into secure tenure are essential to enable the poor to mobilize and benefit from their assets. Also, clear rights are critical for individuals to be recognized as citizens in their own lands, with rights to participate in and benefit from government and private sector services. Without significant and rapid progress on strengthening these rights and related governance structures, developing countries and the global community will not be able to address the challenges of extreme poverty, violent social conflict, and the looming impacts of climate change.

The theme of Realizing Rights is envisioned not only to advance the legal and policy recognition of rights but also other, related legal, policy and market reforms to help local people realize their ability to benefit from those rights. It recognizes that there are multiple paths for gaining tenure rights for different peoples, but acknowledges the need to go beyond the legal struggle to address the obstacles of implementation and the needs for continuing defense of those rights in the face of powerful counter interests. Statutory recognition is not enough. Even the most successful legal battles – as in the case of the indigenous in Latin America and the tribal peoples of India - have proven to be only a first step in the process of realizing rights and the benefits that should flow from exercising them.

We consider the special nature of indigenous rights to land and natural resources for the purpose of their own cultural endurance, and herald their victories, not only for themselves but see them as the 'prow of the ship' opening the way for the recognition of the rights of other communities, ethnic groups and marginalized, forest-dependant peoples. This theme also sees forest tenure and governance issues as part of a broader rights agenda, in which many social movements and advocates of a more equitable development paradigm seek to secure the rights of people – especially the right to resource-based assets and livelihoods as well as rights of citizenship, gender rights and access to government services.

In Africa, where nearly all forests are legally considered under state domain, vibrant customary institutions persist and evolve throughout. Unlocking the historic hold of the state over the rights of local communities is a major task that implies better understanding the legal basis for state claims, strengthening the capacity for local agency and a particular effort to tackle the complex interface between statutory and customary rights that both purport to govern who has access to, use of, management and benefits from natural resources.

In Latin America, the international recognition of the special rights of Indigenous Peoples has been harnessed by their organizations and accompanying legal advocates to make significant gains in demarcation and titling of vast territories, particularly in the lowland tropical forests. However, the defense of their rights against external threats imposed by conservation regimes that limit them to rampant illegal logging and subsoil extractive industries that mine or spoil their forest resources constitute the principal threats. REDD and other mitigation schemes may as well, if rights are not strengthened.

In Asia, the state of forest tenure and challenges ahead are incredibly diverse, and almost defy summary. Though some countries have recognized local people's rights (eg. PNG, China,

recently India), others do not recognize that IP's exist much less recognize their ownership of land, and even those that have recognized rights effective protection and mechanisms for redress still face huge challenges.

Overall, a major challenge still exists for embedding rights based-approaches within state led and private sector development practices. Even where the political will exists, governments, international development agencies and local communities all struggle with how to improve the design and implementation of tenure and regulatory reforms. Many community organizations struggle in isolation from the key elements that could allow them to build better and more effective strategies to realize their rights. Learning from successful efforts, harvesting and sharing the lessons from a broad array of experience to date are needed. This implies bringing together different communities of expertise that often function independently, when local struggles demand the integration of all the rights perspectives from human rights, gender and tenure rights.

Activities to date

This theme embodies the overarching approach of the work of the entire RRI coalition, and will require concerted and agile linkages with country and regional level work to learn from its action, experience and reflection. At the same time this learning will be organized to help give insight and coherence to the work at the global level.

Activities are grouped under sub-themes.

- Legal land reforms and implementation.
- Territorial governance and resource management.

Partners and collaborators have been very active on this theme. For example:

- The CIFOR-RRI research project on forest tenure reform, regulations and markets conducted in depth analyses in 10 countries and have published 10 country level reports and policy briefs; conducted numerous policy seminars in 8 countries, published two comparative analyses in Latin America on the implementation and defense of tenure rights and the role of informal institutions in forest governance. A book titled "**Forests for People: Community Rights and Forest Tenure Reform,**" synthesizing the lessons learned was organized according to the most important cross-cutting themes.
- Several analytical works were conducted to explore how the rights approaches are being implemented, including FPP's publication *Beyond Tenure: Rights-Based Approaches to People and Forests: Some lessons from the Forest Peoples Programme*. Realizing Rights Briefs on experiences and challenges securing the tenure rights of forest communities in Brazil, Bolivia and Mozambique have also been produced.
- A paper on "Rethinking regulations: from simple rules to systems to promote best practice and compliance" was produced by Hans Gregerson and
- Arnoldo Contreras. Liz Alden Wily, an RRI Fellow was invited to conduct a literature review and prepare a regional study examining the legal basis for state claims of forest ownership in Africa.
- FPP is providing technical supports to local NGOs in Liberia and in other countries is working with local collaborators to do country level analyses of legal rights in Africa.
- ICRAF conducted an overview of the state of the art of mapping in Cameroon, case studies on the implementation of the collective forest tenure reforms in China. ACICAFOC carried out community mapping and land use analysis in 7 countries in Central America in support of legal land claims.
- Intercooperation is leading two region-wide workshops for Partners and Collaborators in Latin America on the crises faced by indigenous communities and their organizations in the defense of large forest territories.
- The Strategic Response Mechanism was used by collaborators in support of short term, emergency situations and opportunities for securing indigenous and community rights in Belize and China, respectively.

Going forward

The strategy for 2010 and onward will be to catalyze new and informed thinking and engagement around these issues with Partner organizations and collaborators and others from the different communities of expertise on rights approaches and strategies for implementation. At the same time it will make a more concerted effort to deepen the insight and coherence to the work across the coalition

Three elements are central to this task:

- To help mobilize global awareness that a quantum leap in land and forest reform is necessary, where greater social and political change will need to accompany the recognition of rights. (narratives, arguments, evidence);
- Complement efforts at strengthening the capacity and agency of social movements, their organizations and enterprises to mobilize for the fair and equitable implementation of their rights, their capacity to negotiate and ability to improve their benefits from their resources; and
- To serve as a 'space' within RRI to organize the scoping exercises for possible future thematic work. (eg: challenges from sub soil extractive rights).

The two sub themes will have different levels of reflection and development. In some sub themes there are proposals aimed at making a contribution to the coalition's thinking across the regions and globally, allowing for an airing and sharing of the different perspectives, not as an academic debate, but as they relate to the work we – as a coalition- are promoting around the world. Others actions will be done in support of outcomes established at the country and regional levels, or focus on changing global narratives. Below we present the prioritized activities for 2010

1. *Legal land reforms and implementation:*

- The Realizing Rights Tenure briefs will be complemented with additional cases from three to four more countries chosen to highlight useful lessons learned from implementation of the reforms.
- "State of learning" Seminars on Participatory Community Mapping of land use and tenure rights. Two to three meetings will be held with experienced experts and community leaders to reflect on the role and impact of participatory community mapping to date. Determine how to lower costs, increase utility within communities, w/ legal processes and negotiations w/ other 3rd parties. The first in Latin America with participants from Africa and Asia. Then subsequent meetings in each region or globally.
- Gender concept note: support the literature review, scoping and discussion meetings to determine how to incorporate gender analysis and action into the programmatic work of RRI in global and country programs.

II. Territorial Governance and Resource Management

- Develop RRIs Internal Analysis on Rights: design and implement a process for deepening the RRIs shared understanding of the different origins of rights and the implications for implementation strategies. Suggestion of two meetings (one internal with partners/collaborators, second w/outside experts). Produce an RRI concept piece.
- Global Dialogue on Re-imagining Conservation. Conduct a high level dialogue with conservation organizations and RRI partners to foster a more critical vision of

conservation, summarizing best lessons learned and promote a rights-based approach for reaching achievable goals. To be explored with IUCN and FPP and other interested partners and fellows.

- Scoping exercise Future RRI Issue: Hire consultants to undertake scoping exercises on key cutting edge issues that RRI will need to consider over the next 3 years. Suggested themes:
 - Subsoil extractive rights and activities areas of forest tenure reform
 - Broader land reform: experience and lessons learned

2010 Realizing Rights Planned Outcomes

Priority Outcomes

Deeper understanding generated within RRI and among key constituencies on the different rights and strategies for gaining tenure rights through coalition-wide analysis of rights-based approaches, mapping experiences, internal symposia, tenure briefs, and scoping studies on cutting-edge issues for future RRI engagement

3.4. ATEMS

Theme strategy

Rationale

Poverty rates are very high in forest areas, and this poverty, and related social and political exclusion, is due not only to a lack of tenure and property rights, but also a function of the economic development models promoted by governments and the international community. A reduction in poverty levels in forest areas is one of the two RRI goals, and the operating assumption, described in our framework proposal, is that poverty can be reduced when people have rights to their land and forest resources and an ability to engage in markets and enterprises to benefit from those rights and resources.

The ATEMS initiative is the only area of work in RRI that focuses specifically on our poverty alleviation goal. Our framework proposal also clarifies that just as understanding and operating on tenure is not sufficient to bring about change, understanding and operating on forest enterprises alone is also inadequate to affect poverty. The shape of a country's forest industry, and thus its ability to deliver employment and income for forest people, is a function of the distribution of forest tenure, and vice versa. In order then to contribute to the goal of alleviating poverty RRI must understand, and act on, the tenure and enterprise issues, bring attention to the intrinsic relation between them and the structures and policies that affect them.

Unfortunately, forest policy and development have been driven in most developing, forested countries by a predominant assumption that conventional large scale industries are the key to a vibrant and growing forest economy and that export oriented business is preferable to domestic oriented business. This assumption and development model has been the coercive corollary for the assumption of state ownership of forest land in most developing countries. In fact, a growing body of research and analysis demonstrates that "big is better", or "big is necessary" (due to economies of scale or low population densities) are faulty assumptions, and that, in addition to fundamentally ignoring human, civil and property rights, by and large, pursuing conventional industrial models have neither fostered growth with equity, nor delivered sustainability, forest governance, nor employment and poverty reduction. Conventional development models have in general led to forest degradation, corruption and illegal logging and trade, and created few opportunities for women, mobile peoples, or other minorities.

Economic development research also demonstrates that avoiding the "resource curse" and promoting more widely-shared growth entails more diffuse production systems and enterprises and shifting from commodity to higher valued products and exports.

The underside of this story is that there are in fact, vibrant small-scale forest enterprises in all forested developing countries, but these are usually informal (and often, technically illegal), often constrained by regulatory frameworks, institutionalized corruption and the government preferences and subsidies to large industry. The playing field is not level, and local people cannot benefit and their enterprises cannot grow and contribute to society and government revenues nearly to their potential.

In contrast to the received conventional wisdom, there are vibrant informal and small-scale industrial sectors operating in all developing countries and there are many examples of effective community ownership and management of large forest territories. In addition, many recent transitions in the global and domestic markets and supply are increasing the economic space for small-scale and community enterprises, creating important opportunities for the communities and smallholders, whose tenure rights over forests are being recognized as part of the on-going forest tenure and policy reforms in the tropical forested countries. And there are also many examples from other countries (e.g. China, Mexico, Europe, US) where small-scale forest ownership, production and processing characterize the forest economy.

There is then a distortion in the current narratives that shape policy-making in many forested developing countries. Correcting it requires more systematic documentation of the interactions between tenure and industry structures, the real performance and contribution of the industrial concession development model to growth and governance, and similarly the real contributions and possibilities of small, medium, and community -based forest enterprises and community management to the forest economy. Attention needs to be drawn to a real set of alternative tenure and enterprise models that exist across the world that remain as optional directions and paths for countries to pursue.

Policy-makers need to be more aware of how tenure and industrial structure co-evolved in China, Europe, Mexico, USA, and other countries where SMFEs predominate, and how industrial concessions on public lands in democratic countries are in transition, and how can this set of lessons might inform their own country choices. Strategic information drawn from the economists outside the sector about contributions to growth is valuable for accelerating reform, as well as solid documentation of the experience with the promotion of community-based forest enterprises and the lessons learned for their social coherence, sustainability, and competitiveness.

There is a significant demand for this analytical work and its dissemination from policy-makers engaged in reforms, from civil society actors engaged in advocacy, and from communities making decisions on how to best manage and use the forest resources under their control, and to advocate for appropriate regulatory frameworks and technical and financial support. Concrete analysis and engagement with community-based and small scale harvesting or processing enterprises is underway or planned in RRI country initiatives, and there is demand for exchange of experience between regions and with more developed forested countries, where small and medium forest enterprises (SMFE)s and community-based enterprises (CFE)s are the predominant business model.

We have also learned, through experience with engaging governments, that a solid understanding of forest markets, industrial structure and its contributions to employment, government revenue, and political stability is critical to opening space and opportunity for dialogue over tenure and rights – which are usually a far lower priority topic for governments and the political elite. Further, demand is emerging from university scholars and students in the RRI Tier 1 and 2 countries for strategic information on alternatives to conventional economic models for forestry, and opportunities to participate in new analysis and research networks on SMFEs, and to participate in on-going dialogue and learning.

Strategy and Approach to Date

As agreed by the RRI Board of Directors, the Alternate Tenure and Enterprise Model (ATEM)'s global strategic theme work program has a multi-year approach that aims to provide a global counter-narrative on the potential of small, medium, and collective forest enterprises. It is also tasked with providing strategic information and networking support to policy-makers and advocacy groups engaged in reforms, as well as inform and link community and smallholder enterprises in tropical forested countries horizontally and to enterprise networks in the developed countries where SMFEs and community enterprises predominate.

RRI's work on small scale and collective enterprises began at the 1st meeting of the coalition in Bali in June 2006 and in September 2006, CIFOR, IUCN, RRG, Civic Response, FT and the University of British Columbia met in Accra to begin the collaboration that became the ATEMs initiative. The group met next in Yaoundé in February 2007 and in Accra in August 2007. This body of work built on the earlier work by FT, CIFOR and Collaborators in China and the scoping analyses of industry, trade and tenure in Central and West Africa by consultants Gene Birikorang and Alain Karsenty. They were informed by the research underway by CIFOR-RRI on forest tenure and regulatory reforms and access to markets and the Listening Learning and Sharing Launch findings from 2006 and some analysis of economy-wide growth, governance and correlation with export-led forest policies in ITTO producer countries.

RRI has been given an additional mandate at several global events related to ATEMs activities, including the declaration and recommendation at the ITTO/IUCN/RRI sponsored CFE conference in Rio Branco, Brazil in 2007, and the Conference on Tenure Governance and Enterprise in Yaoundé, Cameroon in 2009 sponsored by ITTO/RRI/IUCN/COMIFAC and the Government of Cameroon. Funding for work on this theme has been provided in the Framework proposal, with complementary funding from the ITTO, DFID Forest Program, and complementary funding by RRI partners and collaborators at the country level.

Areas of work include:

1. Global Strategic Analysis: develop arguments that are convincing to:
 - Reframe ATEMs as a “modern” viable and preferable economic development model;
 - Document that concessions are not living up to premises environmentally, socially or economically
 - Show that shifting to a forest economy with equally strong participation by ATEMs is doable (with examples) including finance and TA, and diverse options, including intermediary models where large and small collaborate along the value chain,
 - Show increased durability/resilience with more robust system
 - Show that global market is changing in ways that make ATEMs more attractive (comparing export/big industry led versus BRIC-led versus domestic-led directions)
 - Show that ATEMs foster socially-rooted rural development and local economies with more diverse multiplier effects and benefit streams
2. Exchanges: Linking community enterprises and country-level analysts with experiences from outside their region in other tropical countries or in developed countries where concessions are in transition, or where SMFEs predominate. The GACF and International Association of Forest Farmowners (IFFA) are both very interested in strategic exchanges and in engaging with RRI more systematically around this theme.
3. Community expert advisory services: Identifying experienced community enterprise leaders and business managers and facilitating their strategically engagement with groups of community enterprises outside their country or region to transfer lessons of experience socially, culturally and technically relevant to emerging enterprises and their advocates.
4. Review and inform country and regional level work on ATEMS, providing comparative knowledge and backstopping country initiatives as per demand.
5. Strengthening Research Networks in Tropical Countries: Through Strategic Analysis - linking to University researchers and students in tropical countries and building knowledge through strategic analysis and its dissemination with country initiatives
6. Global engagement and outreach: Continuing to use global spaces to bring findings to a diverse set of decision-makers and bring local community enterprise voices to global dialogue.

Engagement and Progress to Date

Activities by RRI Partners and Collaborators and RRG are many:

- Forest Trends, CIFOR, ACICAFOC and RRG have collaborated on strategic analysis of market trends and opportunities for forest communities in Mexico, Guatemala and Bolivia, including community enterprises, pro- poor ecosystem service payments and markets, analysis of impacts and issues for forest certification, and lessons from on-going tenure reforms.
- In collaboration with CSAG-ITTO, the RRI coalition carried out a global scoping of community enterprises in ITTO producer countries, which was disseminated in a community forest enterprises conference in Rio Branco, Brazil in 2007. This scoping showcased CFEs in ITTO producer and consumer countries, and analyzed the opportunities and barriers for CFEs to emerge and thrive in ITTO producer countries. Barriers included incomplete policy and regulatory reforms and unfounded attitudes among policy makers that large scale enterprises contributed or could contribute more to the forest economy, multiple forest values, and economy-wide growth and poverty

- reduction.
- The scoping also drew on an RRI global piece by Rob Kozak, from the University of British Columbia, Canada, documenting the existing and increasing domination of most developed and emerging country forest economies by small and medium forest enterprises, including community-based enterprises.
- A concept note, business enterprise protocols, and case study TORs were developed for a new phase of enterprise and country context case studies by RRI Partners in Central and West Africa, DFID funded RRI work in Cameroon, Ghana, Liberia, Burkina Faso, Rwanda, Burundi, and the Democratic Republic of Congo which were complemented by restitution workshops in Liberia and Cameroon in 2008.
- Further activities included a CSAG-ITTO panel in the ITTO interim session in Ghana in 2008, the Yaoundé, Cameroon conference on tenure, governance and enterprise in May 2009, and a presentation at the Pokhara, Nepal International Community Forestry Seminar in September 2009.

This body of work included enterprises at very different scales in Central and West Africa—supported by background global analysis and drawing on comparative lessons from outside Africa, include: (a) legally constituted and managed community forest enterprises that operate with the blessing of the State; (b) informal industries that in the aggregate may generate more revenue and income than formal concessions; (c) enterprises based on non-timber forest products that are growing in demand nationally and internationally, (d) enterprises based on non-traditional products and services including ecotourism and agroforestry; and (e) markets for traditional bio-energy sources that could generate a more sustainable supply consistent with environmental goals.

Specific categories of enterprises were studied, such as NTFPs like karité (shea butter) networks in West Africa that combine greater tree tenure security with strong women's cooperatives, fuelwood markets arranged through local collectivities in West Africa, the cane and rattan industry in Ghana, unionized pit-sawyers in Liberia, and communities engaged in various NTFP trade and enterprises in Gambia, Cameroon, and DRC with growing markets among European émigrés as well as within the region. A synthesis of the DFID-Africa findings has been drafted by RRG for review by the ATEMs co-authors, and is being circulated within RRI.

Although ATEMs work began in Africa and has focused on Central and West Africa, there have been a limited number of initial activities in Latin America, led primarily by CIFOR, and related work in China and Southeast Asia related to China-global industry and trade and illegal logging and governance issues. In Latin America, CIFOR worked with a group of Collaborators to prepare a scoping study for the Bolivian government on community-based forest enterprises in lowland forests and issues of markets, tenure security and value chains. A second study is underway of Brazil nut cooperative enterprises in the Bolivian Amazon, building on the CIFOR-RRI research.

After several years of preparing and testing a survey format, in 1998 Peking University initiated a survey of small scale enterprises in south and southeastern China – which will be the first, large-scale, non-governmental analysis of the SMFE sector. CIFOR-RRI research has documented enterprise-related tenure and policy challenges and opportunities in a number of Tier 1 or 2 countries where RRI is active--Guatemala, Nicaragua, Cameroon, Burkina Faso, Ghana, Nepal, Indonesia and Lao PDR.

Forest Trends is currently updating its earlier analysis for RRI of trends in Africa-Asia trade which is generating key information regarding changing supply and demand for tropical forest products from Africa post-financial crisis.

RRI is also engaged in strategic analysis on REDD which includes analysis of opportunities for community-based forest enterprises to benefit from carbon funding and emerging REDD markets. ACICAFOC is involved in related research regarding agro-forestry opportunities in Central America, which may benefit as well from REDD+ markets. A number of partners are engaged in

parallel research on community and small scale enterprises—CIFOR's livelihood program and the research domains on small and community scale enterprise and forest trade, IUCN's Livelihood and Landscapes program, ICRAF's governance program, FECOFUN, Samdhana Institute, and FPCD. There is growing demand from Nepal, Laos, and Indonesia country initiatives as well as demand from the members of the Global Alliance of Forest Communities (GACF) in all three regions for technical support from the growing network of expertise across the coalition on ATEMs. Collaborators in the ITTO-CSAG are interested in helping community enterprise actors linked to new funding and data-generating opportunities in ITTO's Thematic Programs on Community Forestry Management and Enterprise and on Trade and Markets.

Proposed 2010-2012 Work Program

The complementary "action-areas" that have been defined for the 2010 to 2012 engagement include: (a) strategic analysis at country, regional and global levels, including RRI partners and collaborators and a broader research community; (b) support on a demand-driven basis to country and regional ATEMs work identified in country initiatives, in part through (e); (c) capacity building of community enterprise networks and researchers, including facilitating their analysis of ATEMs in other countries and linking experienced community enterprise operators with emerging enterprises in other countries and regions; (d) support to policy-makers and civil society advocates on this issue; and (e) establishing a reference group on ATEMs of RRI and international practitioners and researchers, as well as strategic linkage to other research networks, specifically including universities/students in the RRI priority countries.

Below we present both the ongoing work projected for 2010 and beyond and some suggestions to invite partner reflections and ideas for collaboration:

- RRI establishes a more organized informal network of Partners and Collaborators working on ATEMs, strategically linking with researchers, practitioners and community and research networks to consolidate a body of evidence to construct a counter-narrative on forest economy and forest enterprise that can successfully debunk the myth that supports the conventional forest economy model in tropical forested countries;
- Responding to FT, RECOFTC and other Partner interest in expanding ATEMs work in Asia and Latin America, RRI supports Partner fundraising for their ATEMs work to increase the level of activity, and promotes additional and longer-term analysis of industrial concessions;
- Link experienced community enterprise operators with emerging community enterprises and their advocates in RRI priority countries and regions and otherwise advice and inform RRI Country Initiative work on ATEMs
- Bring the advocacy voice of local collaborators and community-based organizations and civil society more effectively to fora at the regional and global levels, helping to provide legitimacy to these voices;
- Selectively link to non-RRI networks which provide intelligence to the RRI Coalition and/or catalyze actions on our issues outside of the bounds of the Initiative/Coalition;
- Influence policy-makers or gatekeepers by engaging them outside their political space or around key global events and shaping their thinking on tenure and rights, including cross-regional, global information or new narratives.

At the global level, University of British Columbia is playing a lead role in seeking financing and building linkages with in-country university faculties. Brookings Institute has expressed interest in networking with African professionals and researchers studying the forest economy and structural transformation in Africa. There are other interested institutions, including the Michelsen Institute, Norway and the Environment for Development program of University of Gotenberg, Sweden who can add value with Africa university collaboration and their analysis of forest institutions and economic growth, and Forest Connect (led by IIED and FAO) who have been in regular contact on ATEMs over the last few years. There is a strong demand for the expertise and findings from

the ATEMs initiative from global networks of community enterprises, including GACF and IFFA, as well as support in assisting them exchange expertise between their own members on these issues. The new Indigenous Chamber of Commerce in Mexico, comprised of ejido and community enterprises offers a strong set of experiences that could be valuable to partners. CSAG-ITTO focal points are active in dialogue with ITTO on ATEMs, particularly on new strategic work related to gender and women's enterprises.

2010 ATEMS Planned Outcomes

Priority Outcomes

New advocacy of rigorous analysis on industrial concessions and their alternatives and expansion to new countries through more robust critique of concessions, exchange visits of leaders to other countries, responding to demands for support to regional analysis, and strengthening advisory group.

IV. Networks

4.1 Program Strategy

Program Summary

Networking Support is one of RRI's four global programs and an element in RRI's strategic process for change. Recognizing that strong and informed constituencies and networks for reform are needed for positive change in policies and their implementation, this program supports a strategic set of global and cross-regional activities for fostering adaptive learning, sharing and advocacy among networks and network members, and collective strategizing to increase impact and efficiency. More recently, it has added engagement with networks that are not within the usual RRI constituencies--reaching out to those policy and advocacy networks that are related to emerging issues in the four global strategic themes and to those interested in RRI strategic information and could help RRI to have a broader impact outside its own contacts. Horizontal exchanges between communities and social movements across regions continue to be priority areas for funding, as well as providing grass-roots organizations direct voice in global policy setting and decision-making fora. The global project links to regional and country networking.

Framework Proposal Outcome Indicator

Strong and informed constituencies and networks for reform are active in key countries in Asia, Africa and Latin America and are networked globally.

Description

Networking Support is one of RRI's four strategic processes of change. The strategic program's **rationale** as described in the RRI Framework proposal is as follows. *A number of actors at different political and social levels influence decisions relating to rights and tenure. In the past few decades, the intergovernmental fora available to these different set of actors and their constituencies have declined in relative importance, even though these spaces can be key to their advocacy. These "change agents" often lack the awareness of experiences outside their country or region of successful reform and the process of transition, as well as experiences that offer an alternative vision of their own country's and forest areas' future. Similarly, while there has been a significant increase in mobilization and organization of indigenous peoples, other forest communities and forest enterprises, their ability to influence national, regional and international processes to advance their rights also suffers from lack of an effective forum for coordination and intervention.*

By catalyzing the networking of such strategic actors and providing them with strategic information, it is easier to advance tenure and policy reforms at different political levels and with different constituencies. This includes senior policy-makers in large forested countries, policy-maker networks at regional levels, horizontal learning and exchange groups of communities, associations of community forest enterprises etc.

These are effective and low-cost alternatives that are enhancing mutual learning amongst these groups, helping coordinate their positions at national, regional and international dialogue and last but not the least these are proving to be influential in reforming rights and tenure. Among communities and their associations, these networks are also proving to be effective in exchanging lessons on internal and external barriers, including capacity building, social equity, and balancing conservation and livelihood goals. As a key strategy of engagement and capacity building, RRI has actively established or strengthened major networks that encourage action by particularly powerful or influential constituencies.

In addition RRI is reaching out to existing networks relevant to tenure and rights, and poverty reduction in the forests, including research networks and specialist networks outside the forest and environment sector. This serves both for learning from these networks to improve RRI's work and to increase the contribution of these networks from other disciplines and sectors to forest tenure reform and rights recognition.

Priority Outcomes

- Bring the advocacy voice of local collaborators and community-based organizations and civil society more effectively to fora at the regional and global levels, helping to provide legitimacy to these voices;
- Strategically link to existing networks which provide intelligence to the RRI Coalition and/or catalyze actions on our issues outside of the bounds of the Initiative/Coalition;
- Support the regional and country networks which are engaged on tenure and rights reforms and need cross-regional or global information or new narratives which RRI can provide;
- Influence policy-makers or gatekeepers by engaging them outside their political space or around key global events and shaping their thinking on tenure and rights.

Networks with whom RRI is currently engaged

Global Networks

1. **Civil Society Advisory Group (CSAG)** to the International Tropical Timber Council (ITTC). IUCN and FT were instrumental in establishing this formal advisory group to the Council. The governing committee of CSAG includes RRI as co-chair and secretariat support and strong regional participation from RRI Partners and collaborators. CSAG has effectively advocated for pro-community revisions to the newly negotiated International Tropical Timber Agreement — as well as the establishment of a new set of thematic programmes able to fund civil society projects, an international workshop to advise the ITTC on illegal logging and trade, a new global scoping analysis of community forest enterprises (conducted by FT and RRG), a global conference on community forest enterprises (conducted by ITTO, GACF, IUCN, RRI), and side events in Congo-Brazzaville in June 2006, Port Moresby in May 2007 and Ghana in June 2008 that have strengthened local civil society agendas to advance change in their countries and link better regionally to the ITTO. After the Yaoundé conference described below, CSAG governance team members restructured the CSAG to include more robust Asia and Africa focal points, structure for more Latin America participation, and plan for a transition whereby producer country civil society members can take the lead on coordinating and driving this initiative.

2. **MegaFlorestais.** MegaFlorestais is an informal network of public agency leaders from large forested countries, dedicated to advancing international dialogue and exchange on forest governance and public forest agency reforms. In many countries, if not most, forest agencies are steadfastly opposed to tenure and regulatory reforms, yet indeed there are some leaders who are forward-looking and advancing change in their countries. By facilitating this frank and more informed dialogue, and sharing lessons and emerging “best practice” RRI seeks to catalyze new and stronger support for tenure and regulatory reforms by these public leaders — and in turn encourage them to act as ambassadors for reform in their own countries and in international fora.

The network is co-chaired by the Director General of the Brazilian Forest Service and the Associate Chief of the US Forest Service. The first meeting of this group took place in Beijing in September 2005, MegaFlorestais 2006 was co-hosted by the US Forest Service and MegaFlorestais 2007 was hosted by the Russian Federal Forest Agency in collaboration with IUCN, MegaFlorestais 2008 was hosted by the Brazilian Forest Service, and MegaFlorestais 2009 hosted by the Canadian Forest Service. These events have been deemed by participating government leaders to be very successful and informative— and led a number of agencies—to seriously consider their agencies relationship with poverty and rights for the first time. The Chinese Government has committed to host the 2010 meeting.

Known, direct impacts include: a request from the Minister of Environment and Forests in Cameroon to solicit RRI to help organize what became the May 2009 international tenure and policy conference in Yaoundé focused on West and Central Africa; new assessments by the US Forest Service on its own efforts on poverty alleviation and tenure reform; and exchange between Indonesia, Brazil and the USA on how the US Forest Service dealt with government corruption and illegal activities over time, and new thinking in British Columbia regarding how it could adjust its programs to diminish poverty and strengthen rights of First Nations. The last meeting in British Columbia fostered a frank and critical dialogue among Indonesia, Russia, Brazil, and China on forest tenure reform and how these countries could take genuine steps to transform their own tenure balance, as well as requests from these government leaders for technical advice on how to expand community forestry and rethink their regulatory frameworks.

3. Global Alliance of Community Forestry (GACF). The Global Alliance of Community Forestry is a global network of community organizations that aims to link the policy and advocacy efforts of community organizations and associations. GACF also promotes capacity and knowledge exchanges among member community organizations. RRI has supported GACF since its emergence in 2004, supporting GACF member participation in international fora and policy dialogues and supporting capacity exchanges among GACF members. GACF has expanded its regional participation most effectively in the Asia region-catalysed by FECOFUN. It has also allied with the International Family Forest Alliance (IFFA) in global events to jointly advocate for more emphasis on smallholder and community forest ownership and enterprise models-most recently at the World Forest Congress in Buenos Aires.

4. In 2009, RRI has played a leading role in the creation of the **Independent Advisory Group on Forests, Rights and Climate Change**, and acts as the secretariat for this platform co-chaired by Fern and Civic Response-Ghana. The AG draws upon the experience with CSAG-ITTO and the realization that an independent platform is needed for a civil society dialogue on rights and tenure in REDD and climate change debates and to provide independent input to UN-REDD and FCPF to complement their formal advisors and consultations. This network provides RRI strategic information on the tenure and rights dialogue in REDD and other Climate Change mitigation, as well as linking RRI collaborators to a broader set of actors and alliances, and enabling them to make more informed choices in the dialogues in their own countries and regions on these issues and mechanisms.

Other Networking Support Activities at the Global/Cross regional Level

1. Community horizontal exchanges – fostering and facilitating horizontal community-to-community exchanges to promote community voice and build local capacity in culturally sound and self-reliant ways. One example is the well-attended Community Forestry Enterprise conference, held in Brazil in July 2007, organized by RRI (RRG and IUCN), ITTO, and the Global Alliance for Community Forestry, and hosted by the Government of Brazil. Others include the parallel community summit organized in Central America in May 2008 to inform the Central American Environment Ministers' (CCAD) Climate Change Summit and an exchange of forest communities on experiences with horizontal networking in Cameroon in April 2009, and the inclusion of Latin American collaborators in the Nepal Community Forestry International Seminar in September 2009.

2. Building connections to indigenous peoples and human rights networks through FPP's links to the UN Permanent Forum on Indigenous Issues, the Indigenous Peoples' Committee on Conservation, the International Indigenous Forum on Biodiversity and the International Alliance of Indigenous and Tribal Peoples of the Tropical Forests.

3. Engagement with **Research and Advocacy Networks.** RRI has begun engagement with research networks involved in the four strategic thematic areas, particularly with the rights mapping community, the small-scale and community forest-based enterprise community, researchers engaged on climate change issues, the land tenure coalition and related networks,

the International Association for the Study of Common Property, and incipiently with the alliances around expanding tenure and rights in conservation initiatives and their underlying science. As the thematic area strategic analysis expands, informal networks of key team members and thematic experts (including local practitioners) should have structured meetings and exchanges built into the work plans.

Regional strategic network support

1. Regional community learning – Forest Trends, RRG and ACICAFOC jointly facilitated a community enterprise forum in Latin America to build the horizontal networking capacity of enterprises and link them to local, national and regional information on markets, policy trends and opportunities, and resources for scholarships, grants and investment. The LLSL process helped to identify new partners for community learning and sharing, and the continuing exchange of experiences on community enterprises through ITTO and the Global Alliance for Community Forestry. Forest communities in Asia, led by FECOFUN are reaching outward to share lessons on the role of federations in gaining political voice and capacity building, forest communities in Central Africa are sharing lessons to develop strategies for networking and effective political engagement, and Amazonian federations have reached out to Central American communities with long-term experience in enterprises and conservation.

Planned learning proposals for 2010 include bringing Liberian and Cameroonian community leaders and/or government policy-makers to Mexico to see alternative enterprise and tenure models, bringing Sahelians to DRC to share experiences with local conventions for resource management, and linking experienced community enterprise operators with emerging community enterprises to catalyze problem-solving and new networking.

2. Regional-level “MesoFlorestais” – There have been various activities to engage with and catalyze regional networks of policymakers in the forest sector, dedicated to advancing dialogue and modes of exchange on forest tenure and governance. These initiated in the spirit of MegaFlorestais, but have quickly developed a regional character and strategy. In Africa it seems more strategic to link to on-going legislator and government policy-maker dialogues like COMIFAC or the African Union Land Policy Initiative and bring voices and narratives, engage reformists on tenure and rights or support shared learning. The strategy for these are developed in the country initiatives program, but tracking of outcomes and approaches by the global program can be fruitful to them and to the RRI.

3. Other strategic networking linked to planned country and regional events – RRI has been supporting the development of a tenure and rights network within West Africa, in which the Ghana Forest Action network has been reaching out to other organizations and networks in other countries, helping them to organize more strategically for advocacy. One budding network is the ACRN (Africa Community Rights Network) and this will continue to be supported in the coming years. A network of Central and West African women leaders emerged at the Yaoundé conference, Regional Africa Women’s Network on Collective Promotion of Forestry (REFACOF), which deserves RRI encouragement. There are other regional gender networks that should be considered for strategic linkages, building on RRI partners existing relationships. RRI regional teams have important links to indigenous and mobile peoples’ networks particularly around rights mapping, climate change adaptation and decentralization processes, where networking can be deepened and expanded.

There are important opportunities to share learning by inviting key collaborators from another country or region to planned events with relevant content or approaches to dialogue and reform. An example for 2009 is the plan to bring parliamentarians from West Africa to a Cameroon restitution event with parliamentarians to see how this model of policy dialogue functions. The inclusion of Nepalis in the 2009 RRI/TERI India Climate Change Conference was highly strategic as they encouraged the Indian participants to question a number of their assumptions on tenure and governance in REDD and REDD+.

Priorities for Engagement in 2010-2012

RRI plans to continue to support the current networks--aiming to partner strategically with GACF and similar forest community networks in events where this is strategic for them and for RRI and seeking to transfer leadership of CSAG-ITTO to the community governance team members over the next year.

The planning process is bringing demands from the regional levels and these need to be prioritized within the available funding envelope and the capacity to support these demands.

Networking support will continue to be an important complement to the Strategic Analysis and Communications programs, with greater participation in the reference networks of researchers and practitioners related to our themes of interest, and outreach to networks outside our current reach where RRI generated materials can have a strategic impact on tenure and rights.

RRI has already begun planning for a mapping exercise to look at how new initiatives that have emerged as a response to the climate change adaptation and mitigation deliberations have engaged civil society and community associations, alliances and networks, and how this affects our networking support strategy.

A new target audience that has been identified in the past, but not yet strategically supported, are networks of parliamentarians--both to raise their awareness about the issues of tenure and rights and to help engage them with their constituencies so they better understand how they think about these issues. RRI will map out the regional economic commissions and other key political spaces and both fund the participation of civil society organization and community organization representatives in these spaces as well as offer to present RRI findings on tenure and rights at these regional policy forums.

An important area for future engagement discussed in the global planning meetings is the private sector, including private company networks of companies investing in extractive or agro-business, or forest-related companies and their investors seeking knowledge of best practices and due diligence. Some ideas have been proposed, as to how best to link to these actors, including how to build on relationships of RRI partners with business councils or more sustainable companies or how to use private sector networks and communication channels to inform and advocate, but this will need to be designed and piloted during 2010.

Future Networking Support (including Existing Networking)

The 2010 program would include the following networking (those where RRI has current secretariat functions are marked with an (S)):

- CSAG-ITTO: continue to advocate funding for the biennial work program items on tenure and gender issues, including support for a forest tenure conference in Indonesia in 2011, advocate for and support community organization presentation of proposals for funding to the newly established thematic programs on Community Forestry and Trade and Markets, and fully establish the new governance group with focal points from all regions, to fully transition grass roots leadership by 2011 (S);
- MegaFlorestais: conduct the 2010 meeting in China, focusing on tenure and regulatory reforms, and, in tandem, conduct the regional forest tenure reform conference in China (led by ICRAF)(S);
- The Independent Advisory Group on Forests, Rights and Climate Change: becomes fully functional, with effective engagement in the 2010 UN-REDD Policy Board meetings and possible extension to FCPF;
- Establish new reference groups of researchers, RRI teams and practitioners around strategic global themes;
- Collaborate with the International Land Coalition initiative on land tenure and the global land grab;

- Conservation and Rights advocacy networking;
- Cross-Regional and Global Horizontal Exchanges;
- Strategic Participation in Global Policy meetings, including support to GACF and other alliances to advocate in these meetings;
- Global Support to Country and Regional Networks as included in Country Initiatives programming (Guatemala community network, GACF regional networks, Asia policy network, ACRN, Sahel decentralization and local governance of natural resources networks).

4.2 2010 Networks Planned Outcomes

Priority Outcomes	Key Indicators
<p>Existing networks strengthened and strong linkages established with emerging networks, particularly of communities:</p>	<ul style="list-style-type: none"> • <u>Megaflorestais</u>: new engagement of forest leaders on tenure reforms around meeting in China and training of new generation of forest leaders in USA • <u>ITTO-Civil Society Advisory Group</u>: effective presentation of community proposals to new thematic programs and integration of Latin America focal points in November meeting • <u>Advisory Group on Climate Change</u> engages climate community on implementation issues and criteria for tenure and rights, including influencing thinking in COP16 (to be determined by IAG) • Robust program of horizontal exchanges and case studies among community enterprise leaders and among policy-makers carried out, prioritizing GACF interests • RRI identifies and forges strategic linkages to networks outside existing relationships, including research networks involving themes and topics relevant to RRI.

V. Communications and Outreach

5.1 Program strategy

Program Summary

As an advocacy coalition, effective communications and outreach both by RRI and by its many Partners and Collaborators is central to advancing RRI's goals and targets. As stated in the RRI Framework Proposal (Oct. 2009), the communications and outreach program is specifically tasked with "communicating and mobilizing global awareness and action, making RRI a knowledge node on forest tenure and policy reform, and using different media to communicate key messages." Positioning RRI as an astute, trusted, and mindful knowledge hub is a prerequisite to building recognition of the Initiative's analysis, outcomes, and impacts. The consistent expansion of Coalition communications and outreach capacity is essential in anticipating and meeting Coalition Partner and Secretariat needs. Assessing and engaging emerging communication trends and opportunities is an important current within RRI's process of change.

Framework Proposal Outcome Indicators

Effective communications and outreach efforts are both dependent on and integral to the outcomes of all other Initiative programs and activities. Thus the framework proposal outcome indicators for this program are all four outcomes proposed for the Initiative.

- 1. Strong and informed constituencies and networks for reform are active in key countries in Asia, Africa and Latin America and are networked globally.*
- 2. More strategic, effective and efficient approaches to strengthening local rights and tenure are adopted among key actors and institutions in forestry and rural landscapes.*
- 3. Key strategic actors at the global level are committed and engaged in promoting major reforms in existing tenure, regulatory and governance arrangements.*
- 4. More equitable tenure, governance and business systems are established in priority countries in East and South Asia, Central and West Africa, Mesoamerica and the Amazon.*

Program Description

Communications and Outreach is situated as one of RRI's four strategic processes of change. The rationale for each of the two subprograms is as follows:

Outreach

Outreach is pivotal toward achieving the RRI mission. By engaging both known and new constituencies, the Coalition's commitment to and message on land rights and tenure become more fully integrated into prevailing discourses on forests, climate change, and other land issues.

Communications

As stated in the Framework Proposal: "The Communications program will communicate and mobilize global awareness and action, making RRI a knowledge node for forest tenure and policy reform; drawing upon media to communicate key messages." Over time, RRI will continue to build communication capacity for increasing interactivity amongst Coalition Partners that complements overall communication strategy. Again, the Communications and Outreach program is integral to the strategic functioning of other global programs and vice versa. Effective communication and outreach are dependent on clear and efficient exchange between global programs and across coalition-wide relationships.

2009 Approach and Outcomes:

Communications Approach:

Through communications, we are committed to a constructive approach in all of our activities, providing critique and sound analysis of available options and our recommendations. In support of the Coalition's mission and priorities, we are advocates, bringing sound analysis and newsworthy data to bear on tenure and rights reforms. We recognize that the way decision-makers learn, are influenced, and make decisions is changing quickly, and our methods of communicating information must evolve with changing expectations and behaviors. Our analysis and communication of results should enable national governments to compare their progress to others' and learn from others' experiences

Outreach Approach:

RRI's Outreach activities are based on the strategic distribution of RRI's perspective and message on the inclusion of human and social rights in the crafting and application of land and market policy. The goal of RRI's Outreach approach is to thoughtfully advocate for land tenure rights and reform as central to any community, regional, national or international development agenda.

Major Communications and Outreach Outcomes for 2009:

- **RRI Tenure rights perspective shared** through 30+ presentations (with colleagues including CI, WWF, UNFCCC, World Bank, FAO, MegaFlorestais, Community Forestry groups, etc.)
- **RRI strategic analysis outputs** include **34** short policy briefs, **8** full reports, and **frequently updated** online analysis
- **26 translated publications disseminated** to key meetings/audiences around the world
- **RRI strategic analysis acknowledged and/or quoted** in **40 earned media stories** across **15 countries** in **10 languages**, many focused on the International Yaoundé conference
- RRI-supplied story on rights and climate change issues from PNG earned 2 awards for most influence in climate change (Earth Journalism **Climate Change and Forest Award** and the UN Correspondents Association **Global Prize for coverage of Climate Change Bronze Award**)
- Quarterly email update reached an average of 1700+ readers in 3 languages (**54% increase over 2008**); Website: 3300 + visits per month from 169 countries (**27% increase over 2008**) and Tenure Trends reached 2500+ readers in 3 languages

Looking Forward: Communications and Outreach in 2010 and beyond

Since RRI's inception in 2007, the communications and outreach program has steadily developed into a dynamic asset toward overall coalition function and continued evolution. Assessing past growth of the program, it was during these initial years that the communications and outreach capacity was able to help create and stabilize a public platform from which to share the work and commitment of the Rights and Resources Initiative. This platform is now both prominent and stable – in 2010 and beyond, the challenge for the communications and outreach program will be on how to most effectively and creatively utilize this solid base in order to maximize the impact of a collective voice for advance change. Reflecting on the soundness of competency, evolution of strategy, and a constant deepening of knowledge – the strategic priorities for 2010 will focus on:

5.2 2010 Communications and Outreach Planned Outcomes

Priority Outcomes	Key Deliverables/Indicators of Achievement
<ul style="list-style-type: none"> • Coalition wide communications strategy is created and adopted by Partners • Communications capacity of Collaborators and other strategic local actors is developed • A more streamlined and cost-effective line of production is established for strategic analysis and communication products. • Audience-tailored outreach familiarizes non-forestry actors with key RRI messages and analysis. • RRI becomes the premiere, trusted global source for forest tenure policy and reform analysis 	<ul style="list-style-type: none"> • First Coalition wide communication strategy workshop held; regional communications scoping activities accomplished. • RRG in-house production capacity expanded; quality and volume of translation and editing increased through higher utilization of consultants. • Successful engagement with new constituencies including: Private sector; Indigenous Peoples; University faculty, students, and libraries; U.S. policy community; and National government representatives (i.e. African parliamentarians) • Short updates of ongoing reforms and key findings prepared, translated and proactively circulated to key audiences in region. • RRI and Tenure Data websites consistently updated and improved.