Rights and Resources Initiative
Annual Progress Report
2010

Integrated Reporting Framework

Submitted February 28, 2011

This annual progress report is prepared in accordance with the integrated reporting framework agreed to by donors to the Rights and Resources Initiative framework proposal titled *Accelerating reforms in forest tenure and governance to meet priority global challenges: strategic analysis, narratives and networks to advance local rights and development.*

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Narrative Progress Report

I. Key Achievements & Challenges in 2010

This report provides an overview of RRI activities in 2010 and is a reflection of a collective undertaking of more than 100 Partners and Collaborator organizations directly performing RRI sponsored work around the world. It first provides a brief overview of the global situation of forests, rights, and livelihoods in 2010 – the crucial context within which RRI was operating. We then provide brief summaries of our major achievements and challenges.

1.1 Summary Overview: Forests, Rights & Livelihoods in 2010

Worldwide, the news was full of reports of forest communities and Indigenous Peoples pushing back at land grabs and shaping policy at the national and global levels, and of governments countering and trying to contain community rights. Some governments and private investors accepted or even embraced the new players at the table and began to promote fairer business and conservation models. There was also new soaring rhetoric about the centrality of tenure reform to efforts addressing climate change. Unfortunately, none of this added up to significant global progress in the recognition of local land and resource rights.

The year 2010 was also remarkable for unfortunate events and global tension and one may conclude that its main stories were about disasters—epic floods, fires, earthquakes and landslides; another 'hottest year on record'; the deepened financial crisis in the North; the spike in food prices; and the sobering realization that soon we will be living with a 3.5°C increase in mean global temperature. Though distressing, these stories were not unexpected, nor the most interesting. Rather, the most interesting—and powerful—story of 2010, was the growing role of forest peoples' organizations, who are increasingly influencing their countries' futures and the fate of the planet.

This subtle shift in power in favor of communities and Indigenous Peoples (IPs), whether in the form of protest or constructive engagement in global governance, is due to a convergence of forces: growing pressures on Indigenous Peoples and community lands and forests by outsiders; a long history of resistance and a steady strengthening of community organizations; the increasing openness of national and global governance to local rights and voices; and the opportunity for influence provided by global dialogues around development and climate change. There is a crystallization of confidence and capacity among historically marginalized people, and growing legitimacy and acceptance of initiatives led by forest peoples.

During the year, community forest organizations and Indigenous Peoples were strong players in global negotiations and action on forests and climate change—they are now represented in the governing bodies of the United Nations Collaborative Programme on Reducing Emissions from Deforestation and Forest Degradation (UN-REDD), the World Bank's Forest Investment Program (FIP), and the Forest Carbon Partnership Facility (FCPF). These rightsholders groups were also represented as members of at least 10 national delegations to the climate change convention held at the end of 2010 in Cancun, Mexico.

Yet, there was no globally significant progress on expanding the forest area under local ownership in 2010, even though the need for such reform was greater, and more widely accepted, than ever. Closing the gap between rhetoric and recognition takes time, even if all parties are fully committed. The extent to which the rhetoric will be translated to real recognition is one of the major questions of 2011, particularly in Africa and Asia. And even after the rights are recognized there will remain some challenges that will call for greater efforts.

Women in particular continue to suffer prejudice in both recognition and access to procedural justice and this longstanding repression has continued into the climate regimes. Similarly, land rights are severely undermined by burdensome regulations and unjust judicial systems. Along with the push for greater recognition of rights of forest peoples these challenges will continue to inform the work of RRI in 2011.

Major achievements of RRI in 2010 can be summarized in the following areas:

1. RRI expanded impact and the scope of action in existing countries, expanded the number of countries in which the Coalition works, dramatically increased the number of Collaborators with whom they engage, increased the number and depth of collaboration between Partners, and improved the planning process by better evaluating past efforts and impacts, focusing on strategic outcomes and improving the political analysis of threats and opportunities.
2. Strong influence at the global & regional levels (e.g. via the Global and Regional Dialogues, influence on UN REDD, FCPF), strong influence on REDD policy and plans in several countries; and strengthened position of local actors to engage in the climate change and forest policy debates in all countries where RRI is focused.
3. Expanded advocacy efforts (via new, proactive communications including Tenure Trends) and increased outreach to external audiences, earning new allies and among regional, development, and private organizations involved in forests and climate change.
4. In 2010, the Coalition reviewed and adopted a new MOU, revised the IBA, strengthened communications and collaboration between Partners, expanded the coalition, and integrated an outcome-oriented monitoring and evaluation process into RRI strategic planning system from the country to global level.

Major Challenges for RRI in 2010 are enumerated here:

1. There is rapidly growing political opportunity for forest tenure and policy reform and demand for RRI engagement across the world. These demands are coming from country, regional, and global level from such varied actors like community and IP organizations, NGOs, governments, donors, and international organizations. Responding to this demand, and the very legitimate opportunities for substantial impact, is a growing challenge for the coalition.
2. Extending and strengthening the Coalition and its strategic focus: a number of new strategic actors are joining the Coalition, particularly in Africa, bringing in complementary strengths and sharpness to RRI programs. They relate to the Coalition at different levels with varying degrees of intensity. The challenge for the Coalition will be to harness these complementary strengths and continue to maintain its strategic focus.
3. It is evident from the first two challenges that growing demand for RRI work and growing number of organizations that affiliate with the Coalition will put a heavy burden on coordination and administrative functions of RRG. Yet, the financial and human resources available at RRG have remained relatively flat. This puts an unsustainable pressure on RRG staff and needs to be dealt with expeditiously.
4. Global narrative, policies, investments, institutions, programs have a direct impact on what unfolds at country and regional level. Right from the beginning RRI has made strides in shaping this narrative and engaging with these critical constituencies. Yet, for the past two years the relative allocation between global and country programs has been skewed in favor of country programs, albeit deliberately. This has resulted in underfunding our global analyses and other significant global programs. It will be a challenge to arrive at a relatively balanced allocation between global and country programs, which respond to the growing demand at country and regional level but do so without losing the cutting edge of RRI Global Program.
5. It would be apparent from this report that RRI has made major strides in mainstreaming gender issues in its Africa program and plans do so in the other two regions as well. Establishing the strategic importance of gender to RRI program planning and implementation is a challenge that needs to be met in the planning process of 2011.

1.2 Reports by Major Strategic Objectives for 2010

1.21 Consolidate/strengthen work at country and regional level: stronger systems and collaboration, greater impact.

In 2010, RRI Country/Regional teams operated effectively, strategically leveraging climate change initiatives, and consolidating actions to advance tenure reforms in a majority of Tier 1 countries. Through a mix of selected strategic activities and optimum utilization of networks at the regional level the Coalition succeeded in building momentum for reforms in a number of Tier 2 countries, as well. A few highlights of 2010 achievements and activities in each region are presented here.

Africa

In 2010 in Africa RRI saw the full maturation of its country-level coalitions, and new engagement with key actors in civil society, community groups, elected officials, and government to advance tenure reform and support community rights. RRI's substantial analytical work (legal and case studies), and consultations with local and indigenous communities in Africa to date informed and gave credibility to advocacy efforts by civil society as well as governmental tenure reform processes. In 2010, RRI effectively opened Africa political space for advocacy and learning by bringing stakeholders together through regional, national, and local workshops.

Regional: RRI engagement with strategic and influential actors in 2010 had many dimensions. RRI supported the African Women's Network for Community Management of Forests' (REFACOF - created at the 2009 Yaoundé conference) first strategic planning meeting in September 2010 allowing members from Nigeria, Burundi, Democratic Republic of Congo, Central African Republic, Gabon, and Rwanda to develop a stronger strategy, shared mandate and future work plan. This in turn has led to a broadening of the Coalition's membership in countries of engagement, and strategic knowledge from other countries in the region. In all RRI countries in Africa gender is mainstreamed by being embedded in the strategic outcomes for 2012. Activities included studies on women's tenure rights (in Mali, Burkina Faso, Cameroon, and Liberia), workshops' agenda and participation, strategic allies, and new collaborators.

A key network for advancing RRI's mission is the Africa Community Rights Networks (ACRN), which met in Liberia in April in conjunction with the 2nd Annual Conference on Community Rights and Forests, organized by SDI (RRI Collaborator) issued a joint statement on the progress and challenges to community rights in Africa, which were presented by the community forestry development committees to the Forestry Development Authority and Legislature of Liberia.

Parliamentarians (MPs) are another key group, which RRI engaged with in 2010. The RRI regional Dialogue on Forests, Governance and Climate Change held in Addis was the first occasion for many MPs to enter into the regional REDD and climate change debates. The Dialogue on Forests, Governance and Climate Change fostered engagement with parliamentarians and familiarized them with RRI and its mission. The regional dialogue has also fostered new links with African regional institutions such as the Land Policy Initiative (LPI), the United Nations Economic Commission for Africa (UNECA), and high-level members of government. RRI generated critical inputs for consideration by the Africa Development Forum (ADF) on the tenure and rights dimension of climate change adaptation and mitigation.

RRI also worked to increase direct participation of indigenous peoples and civil society in decision-making processes by crafting an advocacy document and engaging with regional bodies like the Central African Forest Commission (COMIFAC) to ensure communities are included in decision making. In 2011, COMIFAC is developing a vision to enhance its involvement and collaboration with RRI, and is willing to be actively engaged with the Yaoundé conclusions and their implications.

Mali: The Coalition fully capitalized on RRI-strengthened multi-stakeholder platforms with the National Coordination for Peasant Organizations (CNOP), allies in Parliament and government divisions (land, environment, forests) to advocate for effective localization of management, through the legal recognition of local conventions for natural resource and land management, and farmers' rights to on-farm trees. The issue of farmers' rights received significant national attention in 2010 and the High Council of Collectivities (HCC) has pledged to back pro-farmer legislative advocacy, and a national think tank for on-farm trees has been established. The National Federation of Rural Women (FNAFER) has taken ownership of the rights agenda and has developed advocacy strategies to engage with allies in government agencies and Parliament to advance their rights.

Liberia: RRI Collaborators catalyzed a highly innovative legislative caucus to cultivate legislators interested in promoting community rights and defending the original (progressive) community rights law. In parallel, the support to the Pit-sawyers' Union in 2010 has yielded a secure seat at the forestry sector's negotiating table and inclusion of pit-sawyers in the VPA process. These steps strengthened and gave recognition to community and smallholder enterprise in Liberian forestry. The importance of women's role in the Liberian forest sector is fast

emerging as well—through social mobilization meetings and workshops organized through RRI. Local women organized among themselves to share experiences and craft an advocacy strategy to increase their participation in decision-making processes related to forest management at local and national levels.

Burkina Faso: RRI has taken a direct hand in fostering a civil society-based platform for advocacy to support the legal recognition of village governments' authority to manage forests through the local conventions, which are mandated in law but barely implemented in practice. Empowering such local authority advances community rights and gender equity in Burkina's forest, land and climate change policy. This new national network, known as the "tenure champions," comprises diverse social actors for change, and draws on the complementarities of each member's expertise to develop a unified strategy for advocacy. Formed over the course of 2010, the tenure champions are poised to formalize their collaboration in 2011 and shape important legislation like the rural land charter and Burkina's climate change policy. The tenure champions are recognized as the sole national network in Burkina Faso dedicated to advocacy and championing of local people's rights across the land and forestry sectors.

Cameroon: RRI made use of its extensive legal analytical work, consultation with communities, community mapping case studies, and workshops and multi-actor fora at the local and national levels in its ongoing contributions to the revision of the 1994 law process in favor of community rights. In Cameroon, RRI initiated engagement with MPs to raise their awareness of the customary and community rights, and highlighted examples from Mali to illustrate the potential for MPs in advocacy. REFACOF increased its membership in Cameroon by commissioning a national study on gender, forest, and land tenure rights in Cameroon, and organizing a national workshop with womens' networks. This workshop drafted an advocacy plan on how to influence land and forest reforms processes, and climate change policies.

Ghana: RRI Partner Civic Response, in collaboration with a strong coalition of networks (Forest Watch Ghana, the Network on women's Rights, and the National Coalition on Mining, the Peasant Farmers Association of Ghana, and the Civil Society Coalition), is undertaking a campaign for peoples' rights over resources and institutional reforms. The Coalition members have already mapped out new off shoot campaigns e.g. the "Lands Bill" currently before Parliament, the Mining policy, the Forest Development Master Plan, which will also be the chief framework for addressing forest carbon. Perhaps most important, via an SRM, the Coalition is fully engaged in advising the drafting of the new Ghanaian constitution, and submitted a memorandum of proposed text to the Constitutional Review Commission.

During 2010, RRI organized 21 workshops at subnational, national, regional levels in Africa; delivered 12 analytical products related to customary rights, gender, legal reforms, livelihood strategies; and undertook 3 community mapping studies/projects (Liberia and DRC).

Asia

Asia has undergone significant policy transformations of historical significance in 2010 including the drafting of a new Constitution in Nepal in which community resource rights are presently enshrined, and the creation of a new Forest Rights Act which aims to provide for the restitution of deprived forest rights across India, including both individual rights to cultivated land in forestland and community rights over common property resources. At the same time, there have been moves towards integrating the gains of earlier policies supporting forest tenure and regulation reform, such as in China where a new forest law is being drafted. A range of different strategies were tailored within the coalition to both defend existing community forest rights as well as forge new gains in the forest policy and legal landscape. In addition, 2010 saw new networks of learning about forest policies and reforms being formed within the Asian region itself. The development of the REDD+ agenda too has become a contentious issue and therefore an important opportunity to advance tenure reforms for improving local livelihoods and ecologies across all Asian forested countries.

Regional: A number of activities enabled the development of a regional understanding of challenges facing forest tenure and rights. An international conference on Asian forest tenure and regulation that took place in Beijing in October 2010 focused on how the lessons learned from recent forest policy innovations can inform next policy steps. The Global Alliance of Community Forestry, with its main offices in Kathmandu, expanded its network within Asia, and in particular developed new ties in Thailand and Laos. A 5-day regional workshop was

held in Thailand and, in addition, a paper setting out a regional overview of community forestry networks in Asia is being completed. Furthermore, the Forest People's Programme (FPP) together with RRI partners and collaborators held workshops that facilitated a stronger inter-Asian understanding of two important but separate set of challenges facing the Asian region: one concerned the need for recognition of legal pluralism's impact on forest tenure systems, and the other involved examining how the expansion of palm oil within Asian countries will deleteriously affect community forest rights and livelihoods.

China: In 2010, the Chinese government formally began actively preparing a new forest law that integrates various forest tenure and regulatory concerns into one comprehensive legal structure. Therefore, RRI Partners and Collaborators were actively engaged in advising on the new forest law covering such important themes as ensuring fair compensation for public welfare forestland acquisition under the Natural Forest Protection Program as well as establishing effective forestland dispute mechanisms. Supplementary research aimed to identify, on the one hand, the effects of current forest tenure reforms on farmer land rights (during large-scale forestland acquisition for industrial interests) as well as the local ecological environment, and on the other, how such reforms have boosted the viability of small and medium-sized forest enterprises as well as improved the overall socio-economic well-being of rural residents. Increasingly, as the REDD+ agenda gathers steam, clarification of who owns China's carbon is also being addressed. Lastly, the Oct 2010 conference on Asian forest tenure and regulation provided an important venue at which presentations on China's policy and legal forest reforms were shared with the international community.

Nepal: RRI's Partners and Collaborators have rapidly taken up the new opportunity opened up by the historic transformations in Nepal's government structure towards a federal model to ensure that the new Constitution includes protections for community natural resource rights. The Confederation of Natural Resource User Groups, established in 2008, together with others such as FECOFUN and Forest Action has been actively engaged in ensuring that Constituent Assembly members as well as political parties are able to advance this agenda effectively through forest caravans, multi-party forums, and briefings. This new gain has also been matched by persistent mobilizations against the weakening of established forest laws that uphold community forestry rights as well as attempts by the Ministry of Forestry and Soil Conservation to establish new conservation zones that preclude community forestry. Such regressive moves by the government have been initiated within the political vacuum that existed before an elected government was formed in early 2011.

Indonesia: RRI Partners and Collaborators have adopted a multi-pronged strategy to halt the establishment of new palm oil plantations that displace local communities' rights to the local forests. One part of this strategy has successfully stopped public finance by the entire World Bank group for new palm oil plantations until a comprehensive review of this activity has been carried out. Another has been to develop a strengthened network of civil society groups mobilizing against palm oil plantations involving such groups as Forest People's Programme, Sawitwatch, and HuMa. Thirdly, pressure has been placed on the Roundtable on Sustainable Palm Oil to ensure that it implements the principles established for governing this growing sector. This has been supplemented by new research that will examine the supply chain dynamics of palm oil in order to ensure that the involved actors become part of the responsibility chain. In addition, as a result of the new REDD+ agenda, civil society groups working in the RRI coalition have been pressuring for the importance of recognizing community forest rights for the successful delivery of REDD projects.

Laos: As part of the process of developing a forest tenure reform plan, a high-level delegation of Lao government officials made a study trip to Yunnan following the Beijing tenure conference. This learning is now informing the creation of a new policy brief that will form the basis for a Lao forest tenure workshop in 2011.

During 2010, RRI organized two Asia-focused international conferences with one on forest tenure and regulatory reforms (in Beijing) and another on forest tenure and climate change (in Kathmandu). In addition, two new publications entered into circulation among governments, civil society and community organizations whilst six new analyses were generated on forest tenure issues. A book publication on the forestry sector in India is in process.

Latin America

Latin America is a region where the extensive rights of Indigenous Peoples and communities over forests have

been recognized or transferred, but where there is an increasing rollback with new pressures from extractive industry and large-scale infrastructure, and incursions into autonomously governed territories. Interventions around climate change are both opportunities for new support to pro-poor policies as well as potential threats to existing and yet-unsecured tenure and rights. RRI interventions focus on helping governments and social movements translate their aspirations into concrete recommendations for legal and regulatory reform and for how REDD could solidify tenure security and related rights in the key countries. RRI has focused interventions in two strategic countries in two key tropical forest sub-regions - the Amazon basin and lowland Mesoamerica, particularly lands of Indigenous Peoples and community conservation initiatives.

Regional: In 2010, RRI engaged a broader set of Partners and Collaborators, thereby strategically bringing together the civil society and indigenous and peasant organizations in ethnically diverse areas around common national agendas, actively strengthening them to engage in a second generation of forest (and social) reforms. Two workshops on were organized by Intercooperation bringing indigenous representatives and NGOs to evaluate new threats and opportunities for territorial governance and autonomy, one in Ecuador and one in Bolivia, adding participants from Columbia, Peru, Mexico, Nicaragua, and Panama. In particular, participants analyzed country experience with autonomy laws and regulations and championed approaches that prevent rollback by securing rights within recognized territories, negotiating conflicts and securing livelihoods and related benefits. A workshop on PES/REDD+ and forest governance in Lima, Peru brought together *campesino* and indigenous representatives from Bolivia, Colombia, Ecuador, Guatemala, Honduras, Mexico Panama, Peru to share experiences from the implementation of Payment for Environmental Services (PES) schemes and relevance for future REDD and REDD+ efforts. In supporting Indigenous Peoples' their government's reforms and negotiations at COP16, RRI supported coordination of a National Congress of Honduran Indigenous Peoples from the Moskitia with Miskitu Asla Takanka (MASTA), involving 150 indigenous leaders from 11 indigenous federations on territorial governance and implications for climate change adaptation and mitigation.

Bolivia: RRI has focused its activities on integrating the demands and aspirations of lowland Indigenous Peoples and communities into national land and forest policies and development strategies. A stronger, more consolidated and committed country team made possible the advance and success of the country strategy, adding Intercooperation as an integral and complementary member, and clarifying the roles of Collaborators CEDLA, CEJIS, and IPHAE. RRI's 2010 strategy focused in influencing policy-makers in the adjustment of current law and regulations to the new Constitution. Country team advocacy strategy influenced the national government by advising the indigenous organization CIDOB in the negotiation of the Decentralization and Autonomy Law, helping IPs to prepare proposals for regulation reforms about Forest Management in indigenous territories and peasant lands, and preparing a proposal for the Forest Emergency Law, and crafting technical and legal observations on the Mother Earth Law and Forest Law. Proposed self-regulation systems of forest management were also supported within the national strategy. With the support of RRI Collaborators, indigenous organizations were able to open political space through creation of a technical-political committee for participation of Indigenous Peoples in decision-making at the governmental level building consensus on issues related to management of forest resources in indigenous territories. Additionally, CIDOB proposed provided indigenous proposals in the Forestry law, a decree that would enable Territorial Based Associations (ABTs), to do forest audits through this committee. The government has begun to support the community enterprise organizations in the North, based on new legal instruments, and climate change related development strategies. RRI Collaborators are engaged with reform-minded authorities to secure forest tenure of Indigenous Peoples, traditional forest dwellers and colonists, helping them to rationalize agrarian tenure reform and forest development where forest and environmental regulations clash with traditional practice, and to enable forest communities remote from conventional markets to establish viable community enterprises based on varied forest products and services.

Guatemala: RRI 2010 strategy builds on this opportunity by focusing on training communities about the National Registry of cadastral process (RIC), strengthening community forest organizations and supporting legal analysis of alternative tenure regimen and entrepreneurial models within the Multiple Use Zone (MUZ). Collaborators created an inter-institutional dialogue with the RIC to review and discuss legal analysis and propose modifications in the cadastral process. Improvements in communication and consultations by government have begun to link highland and Petén social organizations, who in turn have, with RRI support, forged a strategic alliance of highland and lowland forest community organizations, the first in Guatemala's history, that increases their visibility and voice in policy deliberations and integrates national policy thinking

around forest tenure and rights in diverse landscapes. Within the national alliance of forest communities, they have pressured government to approve a strengthened version of the smallholders' forestland law (no. 3937). RRI has supported initial reflection on healthier enterprise models that marry community conservation and diversification goals.

1.22 Influence climate change strategies and policies at the country level to ensure that rights, tenure, and governance concerns are adequately addressed in the majority of RRI countries.

The locus of decision making on climate mitigation and adaptation strategies increasingly shifted from the international to national levels in 2010. Major multi-lateral and bi-lateral initiatives increasingly focused their attention on the national agencies responsible designing REDD+ program and national adaptation plans with some massive funding commitments and hesitant action on the implementation safeguard principles. It was in this context that RRI implemented a strategy to influence the design of climate change strategies at the country level to raise the profile of rights, tenure and governance concerns while also laying out operational thinking on how best to recognize rights, implement safeguards, improve livelihoods and combat climate change. The strategy combined cutting-edge analytical work with public convenings and advocacy directed at national and regional institutions.

While keeping global attention focused on the rights and tenure dimensions of climate change strategies through the continuation of the RRI Dialogues on Forests, Governance and Climate Change in Washington and London, RRI also implemented Regional Dialogues in Kathmandu (August) San Salvador (September) and Addis Ababa (October). The Regional Dialogues fostered more grounded thinking about how the tenure and rights of forest communities will be essential to the successful implementation of REDD+ and adaptation strategies. By creating a space for government representatives and civil society to interact directly, the limitations of REDD in Central America became clearer, and high-level engagement was secured to advance a "mitigation through adaptation approach based on restoring degraded landscapes, addressing vulnerability and poverty alleviation. The government of El Salvador is actively pursuing this approach with the FCPF.

The Asia Regional Dialogue gathered decision-makers and experts from around the region to bring the issue of collective property rights squarely within the climate strategy debate. Similarly the Africa Regional Dialogue, organized as a pre-session event to the AU/UN Africa Development Forum for heads of state, brought representatives from more than 20 countries together with high level representatives from African governments, international organizations (UNECA, ITTO, COMIFAC, etc), and civil society. By nominating delegates to represent the views expressed during the Dialogue to the entire ADF, the Dialogue exposed senior officials from around Africa to the critical risks they will run if tenure and rights are ignored in the development and implementation of climate mitigation and adaptation strategies. Moreover, by targeting African members of parliament and regional organizations, the Dialogue has opened more space for RRI Partners and Collaborators to RRI's regional convening power, complemented through a set of country-specific intervention and analyses. In China, for example, RDI conducted the first ever assessment of forest carbon ownership to support the claims of forest communities to benefit from any potential forest carbon transactions. RRI also fielded a remote-sensing expert to Nepal at the request of the Ministry of Forestry and Soil Conservation to support their REDD+ design by reviewing forest inventory practices. In Colombia, RRI's engagement with the World Bank slowed the submission of the RPP to provide for inclusion of Afro-descendant and Indigenous communities who were originally ignored in the formulation of the RPP. Moreover, thanks to the organization of an RRI workshop for Afro-descendants, Indigenous Peoples, government and the World Bank, the Colombian government and REDD+ working group have now accepted the need to open spaces for participation of communities from the Pacific region of the country. In Indonesia, RRI Partners brought attention to the links between tenure and adaptation through a National Multi-Stakeholder Seminar and Workshop "Putting Rights into Climate Change Adaptation Policies in Indonesia" that gathered representatives from regional organizations and national Indigenous Peoples organizations.

In Africa, through the Africa Community Rights Network (ACRN), the Coalition raised the understanding of RRI-Africa members on the REDD and climate change debates, and enabled them to better position the RRI agenda within those processes on the country and regional level. ACRN also held an international conference in Liberia on community rights and forests, which yielded a strong statement from the ACRN members on the centrality of

community rights in forestry law, and the rejection of carbon trading as a means of financing sustainable forest management.

In Cameroon, an RRI workshop on REDD and regional positions effectively informed country coalition members, as well as their collaborators in the NGO world and led to the development of a road map to ensure stakeholder equity and representation in REDD processes. Information gleaned from the workshop guided coalition members' interventions with local communities; RRI increased indigenous peoples' awareness of REDD through consultations and trainings, and enabled them to frame their rights within the REDD context and in dialogue with government decision-makers. The consultations strengthened RRI Partner FPP's analysis of the implications of REDD for indigenous peoples, knowledge which contributed to their February 2011 report *REDD and Rights in Cameroon: A review of the treatment of indigenous peoples and local communities in policies and projects.*

In Burkina Faso, RRI completed an analysis on the recognition of gender and land/forest tenure dimensions in national climate change policy study on gender, and was the first work done by RRI to link gender and climate change adaptation initiatives. The findings of the study will be used by the Tenure Champions platform in 2011 to ensure that climate change adaptation policy is fully pro-rights and tenure, and promotes gender equity. These actions at the national level were complemented by direct engagement with the UNREDD program through the RRI coordinated Independent Advisory Group on Forests, Rights and Climate Change to ensure that the UNREDD policy board's decisions were informed by lessons from independent civil society expertise. Additionally, global level analyses of the implementation of social and environmental safeguards and standards, and the true opportunity costs of REDD+, provided decision makers with operational guidance to ensure that climate strategies protect and enhance the rights and livelihoods of forest communities.

Finally, RRI's use of strategic media engagement led to major impacts in 2010. In preparation for the COP16 in Cancun, RRI trained Mexican community forestry groups in media relations and supported the preparation of a study showing the carbon and livelihoods benefits of Mexican community forestry. Major news outlets like the Guardian, Reuters, and the New York Times published features on the importance of community forestry for combating climate change immediately before COP16, ensuring that RRI's message and analyses reached a large audience of influential thinkers and decision-makers.

1.23 Strengthen our advocacy and broaden our impact by engaging new constituencies at regional, global and national levels.

RRI has developed various strategies to influence constituencies at different levels of its operations. The interventions and strategies range from focused work at the country level to creation of specific instruments to influence particular institutions to working with existing networks to expand its impact. Specific highlights of 2010 are briefly captured here:

***Engaging Forest Agencies*:** Partners and Collaborators have devised specific strategies to engage forest agencies in their respective countries and regions (for example, membership in REDD cells, steering committees, dialogues, and civil society platforms). In addition, RRI has also created specific instruments to expand the scope and impact on forest agencies.

MegaFlorestais, a network of leaders of the forest agencies of the world's most forested countries (covering 70% of the world's forests) facilitated by RRI permits regular meetings to discuss critical issues, such as rights and tenure, confidentially. The informality and confidentiality are key components for successfully discussing controversial issues from a senior public position, without having to represent official public positions. MegaFlorestais complements the conventional international formal meetings convened by the UNFF and FAO, but is unique and adds important value by focusing on the tenure and governance issues and providing confidentiality for leaders to share experiences.

The fifth meeting of the MegaFlorestais group held in September 2010 in Beijing China was extremely effective and led to a variety of critical moments/changes in participating countries, including being invited to advise the Ministry of Forestry in Indonesia on forest tenure reform and how they might begin a reform process, being invited by the Ministry of Forestry Indonesia to establish contacts with the Brazilian Forest Service for a Ministerial mission to learn about Brazil's institutional framework for REDD. Based on the MegaFlorestais

meeting and the relationships established and the shared learning, the Ministry of Forestry of the DRC has also invited RRI to assist in advising their reform process.

Growing leadership and international connectivity in public forest agencies: This program seeks to develop the "next generation" of public forest agencies. To this end leaders in the larger forested countries encouraged RRI to create the "Global Issues in Governance of Natural Resources" seminar, the first of such seminars was co-organized with USFS in 2010. Leaders from China, Indonesia, DRC, Cameroon, Canada, Russia, Brazil, and USA attended the event. The interactive seminar received very strong positive feedback from participants, and there is strong demand from forest agency leaders to repeat them.

By providing access to cutting-edge thinking, and sharing experiences with peers from other countries, RRI improved the ability of these agencies to respond to these new challenges and opportunities. Feedback received from participants shows that the program contributed to the strategic thinking of the current and next generation of forest sector leaders in major forested countries; encouraged these key persons to be catalysts for innovative, effective reforms in their respective countries; and promoted improved information sharing and crosspollination of ideas among them.

Recognizing that Mexico's community forestry experience offers many lessons to well organized communities looking to harness the economic potential of the forests they manage, RRI facilitated an exchange for leaders of RRI Partner FECOFUN (and government representatives that could not attend due to visa problems). The visit to several of Mexico's community forestry operations in Oaxaca and Michoacán exposed FECOFUN leadership to the organizational and regulatory environments that have encouraged community forestry enterprises and the challenges the enterprises have faced to bring their products to market and stay competitive and their follow-on participation in a Government-World Bank exchange on the role of community forestry in Mexico's REDD strategies allowed them to more strategically think about their own proposals for REDD+ for Nepal.

In 2011, RRI aims to provide more assistance, capacity building and exchange between countries on these critical issues that become more complex and cross-cutting by the day.

Rethinking Regulations: International exchange in Montana: A field-based workshop on innovations in designing effective forest regulations, drawing on the success of Montana's Best Management Practices system and designed for practitioners in tropical forest countries, is organized on demand from forest agencies' leaders. In the 2010 workshop staff from Mexico's National Forestry Commission, the Brazilian Forest Service, Brazilian Institute of Environment and Renewable Natural Resources (IBAMA) and Instituto Chico Mendes de Conservação da Biodiversidade (ICMBio) were brought to Montana. The Ministry of Forestry, Indonesia has requested organization of similar workshop for their officers in 2011 and is bearing all costs of their participation.

***Influencing gender issues in Africa*:** While there is a keen interest among women's organizations to better network and understand opportunities and threats, and more interest in gender issues among policy-makers, there has not been a political platform or space for coordinating action within Central and West Africa or a vehicle for increasing capacity. RRI support for this is catalytic and allows for a more equitably delivery of the 2012 RRI Coalition goals.

Women are disfavored by customary and statutory property rights systems, yet are key to household and family incomes and livelihoods, particularly in situations of stress from climate change, droughts, flood or relocation, and in situations of civil conflict and post-conflict. Many of their livelihood activities are based on forest enterprise activities—collection and sale of non-timber forest products, small livestock rearing, or dependence on forest products for food, energy, medicines, and construction materials in times of hardship.

In May 2009, the Yaoundé conference purposely included a range of women leaders from Central West Africa, and during the week of deliberations in the RRI-hosted conference in Yaoundé, the women formed a new network, REFACOF, African Women's Network for Community Forests. RRI has supported REFACOF strengthening since its inception by including the members in appropriate events on tenure, rights, and/or climate change, and supporting meetings of all members to develop a stronger strategy, shared mandate and future work-plan. This in turn has led to a broadening of the coalition membership in countries of engagement, and strategic knowledge from other countries in the region.

REFACOF is currently composed of women leaders from Nigeria, Burundi, Democratic Republic of Congo, Central African Republic, Gabon, and Rwanda and is beginning to expand its influence. Its President is currently an Africa focal point for the CSAG in ITTO. REFACOF has spoken strategically in international meetings on forest governance, rights and climate change and its members have been active in shaping the country team plans where they are part of the planning teams. They have also taken advantage of events their individual organization host to have an exchange of knowledge and ideas by inviting another country member.

***Engaging multilateral institutions*:** Over the years RRI has attempted to influence various multilateral institutions to ensure their policies, programs and program implementation address the pervasive poverty in forest areas, support the rightsholders, focus on the underlying causes of deforestation, and they adhere to the highest international standards and safeguards. This is attempted through intense dialogues and specific instruments designed to influence them. In 2010, RRI focused particular attention to ITTO, UN-REDD, IDB, and World Bank Group. A brief assessment of activities and results of these engagements is provided here.

International Tropical Timber Organization (ITTO): ITTO is an important institution for RRI as Africa's timber exporting countries look to the ITTO for guidance on forest and timber trade policy. Civil Society Advisory Group (CSAG) is a network of civil society organization specifically devoted to influence ITTO policies and programs. RRI supports CSAG and has helped it achieve a broader mandate within ITTO structure. Major impacts of CSAG engagement with ITTO in 2010 consist of significant inputs to ITTO work-plans that include the gender program included in the 2010/11 biennial plan; allocating more than $700,000 on a series of studies and initiatives recommended by CSAG; official adoption of RRI tenure assessment in its publications. Building on the success of joint conferences organized by ITTO and RRI, ITTO has requested RRI to co-host the Regional Forest Tenure Conference in Indonesia in 2011.

UN-REDD: RRI has been active with UN-REDD program right from its inception and was successful in motivating them to engage with civil society through an Independent Advisory Group (IAG). Since then IAG and UN-REDD program have signed a memorandum of understanding that enables regular input into the deliberations of the Policy Board of UN-REDD program. Major areas of influence have been adoption of safeguard policies including FPIC, focusing attention on drivers of deforestation and induction of civil society members and observers into UN-REDD policy Board. In the words of independent monitor "The influence of RRI and the IAG is palpable in the language of the UN-REDD Programme Strategy, 2010-2015."

World Bank Group: Through its lending program to developing countries and more recently through the instruments of Forest Carbon Partnership Facility (FCPF), and Forest Investment Program (FIP) and private sector funding through International Finance Corporation the World Bank Group plays a major role in shaping forest policies, programs and investments in a number of countries. RRI has engaged very intensely with this group of institutions to ensure that their investments and policies support forest tenure reforms and adhere to established safeguards. Earlier in this report we have mentioned the important advocacy work by Partners on palm oil plantations in 2010 that resulted in the group-wide suspension of funding for new investments in the sector. In addition RRI Partners, Collaborators, and RRG regularly make presentations to the important meetings organized by the World Bank Group and invite their staff to participate in RRI events regularly. In 2010, RRI specifically organized a workshop on "Systems of Standards, Safeguards, and Recourse Mechanisms for Forests and Climate" to influence the policies and practice of the institutions of this group. Participants advanced their thinking on how to design systems of standards that during the REDD Readiness phase deal with: the real political economy of the forest sector, national versus Indigenous Peoples' sovereignty, fragmented funding realities, dealing with disconnects between disaster and emergency responses and longer-term social progress, and build on emerging lessons of applying safeguards and Strategic Environmental and Social Assessment (SESA).

1.24 Strengthen the Coalition.

In 2010, RRI improved and strengthened the Coalition in six major ways:

1. RRI completed the revision of the Memorandum of Understanding (MOU), rededicating Partners to the mission and foundation of RRI until 2015. The RRI Board of Directors unanimously approved the new

MOU, and refined the mission statement in June 2010. Nine Partners signed on, with IUCN and CIFOR changing their status from Partners to Collaborators.

2. The Coalition began a process of revision of the Institutional Business Arrangements (IBA) associated with the Coalition Partners. At the November Board Meeting, the Board reviewed the updated IBA, which had been revised to incorporate agreed MOU texts and the Partner proposals. Partners proposed revising the existing text collaboratively in the coming month, prior to providing updated texts to the Board in January 2011 (Partner-amended IBA was unanimously adopted at the January 2011 Board meeting).

3. Increased participation of Partners in identifying and implementing the Global Programs in 2010; enriching the program through greater input and ownership of the activities decided upon at the meeting.

4. RRI hosted a Coalition-wide Communications Workshop in Washington, DC in November 2010, and a Regional Communications Exchange in Africa in October 2010. These efforts brought in new points of contact and coordination between Partner organizations themselves and RRG communications staff, fostered a cross-cultural learning process and set the stage for increasing the professionalization of a shared communications strategy.

5. RRG led the design and implementation of the internal monitoring and evaluation (M&E) system incorporating it into the Strategic Analysis and Planning process across all country, regional and global planning meetings, and reported on the overall Strategic Outcomes with full reports on the milestones benchmarked for the period from 2008-2010.

6. RRG significantly improved the quality, interactive capacity and visual display of website as a tool for Coalition use and projection to external users through improved visual representation of RRI work across the globe, including links to all Partner organizations sites and posting of their key documents, redesign and deployment of the regional web pages with materials in appropriate languages.

As mentioned, in 2010 RRG concluded the design and piloting of their internal monitoring and evaluation system as an integral part of its strategic analysis and planning process. RRG hired an experienced consultant to carry out the refinement of RRI's existing monitoring practices and enhance the learning potential and quality of the reporting for collective self assessment of outcomes that now for part of the M&E system. The consultant then conducted the independent monitoring and evaluation of the RRI program, validating the self assessment at all levels of the coalition work. Four major components of that work are now in place:

a) The refinement of the logical framework of the Framework Proposal
b) A more systematic and reflective self-evaluation by the planning teams of the work done at the program levels (country, region and global) with written reports
c) The tracking and reporting on overall strategic outcomes for the five year framework period.
d) The independent monitoring and evaluation of the implementation of the coalition's activities on an annual basis by an independent consultant
e) The elaboration of impact stories based partially on the information generated from the M&E system and partially from on-the-ground stories provided by partners, collaborators or others

In 2010, the Independent Monitor validated the RRI internal monitoring of outcomes (through country visits, participation in events, key interviews, etc.); conducted the independent monitoring and evaluation of the effectiveness of the implementation of the 2010 work plan and outcomes; monitored RRI response to recommendations from the Independent Monitor's report from 2009; and prepared an independent evaluation that both informs the Coalition's development throughout the year and assesses its progress in reaching long-term goals.

1.3 Strategic Response Mechanism

The Strategic Response Mechanism (SRM) provides an amount of funding tailored to the specific situation, evaluated and approved through a simple process by RRG and the Executive Committee, and monitored at a level tailored to the timing and scale of the intervention. Nine proposals were supported through this mechanism for a total of US$442,739 in 2010, more than doubling the number of these flexible, strategic efforts over the previous year, and quadrupling the amount of funds dispersed. Greater financial certainty and the increase in the level of funding over the year, as well as RRI´s extended knowledge of ongoing processes in and outside of program countries, allowed the SRM make more contributions to advancing RRI's agenda in 2010. Allocations were made for three sets or types of SRMs.

I. The first set of SRMs provided support to local organizations to advocate for their perspectives and proposals to be considered regarding changes to crucial, specific laws or national policies pending approval in a short time frame. The contracted organizations were well positioned to work with or influence governmental processes during a short window of opportunity, to advance tenure rights and community forestry at the national level.

Projects to influence key legislation included:

1. **Nepal:** Technical Support to Government of Nepal, National Planning Commission and Ministry of Forests and Soil Conservation for Developing an Approach Paper and New Forest Sector Strategy 2010
   March 2010 – August 2010 (extended to July 2011)
   Funding from RRI: US$49,800

   RRI supported the organization Federation of Community Forestry Users, Nepal (FECOFUN) in their contributions to the multi-sectoral planning process to coordinate the development of a new forest sector strategy through expert review and consultative processes with a range of civil society and government stakeholders. The new forest sector strategy, originally intended for implementation by the National Planning Commission from July 2010 onward, was stalled due to the political vacuum and proposed weakening of forest laws that uphold community rights over natural resources. The formation of a new national government in early 2011 has provided FECOFUN with a renewed opportunity to intervene, and the activity has thus been extended until July 2011.

2. **Ghana**: Civil Society Advocacy for Resource Rights Reform in Public Review of Ghana's Constitution
   July 2010 – December 2010
   Funding from RRI: US$50,000

   Civic Response (CR), Partner of RRI, sought support for the NGO movement in Ghana to influence the Presidential Commission assigned to amend the Ghana Constitution to strengthen natural resource tenure and governance. CR worked to strengthen networking across the progressive natural resources rights advocacy community; build consensus within this community on the policy and institutional obstacles to the realization of natural resource rights in Ghana; inform public debate on Ghana's constitution and natural resources; and campaign for amendments to the Constitution that strengthen community and public rights over natural resources in Ghana.

3. **Democratic Republic of the Congo**: Advocacy for Participatory Mapping as a Prerequisite to Land Allocations
   July 2010 – December 2010
   Funding from RRI: US$49,687

   RRI supported the organization Réseau Ressources Naturelles (RRN) to advocate for community rights mapping as a prerequisite to any decision regarding land allocations in DRC. The project is demonstrating the importance and feasibility of community rights mapping as a source of

information and support for recognizing community rights, in the context of government moves toward a 'macro-zoning' system during ongoing forest law reforms. It has tested a methodology for rights mapping among forest communities, and produced a technical report on this mapping approach and its feasibility to be delivered to the National Committee on Piloting Forest Zoning (CNPZ) and shared with various donors and partners of the Congolese state.

4. **China**: Second Round of Survey and Analyses on China's Collective Forest Tenure Reform
   October 2010 – March 2011
   Funding from RRI: US$48,723

   RRI supported Peking University to begin the process of conducting a follow on survey to the national level research of the implementation of collective forest reform. This grant supported the updating of the survey design, piloting in one province, and leveraging additional funds for extending the research to the other eight. Activities implemented since September 2010 include intensive brainstorming and identification of major analytical themes, revision of survey questionnaires, and negotiations to ensure formal support from the State Forest Administration for the survey process and future application of results into state policy reform. Full government support will be ensured upon the signing of an agreement with SFA in February 2011, and formal survey activities are expected to begin soon after.

II. The second set of SRMs responded to the need to include the participation and consultation of community and indigenous organizations in key upcoming national and global level reforms or meetings that directly affect their rights to land and resources. The contracted organizations increase the knowledge base and quickly built capacity among the communities on the processes underway, their rights to consultation in these processes, and immediate actions needed to ensure their rights are respected and considerations taken into account.

Projects to guarantee time-bound participation or consultation include:

5. **Peru**: Workshop on the Rights of Indigenous Peoples to Consultation and Proposals for Immediate Implementation of Newly Approved Consultation Law in Peru
   August 2010 – October 2010
   Funding from RRI: US$25,614

   RRI supported the organization Instituto del Bien Comun (IBC) to organize a forum for constructive analysis on how to develop the prior informed consent process with indigenous communities as part of the new Peruvian Consultation Law. Through a workshop with 37 indigenous leaders and other indigenous participants, IBC worked to identify and understand the challenges the consultation process implies for the indigenous communities and with them, constructed a proposal for the implementation of the Law which was submitted to the President of the National Congress.

6. **West Papua, Indonesia**: Coordinated Action on Meruake Integrated Food and Energy Estates Plantations on Indigenous Lands
   October 2010 – September 2011
   Funding from RRI: US$85,765

   RRI supported Forest Peoples Program (FPP) to inform communities of their rights and the threats that they face, helping them to organize, coordinate, and have a voice in the Meruake Integrated Food and Energy Estates plan to establish 1.28 million hectares of plantations on the lands of Indigenous Peoples and subsequent policies. The project is helping to asses legal options for spatial planning rights available to the communities to assert their rights over their agricultural land and raise awareness about the situation in the national arena through publications and press work.

7. **Cancun, Mexico (COP16)**: Coordinating Effectively the Global Actions of Indigenous Peoples in Cancún to Ensure that the Rights and Tenure Language Remains in the Cancún Outcomes"
   November 2010 – February 2011

Funding from RRI: US$47,000

RRI supported the organization Tebtebba to ensure the continued strength of the significant global policy advocacy work done by Tebtebba and other indigenous groups in influencing the climate change negotiation under the UNFCCC to secure the rights of indigenous people and local communities. Tebtebba and its collaborators achieved inclusion of indigenous rights in the final outcome document from the COP-16 meeting in Cancún by working with indigenous peoples in three major types of lead-up activities: a) pressure on negotiators; b) active involvement in activities outside official conference halls and in coordination with social movements, and c) active involvement in official government delegations, specifically closed negotiations. Tebtebba also coordinated and provided financing to ensure the participation of 10 indigenous representatives on official delegations – quite possibly a historic milestone for Indigenous Peoples in global governance.

8. **Colombia**: Strengthening Indigenous and Afro-descendant Community Leaders to Influence the Preparation Process for the Colombian R-PP Submission to the FCPF
December 2010 – July 2011
Funding from RRI: US$37,400

RRI supported the organization Instituto Latinoamericano para una Sociedad y un Derecho Alternativos (ILSA) to increase indigenous and afro-descendant community knowledge and influence, those specifically from the Chocó region of the Colombia's Pacific coast, for the preparation of the R-PP document submission from Colombia to the World Bank. ILSA has carried out one of two workshops to form a group of indigenous and afro-descendant leaders and include their inputs in the R-PP process, provide information about the document submitted by Colombia to the World Bank's Forest Carbon Partnership Facility in January, and prepare for comments from the World Bank to be returned in March-April 2011.

III. The third type of SRM contributed directly to the advancement of tenure recognition in one country (Peru) through support for actions to register, title, and/or secure land rights to territories for forest and indigenous communities before the deadline for passing of laws that would inhibit further recognition of land claims. The contracted organizations represent communities and have the knowledge, as well as the legal capacity to facilitate these processes before pending changes in national laws negatively affecting the possibility for tenure rights are passed or approved.

Project for direct advancement of tenure rights included:

9. **Peru**: Securing Indigenous Territories in the Peruvian Amazon
November 2010 – July 2011
Funding from RRI: US$48,750

RRI supported the organization Asociacion Interetnica de Desarrollo de la Selva Peruana (AIDESEP) to implement measures at the local, regional, and national levels to safeguard and consolidate indigenous territory rights in Peru as a response to the ongoing forestry sector reform. AIDESEP is providing technical and legal support to indigenous communities across the country in their efforts to take the initial steps necessary in the titling process for their lands before the proposed Forestry Law is approved, thus prohibiting the acceptance of further claims. Their lands and livelihoods are in regions vulnerable to State concessions to industry, infrastructure, and conservation projects.

II. RRI Summary Report: Key Outcomes and Products in 2010

Table 1: Key outcomes and Products in 2010

Summary Report on RRI Activities in 2010	
Overarching Goals for 2010	**Overarching Accomplishments in 2010**
1) Consolidate/strengthen work at country and regional level: stronger systems and collaboration, greater impact. 2) Influence climate change strategies and policies at the country level to ensure that rights, tenure and governance concerns are adequately addressed in the majority of RRI countries. 3) Strengthen our advocacy and broaden our impact by engaging new constituencies at regional, global and national levels. 4) Strengthening the Coalition.	1) Yes. We expanded impact and the scope of action in existing countries, expanded the number of countries in which we work, dramatically increased the number of Collaborators with whom we engage, increased the number and depth of collaboration between Partners, and improved our planning process by better evaluating past efforts and impacts, focusing on strategic outcomes and improving the political analysis of threats and opportunities. *2)* In part, with strong influence at the global & regional levels (e.g. via the Global and Regional Dialogues, influence on UN REDD, FCPF), strong influence on REDD policy and plans in 2-3 countries; and strengthened position of local actors to engage in the climate change and forest policy debates in all countries. *(This goal statement was somewhat misguided as most RRI countries did not develop climate change policies in 2010, rather made plans to prepare them.)* 3) Yes. We expanded advocacy efforts (via new, proactive communications including Tenure Trends) and increased outreach to external audiences, earning new allies and among internal regional, development, and private organizations involved in forests and climate change. 4) Yes, with more to do. In 2010, the coalition reviewed and adopted a new MOU, revised the IBA, strengthened communications and collaboration between Partners, expanded the coalition, hosted a Coalition-wide communications meeting, increased Partner input in Global Programs planning, and integrated an outcome-oriented monitoring and evaluation system into our strategic planning system from the country to global level.

Priority Objectives Identified in 2009 for 2010	**Key Outcomes/Indicators of Achievement achieved in 2010**	**Key Products of 2010**
Strategic Global Analysis & Action		
• 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 decision-makers and thinkers on forests and climate have increasingly asserted the fundamental role that tenure, participation, safeguards, and governance play in achieving REDD+ goals,** especially key governments (Norway, United States REDD+ strategy eg), partnerships (REDD+ Partnership) funds (UNREDD, CBFF, and FCPF) and new allies (eg, legal firms like Norton Rose LLP). • **National forest authority leaders demonstrated increased understanding of the need to address forest tenure to achieve national development and climate goals** as lessons from RRI global events (MegaFlorestais, RRI Global dialogues) linked to RRI	• Held **3 global RRI Dialogues** on Forests, Governance and Climate Change in London and Washington, D.C., contributing RRI's analysis to REDD narrative and **2 smaller discussions** with key actors on REDD+ and rights. • Co-organized **3 regional RRI Dialogues** on Forests, Governance and Climate Change in Nepal, El Salvador and Ethiopia.

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 than can contribute to RRI advocacy and pro-poor policy decisions. • New strategic analyses disseminated to key civil society, government and international institutions helps ensure that their REDD policy design and implementation supports the rights of Indigenous Peoples and Local Communities	regional activities (RRI Regional Dialogues in Addis Ababa, San Salvador and Kathmandu). • **Direct technical support in Liberia, Nepal and DRC** provided governments and civil society with new analyses of the information bases guiding the development of REDD programs and the implementation of laws that provide opportunities for securing community tenure rights. • **RRI continued and expanded monitoring** of global forest tenure dynamics to include statutory analysis of the bundle of rights in 15 countries with community tenure regimes. RRI's data is increasingly cited points of reference for leading research and analysis on forest governance and climate change • **Catalyzed new, forward looking thinking** on issues critical to addressing forest-climate linkages improved the understanding of the larger context in which REDD is unfolding, and provided a more realistic view of REDD implementation through analyses of the limits of the opportunity cost approach, REDD+ and agriculture, identifying drivers of deforestation and the conditions for restoring degraded lands.	• Published **9 analytical reports and briefs,** and contributed **2 chapters** to publications on rights and climate by Transparency International and the World Bank. • Produced **inaugural RRI annual report** of developments in community rights to forests, in 3 languages. • Published and disseminated **3 editions of *Tenure Trends*** analyses of current research on rights and forests. • Provided demand-driven **technical assistance to governments and civil society in 4 countries: DRC, Guatemala, Liberia, and Nepal.** • Compiled dataset on depth of statutory tenure rights in **15 countries.** • **Forest tenure data for 40 countries** available to public online.
Country and Regional Initiatives		

• Demonstrable steps towards improving legal and policy reform implementation in majority of Tier 1 countries, and significant progress in all Tier 1 and Tier 2
  • *Country teams of Partners and Collaborators operate effectively, and strategically engage in climate change initiatives to advance reforms;*
  • *Country teams initiate/strengthen links to strategic networks and new/ constituencies at all levels*
• The selected, strategic activities at the regional level catalyze and build momentum for reforms in Tier 2 countries and across region
	Africa
	• Cameroon: The RRI coalition is better equipped for advocacy: consultations and awareness raising activities with local communities, indigenous peoples, and women in the different ecological regions were conducted. Legal analyses are carried out assessing local communities' collective rights. Participatory community rights mapping was done in forest management units, protected areas, mining zones, and state forest reserves. A gender analysis of women and tenure rights in forest and land laws/policies and policy recommendations were finished.
	• Liberia: Acceptance of a legal framework that is designed to approve operations for pitsawyers. Commitment to Implementation of the 2006 Forest Law, its regulations and a new Community Rights Law established a mandate for communities to be involved in the forest sector and in its political and administrative processes. Formation of a strong legislative caucus with plans to build a pro-rights block in both lower and upper houses of parliament. Women's groups organized and starting to advocate for recognition of their tenure rights in forest legislation and regulations.
	• Mali: Government sectors and parliamentarians are engaged to ensure political backing for the effective transfer of power and legal recognition of local conventions, with the National Council of Peasants Organizations now playing a key facilitating role. Women´s networks have deepened their knowledge on their tenure rights to land and forestry.
	• Burkina Faso: The "tenure champions", or civil society actors engaged with land or forest tenure issues are mapped and mobilized to coordinate and consolidate advocacy actions for community rights. A gender analysis of forest laws and policies is done with clear recommendations for the recognition of gender and tenure in climate change mitigation and adaptation strategies.
	• Ghana: Civil society actors are more effectively engaged with REDD processes and the VPA implementation program to advance rights and governance reforms. A strong coalition of networks led a well organized campaign and influenced the Presidential Commission assigned to amend the Ghana Constitution to strengthen natural resource tenure and governance.	

	• Regional: The regional dialogue on Forests, Governance and Climate Change held in Addis in October 2010 fostered new links with the Land Policy Initiative (LPI), the United Nations Economic Commission for Africa (UNECA), high-level members of government, and parliamentarians. RRI generated critical inputs for consideration by the Africa Development Forum (ADF) on the tenure and rights dimension of climate change adaptation and mitigation. The African women's network for community management of forests (REFACOF) is better defined and positioned to advocate for equitable tenure reforms, and recognition of women's rights. **Asia** • Nepal: Recognition of local rights/sustainable NRM use and national community-based networks in draft Constitution exists. Limited progress also achieved regarding community rights in REDD, NAPA and CDM, and in decreasing government support for conservation agenda in Protected Area framework. • China: Conference on Forest Tenure and Regulatory Reforms acknowledged progress to date but also highlighted remaining need to engage in state reform for full realization of forest tenure, human and property rights through revisions to legal framework, redress mechanisms and regulatory takings. • Lao PDR: Exchange visit of Laotian delegation to China led to increased understanding and learning of forest tenure and rights. Opportunity exists to develop similar reforms within Lao pending additional shared learning opportunities. • Indonesia: Ministry of Forestry recognizes need for greater indigenous and community rights through legal reforms. FPP and collaborators initiated dialogue on palm oil and climate change issues bringing together stakeholders from both private sector and civil society. • India: New analysis on effectiveness of implementation of 2006 Forest Rights Act strengthened local and international stakeholders' understanding of statewide reforms and national issues. • Regional Tenure Conference established connections between national- and local-level stakeholders and opportunity for experience sharing on forest tenure reform and implementation. **Latin America** • Bolivia: Lowland indigenous organizations bolstered negotiation capacity, opened space for and participated in governmental decision-making at the governmental on key legislation related to territorial rights, representation and natural resource management. Collaborators repositioned advocacy efforts to have greater influence on lawmaking, and improved pathways of support to indigenous and *campesino* organizations to help claim and defend collective rights. • Guatemala: A critical mass of civil society and grassroots organizations was established and legitimized that allowed for initial modifications of the National Registry of Cadastral Information (RIC) proposal for communal lands, by the government and World Bank. • Regional: RRI extended its reach across the Amazon basin to leading indigenous, afro-descendant, and extractivist organizations, initiating a common platform of work in defense of tenure gains in the region; and, laid groundwork for better understanding of territorial governance and strategies for recognition of autonomy. REDD learning processes informed key forest-based organizations (including indigenous) and provided analysis for opportunities and diminished divisions among groups.	
Networking Support		
• Existing networks strengthened and strong linkages established with	• **MegaFlorestais 2010**, hosted by China, built on 5 years of annual meetings by leaders of public agencies from the world's largest forest	• Engaged with present and emerging leaders of forest agencies at **3**

emerging networks, particularly of communities	countries with renewed vigor and commitment to the intersections between tenure, governance and the work of forest agencies. The first convening on **Global Issues in Governance** exposed and connected emerging "next generation" leaders from MegaFlorestais agencies to tenure, governance & rights issues relevant to their work. • **ITTO CSAG:** New community leadership from Asia and Africa influenced design of the ITTO Thematic Programs and increased funding to communities, advocated gender and community based enterprise to the ITTO, and garnered support for the Asia regional tenure conference (Indonesia). • **Independent Advisory Group on Forests, Rights and Climate Changed** exposed the UNREDD Board to key strategic issues and frameworks related to safeguards, governance and tenure • RRI's support and facilitation of the **Nepali visit to Mexico** in April 2010 exposed national leaders to successful examples of community forestry and strong local governance and prepared them for participation in a World Bank/Government of Mexico seminar on lessons from Mexico's community forestry experiences widening potential options for Nepali forest communities. • **REFACOF** established a network and fostered the mainstreaming of gender in planning programming throughout Africa.	**international workshops.** • Brought community voices to **3 international events.** *[ie ITTO, GACF at COP, CEESP]* • Led **1 week-long exchange** in Mexico experience for five Nepali community forest managers. • IAG presented in **both UNREDD Policy Board meetings** in 2010, and advised on research and policy questions. • Supported civil society networking in **all 3 regions.**
Communications and Outreach		
• Coalition wide communications strategy is created and adopted by Partners • Communications capacity of Collaborators and other strategic local actors is developed • A more streamlined and cost-effective line of production is established for strategic analysis and communication products. • Audience-tailored outreach familiarizes non-forestry actors with key RRI messages and analysis. • RRI becomes the premiere, trusted global source for forest tenure policy and reform analysis	• **Presented tenure rights perspective** to conservation, climate, UN, community-level, government representatives, leaders of forest agencies and various other policy-engaged audiences. • **New narratives and analyses translated to/from several key languages** including English, Spanish, French, Indonesian, Chinese, and Portuguese. • **RRI strategic analysis outputs have been recognized and covered as insightful and credible** by Associated Press, Agence France-Presse, Reuters, BBC, Economist, The Guardian, Mongabay.com, Helsingin Sanomat, BBC Brazil, Chatham House, and Voice of America • **Engaged U.S Government and development organizations**, including Oxfam, CARE, and the Open Society Institute in conversations around REDD and RRI's work plan in Asia. • **Frequently updated** English, French and Spanish RRI websites and news products continue to establish RRI as hub for knowledge on forest tenure/policy reform • **Hosted first Coalition-wide Communications Meeting** in November (DC), and the first regional Communications Exchange in October in Ghana	• **RRI Tenure rights perspective shared** through **30+** presentations with diverse audiences including the government of Indonesia, USAID, Haiti reconstruction stakeholders, UNREDD, university students, IDB, World Bank, MegaFlorestais, and participants of the RRI Global and Regional Dialogues, • **RRI strategic analysis outputs** include **6** short policy briefs**, 27** full reports**,** 1 annual report (translated into three languages) and **frequently updated** online analysis • **12 translated publications disseminated** to key meetings/audiences around the world • **RRI strategic analysis acknowledged and/or quoted** in **80+ earned media stories** across **17 countries** in **7 languages**, many focused on the End of the Hinterland report , RRI Dialogue series, and Stora Enso report. Sources

		covering RRI work included the New York Times, the Guardian, the Economist, Der Speigel, BBC, Reuters, and Mongabay.com. • Quarterly email update reached 2500+ readers in 3 languages (**33% increase over 2009**); Website: 3700 + visits per month from 189 countries (**11% increase over 2009**) and Tenure Trends reached 2500+ readers in 3 languages (**20% increase over 2009**)
Coordination/Operations		
• Internal and External Monitoring and Evaluation systems established and adopted by Partners. • More advanced accounting system established to meet requirements for documentation, accountability, transparency and improved management decisions.	• **Effective RRI Governance and Planning meetings held** • **Second RRI Global Programs Planning meeting** held in November (DC) • **Strengthened country and regional** planning process for the Coalition • **Refined internal monitoring and evaluation** to include four major components : a) A logical framework stating Coalition's overall strategic goals and outcomes across country, regional and global programs. b) A systematic self-evaluation by the planning teams of the work done at the program levels (country, region and global) c) Independent monitoring and evaluation of the coalition's activities on an annual basis by an independent consultant. d) Elaboration of impact stories based partially on the information generated from the Monitoring and Evaluation system and partially from on-the-ground stories provided by Partners, Collaborators or others. • **Design of new accounting system completed** to allow incorporate structure for improved management of Thematic Area, Objective, and Donor Requirements and migration of historical data in progress. • **Additional human resources devoted to accelerating contracting process**, positioned for more efficient contracting in 2011.	• **3 Board Meetings held** in January (MD), May (DC) and November (DC) • **Second Global Program Planning Meeting** held in Washington, DC • **146 -** Number of new contracts/agreements in 2010 (**72% increase over 2009**) • **195 –** Total number of agreements/contracts managed in 2010 (**63% increase over 2009**) • **$5,111,200 USD –** Total amount fundraised in 2010.

III. State of RRI in 2010

3.1 Performance of the Coalition in 2010

For RRI, 2011 marks the Coalition's fifth year anniversary, and began with its largest global governance meetings in January at Osprey Point Conference Center near Washington D.C. – where we conducted our Board, Partner and Donor meetings and reviewed and approved our plans and budgets for the year. The spirit, conduct and content of the meetings were a testimony to the new vibrancy of the coalition and the reaffirmation of our ´way of working´ over 2010 and were evidenced in the following: 1) the session dedicated to collective strategic analysis of the global situation was strongly reaffirmed as a key founding logic, added value of the coalition and a source of its distinction among other organizations; 2) the addition of three new Partners and two new Board members brought added breadth and depth to the Coalition´s global reach and internal governance capacity; 3) the annual plans and budgets contained an ambitious yet realistic set of complementary and strategic interventions – under the restraint of a smaller amount of funding, yet, for the first time already secured from the beginning of the year. 4) The level of engagement and capacity for strategic planning improved over the course of 2010, resulting in a proposed program for 2011 exceeding the budget limits, where commitments for Partner –led fundraising or contributions to cover the difference were designed and incorporated into the year´s plans, demonstrating unprecedented levels of collaboration and buy-in of Partners and Collaborators at the country and regional levels.

The January 2011 meetings also brought a closure to the successful renegotiation of RRI's MOU and adjustment of the IBA, a collective accomplishment of significance for a global coalition of this nature. The change in Coalition status of two founding member organizations - from Partners to Collaborators - led them to more 'specific interest' driven participation in the Coalition's program. At the same time, the demand for new organizations to join as Partners the Coalition was met through the inclusion of three new organizations that strengthen its reach to include representation of Indigenous Peoples (Tebtebba), globally recognized and relevant research capacity (IFRI), and regional policy research and advocacy (PRISMA). Two new members of the Board were recruited, successfully addressing the Board´s requirement of majority of independent members and gender balance, while at the same time bringing seasoned regional expertise from Africa and Asia.

Over the course of 2010, funding levels reached a 'high water mark' due to new funding sources coming on-stream, favorable exchange rates and some carryover funds from 2009. With this substantial increase in our overall budget, the coalition came together and delivered the majority of its overarching goals for 2010: 1) playing a key role in advancing tenure and rights in a majority of Tier 1 countries; 2) consolidating the strategic planning, with the incorporation of a formal internal monitoring and evaluation system and collaborative delivery of program at all levels; 3) working 'smarter' by improving strategic, outcome-based plans in each country, at the regional and global level, and; 4) effectively engaging in and influencing climate change initiatives – in particular playing a key role in global convenings – that together with Partner and collaborator participation, continued to keep tenure and governance at the center of debates over REDD.

In 2010, the Strategic Response Mechanism was fully deployed as it was designed, demonstrating the importance of RRIs capacity for flexible, highly focused interventions in moments where local or global deliberations regarding tenure and rights issues need crucial support and the organizations involved in these struggles are in need of this type of support, in order to seize the moment of opportunity. As presented above, the SRMs constituted a significant level of engagement (9 actions for a total of $442,739) for the year, and increase the range of countries for RRI operation.

Finally, the design and incorporation of an internal monitoring system into the strategic planning process was successfully completed in time to be utilized as input for the third independent monitoring and evaluation of RRI performance and impacts. Country level monitoring enhanced the planning team's capacity to critique and correct the course of their work, building a stronger sense of added-value, while global level monitoring and reflection helped to adjust and balance projections for staff efforts and Partner engagement for the coming year. The Independent Monitor found that RRI was meeting or exceeding its programmatic priorities and had continued to sustain its role as an influential institution in the global forestry arena, with a notable increase in the prestige and convening power regarding key issues related to forests, governance and climate change. The

level of financial support for the Coalition is another indicator of its performance. In 2009, the total budget for RRI activities was $4.5 million USD and in 2010 it increased to $7.268 million. This growth reflects a steady confidence in ability of RRI to perform, and perform efficiently as well as administer and account for its funds.

3.2 Composition and Governance of the Coalition

As of December 31, 2010 there were 13 Partner organizations in the Rights and Resources Initiative (see table 2 below).Three organizations joined the Coalition in 2010: Tebtebba Foundation, IFRI (International Forestry Resources and Institutions), and PRISMA (Salvadoran Research Program on Environment and Development), and two Partners reverted to Collaborator status: CIFOR (Center for International Forestry Research) and IUCN (World Conservation Union). There were also over 80 formal Collaborators – NGOs, federation of forest user groups, associations of community organizations, policy research and training organizations and international development and research organization from 20 countries that collaborated with Partners on RRI activities in the country and regional programs.

Table 2: RRI Partners in 2010

PARTNER NAME	LOCATION	PARTNER SINCE
RECOFTC – THE CENTER FOR PEOPLE AND FORESTS	BANGKOK, THAILAND	2005
FOREST TRENDS	WASHINGTON, DC, USA	2005
ACICAFOC – CENTRAL AMERICAN INDIGENOUS AND PEASANT COORDINATION ASSOCIATION FOR COMMUNITY AGROFORESTRY	SAN JOSÉ, COSTA RICA	2005
FPCD – FOUNDATION FOR PEOPLE AND COMMUNITY DEVELOPMENT	PORT MORESBY, PAPUA NEW GUINEA	2005
FOREST PEOPLES PROGRAMME	MORETON-IN-MARSH, UNITED KINGDOM	2006
INTERCOOPERATION	BERNE, SWITZERLAND	2006
ICRAF – WORLD AGROFORESTRY CENTER	NAIROBI, KENYA	2006
CIVIC RESPONSE	ACCRA, GHANA	2007
FEDERATION OF COMMUNITY FOREST USERS, NEPAL (FECOFUN)	KATHMANDU, NEPAL	2008
SAMDHANA INSTITUTE	INDONESIA, PHILIPPINES	2009
TEBTEBBA	BAGUIO CITY, PHILIPPINES	2010
PRISMA (SALVADORIAN RESEARCH PROGRAM ON DEVELOPMENT AND ENVIRONMENT)	SAN SALVADOR, EL SALVADOR	2010

IFRI (INTERNATIONAL FORESTRY RESOURCES AND INSTITUTIONS)	ANN ARBOR, MICHIGAN, USA	2010

Governance of the coalition was strengthened in 2010, with effective guidance from the Board of Directors and the creation of complementary internal governance structures, such as the Governance Committee. The Board ensures that RRG and RRI adhere to "best practice" governance for the non-profit sector: achieved a clean and on-time financial audit for 2009; recruited, screened and approved the addition of 3 new Partners; finalized the formal review of the MOU; executed its plan of increasing representation on the Board by asking the governance committee to vet potential candidates for 2 independent positions on the Board (decision was taken in January 2011 and Jean Aden and James Murombedzi will officially join the RRG Board of Directors in May 2011); rotated Board membership and leadership per the agreed rotation schedule with John Hudson, formally Senior Forest Advisor at DFID, becoming Chair in May; and regularly reviewed the performance of the Coordinator of RRI/President of RRG.

Table 3: RRG Board of Directors

MEMBER NAME	ORGANIZATION	LOCATION
JOHN HUDSON, CHAIR	INTERNATIONAL FORESTRY EXPERT	UNITED KINGDOM
KYERETWIE OPOKU, SECRETARY	CIVIC RESPONSE	GHANA
DON G. ROBERTS, TREASURER	CIBC WORLD MARKETS	CANADA
GHAN SHYAM PANDEY, EXECUTIVE COMMITTEE MEMBER	GLOBAL ALLIANCE OF COMMUNITY FORESTY	NEPAL
DORIS CAPISTRANO	SOUTHEST ASIA REGIONAL CENTER FOR GRADUATE STUDY & RESEARCH IN AGRICULTURE	PHILIPPINES
ALBERTO CHINCHILLA	ACICAFOC	COSTA RICA
YAM MALLA	RECOFTC	THAILAND
VICTORIA TAULI-CORPUZ	TEBTEBBA FOUNDATION	PHILIPPINES
JAMES MUROMBEDZI	UN ENVIRONMENT PROGRAMME/UN DEVELOPMENT PROGRAMME	LIBERIA
JEAN ADEN	OVERSEAS PRIVATE INVESTMENT CORPORATION	UNITED STATES
ANDY WHITE	RIGHTS AND RESOURCES GROUP	UNITED STATES

In 2010, Partners and the Board met in and near Washington DC for all three governance meetings: at Osprey Point, MD for the annual RRI Governance Meeting in January 2011, at the RRG office in May 2010, and at The River Inn in downtown DC in November 2010. In addition to the country- and regional-level strategic planning meetings, the Coalition held both its second Global Programs planning meeting and first Coalition-wide

Communications workshop in November. During each of these meeting, Partners held their own separate meetings to allow opportunities for Partner representatives to identify and discuss Coalition issues and make recommendations to the Board of Directors.

3.3 State of RRG in 2010

RRG is responsible for three program areas, plus the overall coordination and administration of the RRI. The three program areas are: Strategic Analysis, Networking Support, and Communications and Outreach, and the performance of all in 2010 are described earlier in the report. This section focuses on the organization, program coordination, internal staffing and administrative functions of RRG.

Figure 1, below, displays the overall annual expenditures of RRI[1] and the number of RRG staff between 2006 and 2011. In this period the annual expenditures have grown roughly seven times, from 1.2 to 8.3 million[2] and the number of RRG staff has increased by two-and-a-half times, from 7 to 19 regular staff. Because roughly 60% of all funds that come into RRG are subsequently disbursed to Partners and Collaborators (Figure 2), the work entailed in administering these funds has increased dramatically as well, shown in the second figure below. Figure 3 shows that the number of contracts administered increased from 29 in 2006 to 142 in 2010, and we estimate approximately 150 new agreements in 2011. Since a substantial portion of contracts initiated in one year continue to the next (approximately 30%), the total number of contracts under management in 2011 is estimated to reach about 180.

These three tables demonstrate both a high level of productivity, and increasing efficiency of RRG's administrative and program coordination abilities—as well as the risk of overwork, poor performance and burn-out unless managed appropriately.

To increase our administrative and financial management capacity, we are recruiting a Manager of Contracts and Finance to ensure rapid and responsive contracting of newly approved activities, while continuing to maintain the highest levels of accountability and transparency. We have hired a new Manager of Communications and Coordination Manager, Jenna DiPaolo, to support RRI Coordinator Andy White in coordinating the Initiative. The Management of RRG has been also been reorganized, to ensure more focused management of individual programs and functions of the organization.

In 2011 RRG plans to take additional steps to increase its capacity, productivity, and efficiency, to adequately manage RRI's growth, improve responsiveness to donors, and increase RRG's support to RRI Partners and Collaborators. This includes implementation of a more robust, flexible, and automated accounting system, which has been in the design process the latter half of 2010 into Spring of 2011.

[1] Annual expenditures include all RRG expenditures from the 2010 budget, plus the expenditures of the RRI Partners and Collaborators as reported for the period January 1, 2010 – December 31, 2010. These include only those expenditures incurred in 2010 for Partner and Collaborator-implemented activities budgeted in 2010 that continue into the first months of 2011, plus expenditures for Partner and Collaborator-implemented activities budgeted in previous years that continued into 2010.

[2] Board approved budget for 2011 is $6.84 million. Projected annual expenditures for 2011 include the portion of Partner and Collaborator-implemented activities that were budgeted in 2010, but are continuing implementation into 2011.

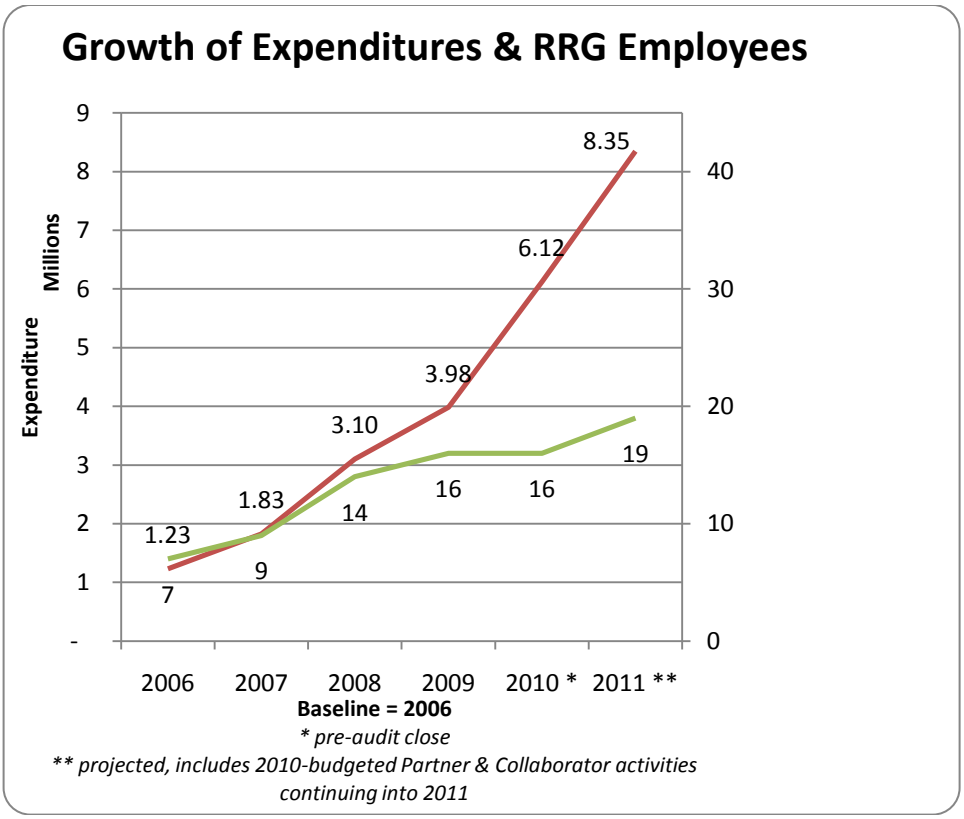

Figure 1

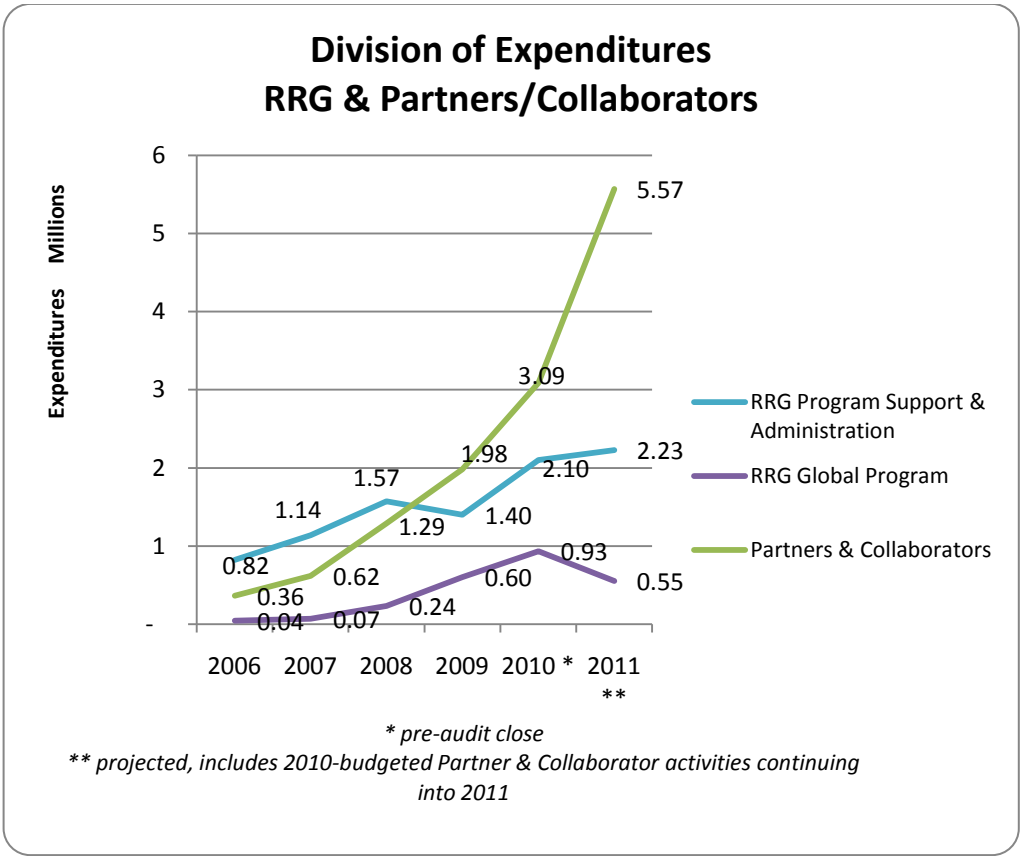

Figure 2

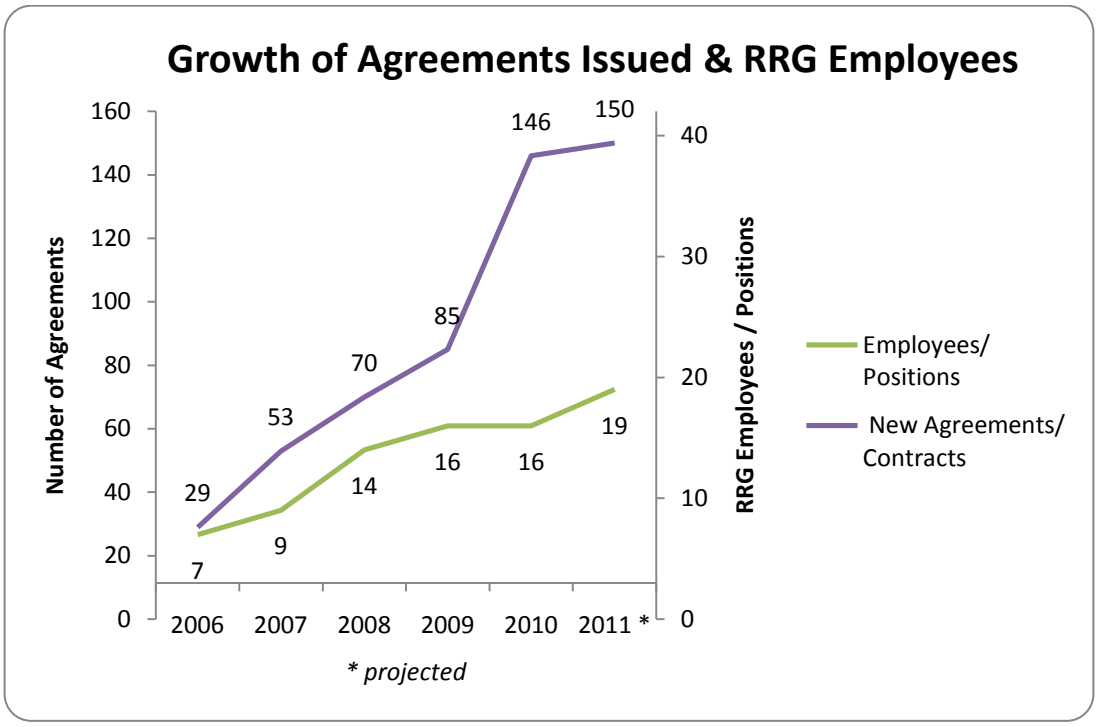

Figure 3

IV. Looking Ahead

2010 was projected to be another "pivotal" year for RRI in determining (i) who we are, and (ii) how we deliver in times of major global crises and major global opportunities. In reviewing the work presented above and corroborated by the Independent Monitor we can confidently say that RRI made great strides achieving strategic impacts across the world and continued to demonstrate the possibility of "doing development differently" – responding to and supporting local change agents and advancing strategic change at a global level. RRI also reinvigorated itself by renewing and resigning of Memorandum of Understanding by most Partners, redefining the rules in the Institutional and Business Arrangements, inducting new strategic Partners, and streamlining the planning and monitoring systems that involve approximately 100 Partners and Collaborators across three continents. And in the words of Independent Monitor, "During 2010, as it facilitated global dialogues, moved forward national tenure debates, published timely analysis, and won converts to the importance of REDD safeguards, RRI took important steps towards being able to show more convincingly that its actions are taking it where it wants and needs to go." Our overall assessment is that we largely succeeded in meeting our Strategic Objectives, although many challenges remain.

With rights and tenure on the agenda, communities and civil society increasingly at the table, and growing markets for local production and enterprises, 2011 will bring more opportunity than ever before to advance community rights and livelihoods and transform the forest sector. What is not clear is whether this transformation will be supported by governments, conservation organizations, and private investors, or whether conventional conservation, industrial logging, and business as usual will prevail. Without sturdy global frameworks and safeguards to steer and manage international policy and investments, the direction of change will be increasingly set at the national level. Without innovative investors, entrepreneurs, and development agents open to allying with and supporting local people and enterprises, these new opportunities will not be seized.

This context helped determine 2011 strategic priorities for RRI. First, RRI will increase and deepen impact in existing Tier 1 and Tier 2 countries, particularly Indonesia, by shaping design and implementation of REDD

programs, tenure and forest policy reforms; and position itself to strongly influence design and implementation in DRC in 2012. Second, we will influence the design and implementation of the tenure and governance reforms sponsored by the global forest climate initiatives; and influence ODA and governments to strengthen support for forest restoration, agroforestry, and alternative conservation and enterprise models as necessary for progress on REDD, MDGs, reduced vulnerability and conflict. Third, to prepare RRI to effectively counter the emerging challenges, we will review and renew RRI implementation and design via a Mid-Term Evaluation, Blue Skies brainstorming on global forces affecting RRI agenda, and broad-based consultations with stakeholders. And fourth, we will enhance RRI global impact by stronger Partner collaboration and strengthening and consolidating RRG as an advocate, delivery mechanism, and secretariat by expanding the financial and analytical capacity, increasing global awareness of RRI Partner and Coalition impacts, activities and arguments.

Table 4 below presents a concise summary of the major activities and initiatives that RRI will undertake in 2011.

Table 4: RRI Strategic Priorities for 2011

RRI Strategic Priorities for 2011

Overarching Priorities

1. Increase and deepen impact in existing Tier 1 and Tier 2 countries, particularly Indonesia, by shaping design and implementation of REDD programs, tenure and forest policy reforms; consolidate program management and strengthen planning, monitoring and reporting of impacts and outcomes; and position to strongly influence design and implementation in DRC in 2012.
2. Influence the design and implementation of the policy analysis and the tenure and governance reforms sponsored by the global forest climate initiatives; and influence ODA and governments to strengthen support for forest restoration, agroforestry, and alternative conservation and enterprise models as necessary for progress on REDD, MDGs, reduced vulnerability and conflict.
3. Review and renew RRI implementation and design via a Mid-Term Evaluation, Blue Skies brainstorming on global forces affecting RRI agenda, and broad-based consultations with stakeholders; and prepare a new concept for next framework proposal to generate new enthusiasm and commitment for RRI in 2012 and beyond.
4. Enhance RRI global impact by stronger Partner collaboration and strengthening and consolidating RRG as an advocate, delivery mechanism, and coalition secretariat by expanding the financial and analytical capacity, increasing global awareness of RRI Partner and Coalition impacts, activities and arguments.

Country and Regional Initiatives	Key Deliverables/Indicators of Achievement
• Improve and deepen impact in existing Tier 1 and Tier 2 countries, • In Africa, improve the capacity for and impact of advocacy for tenure reform, based on recent knowledge-building and networking. Position RRI to become fully engaged in DRC in 2012. • In Asia, substantially increase the recognition of community and indigenous rights in forest areas; reforms in regulatory instruments for fuller realization of those rights; and wider acceptance of FPIC by governments and private sector. • In Latin America, consolidate the work in existing countries, aim to expand in Peru, and highlight the urgent need to strengthen defense of IP and community territories across the region.	**Africa** • Cameroon: Key government actors, parliamentarians, women's groups, and the RRI coalition are fully engaged in advancing the rights agenda in the revision of the 1994 Forestry Law; Participatory community rights mapping is used effectively for advocacy. • Liberia: Communities' social audit capacity is strengthened to ensure implementation of the CRL; Women's groups have a clear advocacy plan to influence government forest and land reforms for recognition of women's tenure rights; Small-scale milling is made legally possible and regulated. • Mali: Key strategic allies from the government and the National Assembly appropriate RRI advocacy agenda for effective transfer of power and legal recognition of local conventions; women's national networks lead advocacy efforts for the recognition of women's tenure rights in the agriculture law and the strategic action plan of the Ministry of Women's and Children's Affairs. • Burkina: The vision on tenure and capacity of the "Tenure champions" are strengthened to craft and implement their advocacy plan. • Ghana: Constitutional reform includes reforms to natural resource tenure and regulations. • DRC: Opportunities for engagement and trade-offs are assessed and optimal strategies for RRI are identified for engagement in 2012. • Regional: Regional policy bodies and advocacy networks (e.g. AU, COMIFAC) are effectively engaged to advance rights and RRI Partners and Collaborators take advantage of South Africa and COP 17. **Asia** • Indonesia: Significant progress securing a national-level commitment and plan for forest tenure reform and recognition of IP and forest community rights.

• Consolidate program management and strengthen planning, monitoring and reporting of impacts and outcomes in all regions.	• Nepal: Forest peoples' rights guaranteed in the new constitution, via new analysis and effective mobilization by newly established national confederation of natural resource user group organizations, and multi-party Constituent Assembly caucus. • China: Key policy makers begin to consider new legal framework, incorporating grievance redress mechanisms, regulatory takings, making conservation priorities consistent with human and property rights, and extending forest tenure reform to public forests. • Laos: Policy briefs based on learnings from exchange program prepared by government and research institutions promote new strategies and plans to reform forest tenure. • India: Policymakers made aware and grassroots advocacy strengthened by new national-level analysis of the internal land "grab" posing new challenges to forest rights. • Regional: Tenure conference (in collaboration with Government of Indonesia and ITTO) inspires new initiatives in the region and palm oil advocacy brings substantive changes in private sector. **Latin America** • Bolivia: Natural resources legislation is improved & adapted to new constitution, with a rights-based & integrated approach to natural resource management based on critical input from indigenous and campesino organizations. • Guatemala: Communal lands registry and cadastre is implemented fairly, incorporating historic demands from organized communities. Tenure rights are deepened for forest community concessionaires in the Mayan Biosphere Reserve. • Nicaragua: Leaders of newly titled indigenous territories are better prepared for exercising tenure rights, governing multi-community entities and well positioned to influence decision-making on economic investments in their territories. • Regional: Leading indigenous and other forest dweller organizations improve their strategies to consolidate and defend territorial and natural resource rights from economically driven pressures and threats. RRI LA team improves knowledge of the growing pressures and threats on collective tenure rights and resources from Brazil's economic expansion in neighboring Amazonian countries, to help shape future regional strategy.
Tenure Analysis	
• Ramp up investment in forest tenure data analysis, expanding breadth and depth of coverage to include poverty, and analysis of the dimensions of forest tenure rights ("depth of rights")	• RRI's **tenure data is updated and made more interactive** to ensure regular updating and accuracy. • Partners and Collaborators begin to build **a pool of researchers and analysts using RRI data collection and interpretation techniques** with methodological training by RRG. • Quantitative and qualitative analysis of the **extent and "depth" of community tenure rights is expanded**.
Rights and Climate	
• Shape emerging structure for adaptation and mitigation and their agendas to prioritize tenure reforms and address poverty, resilience, communities, restoration, and reformed conservation.	• **RRI Global Dialogues on Forests, Governance and Climate Change** shapes the 2011 forest-climate agenda with increased focus on tenure, poverty, resiliency, adaptation and the direction of public forest financing. • **Innovative, critical analyses** of the contributions of tenure reform, safeguards and governance to combating and adapting to climate change inform global debates and national forest-climate program design. • **Independent Advisory Group on Forests, Rights and Climate Change** provides critical analyses and oversight to international REDD+ programs. • Governments and civil society in key REDD+ countries **improve program design and treatment of**

	land tenure considerations in implementing REDD+ with help of direct technical support from RRI.
Realizing Rights	
• Lay the groundwork for a strategy to facilitate rethinking and renewal of conservation. Mobilize global learning processes on the use of strategic instruments for advancing tenure claims and defense of community land and resource rights.	• **Creation of an RRI working group on Re-Imagining Conservation**; inquiries and scoping analysis on the best options for promoting an independent international accountability mechanism for conservation practice are conducted; and options for working in conjunction with internal conservation initiatives are explored. • RRI generates **cutting edge analysis of best practices and lessons learned for utilizing social mapping in the process of securing tenure rights**; starts in Latin America with commissioned papers and Seminar and targets where to influence with results; and helps to formulate and start a cross-regional learning process in Africa
ATEMS	
• Build evidence of the transition towards a more SMFE based economy and lucrative domestic markets particularly for Africa mobilizing country and global expertise on making this transition with engagement of community-based and women's enterprises).	• **Funding is secured and analytical work carried out with a core ATEMs team** and RRI Partners and Collaborators, including country researchers, on making the transition to an SMFE pre-dominant economy in sub-saharan Africa. • A regional **Asia tenure conference with ITTO catalyses needed tenure reform in Indonesia and region** to support smallholder and community forest enterprise economies. • Government change agents and community enterprises are provided with innovative approaches to create, sustain and scale-up community based forest enterprises through **study tours and exchanges**.
Networking Support	
• Support strategically relevant networks strengthen their ability to promote tenure reforms and influence global and regional initiatives.	• **MegaFlorestais Indonesia** consolidates enthusiasm and learning from MF2010 to help strengthen reforms in Indonesia and encourages forest agency leaders toward operational thinking on reforming forest tenure and governance in their own countries. **Global Issues in Governance "next generation" seminar and other technical exchanges** reach more emerging leaders in key forest countries. • **Strengthen GACF and IP networks to strengthen influence on climate change and tenure policies.** • **Regional policy bodies** in Africa, Asia and Latin America are exposed to civil society voices on issues related to gender, community enterprise and tenure through strategic engagement and **mobilization of civil society experts** to events like UNFF, COP17, COMIFAC, etc.
Communication & Outreach	
• Increase global awareness of RRI key messages from the thematic programs and support their inclusion in local, national and international discourse, and effectively promote activities, analyses, and impacts supported by and attributed to RRI and Coalition Partners.	• **First Regional Communications Workshop** held in Africa building upon the October 2010 Communications Exchange in Accra and the November 2010 Coalition-wide Communication Meeting in Washington, DC; • **Initial Communications Exchanges held in Asia and L.A.** during their regional planning meetings. • RRI Tenure rights perspective shared through **20+ presentations to non-coalition actors** to incorporate tenure and rights into forest management, conservation, development, aid and other sectors. • Develop and disseminate **impact stories** reflecting the championing of RRI's mission. • Expand the amount of **translated materials** available in print and on the RRI website

	• Continue to **increase functionality and relevancy** of the RRI website for Partners by expanding on the new Country and Regional pages. • Increase the use of **targeted outreach** a wider array of constituencies (journalists, media, policy officials, donors, and bloggers). • **Increase collaboration and communications between new and existing Partners** by supporting both external communications efforts of Partners and internal communication between Coalition members.
Coalition Coordination	
• Strengthen Partner collaboration on program and governance and effectively integrate new Partners. Conduct a collaborative review of RRI with Partners, donors, original key participants in the development of RRI.	• **The collaborative rethink and review of RRI is undertaken** and outcomes/lessons are incorporated in the draft 2012 framework proposal. • **Three RRI Board Meetings & one Global Program Planning Meeting are held.** • **Effective strategic planning process** carried out at the country and regional level. • **Internal Monitoring & Evaluation System** is successfully implemented at all program levels with leaning from 2010 process is incorporated. • **Independent Monitoring** of 2011 program (by way of the Mid-term Evaluation) is completed.
Operations	
• 2010 investments in building financial & contracting capacity consolidated	• **Augmented F&A staff** provide more efficient and effective services to match the growth of the coalition • **Migration to new accounting system completed**, and allows more effective management and reporting according to Thematic Areas, Objectives, and Donor Requirements

Logical Framework Progress Report for 2010

Strategic Outcomes	**Objectively measurable and verifiable indicators**	***Milestones for 2010***	**Sources of verifications (Annex III)**
1. Complementary global, national, regional and local organizations effectively synergize to achieve significant breakthroughs in tenure reform processes.	Facilitate at least twenty new, value-added joint actions and activities between partners and collaborators w/ a demonstrable effect on the other strategic outcomes.	*Total : (9-10 in 2010)* *a) Novel approaches and & clear value creations: Mali, Bolivia, Nepal* *b) Yaoundé conference, CC Global and Regional Dialogues* *c) Acre, Brazil CFE Conference, Nepal NRM*	Tenure Champion Platforms in Mali and Burkina Faso Establishing Common Position and Reform Platform in Cameroon Climate Change Global & Regional Dialogues: Establishing the Centrality of Tenure Reforms Nepal NRM Confederation: Bringing Advocacy Groups Together Yaoundé Conference: Creating a Strategic Platform for Central and West Africa
2. A select set of strategic networks are better-informed, more active and effective in promoting reform nationally, regionally and/or globally.	At least six existing or new networks increase their capacity to influence policy related to forest tenure at all levels.	*Total (4 in 2010)* *a) MegaFlorestais* *b) GACF-Asia* *c) CSAG-ITTO* *d) Africa: Women´s network*	MegaFlorestais: Engaging Forest Agencies for Tenure and Policy Reforms Global Alliance of Community Forestry: Strengthening Rights-holders Platform CSAG-ITTO Network: Civil Society Brings Progressive Reform REFACOF: African Women Establish a Powerful Platform

3. Key strategic actors at the global level are committed and engaged in promoting major reforms in existing tenure, regulatory and governance arrangements. (Previous #1)	At least five inter-governmental and multilateral institutions (multilateral banks, ITTO, and other UN institutions) alter their position on forest tenure and actively support tenure and related reforms in their narrative and portfolios.	*Total: (2 in 2010)* *a) ITTO- changes in both narrative on tenure and portfolio for community projects.* *b) UNREDD*	ITTO (CSAG): Community Forests and Enterprises Recognized UNREDD: Civil Society and Oversight
4. Changes in tenure legislation and regulatory or policy framework in favor of local communities in a subset of countries in Africa, Asia and Latin America. (Previous #2)	In six countries where RRI is active, structural tenure reforms (legal, regulatory, policy) are adopted/advanced.	*Total: (3 for 2010)* *a) China* *b) Nepal* c) *Brazil*	Nepal: Advocacy for Resource Rights Tenure Reforms in Brazil Tenure Reforms in China
5. More equitable forest governance, enterprise and conservation models are identified and disseminated and/or more broadly supported as a viable approach to support social and economic development.	In at least five cases, these models lead to an increase in community access to resources and markets.	*Total: (2 for 2010)* *a) China* b) *Nepal (redefining conservation as community option)*	China: Research on Tenure Reform and Small Scale Enterprise Nepal: Preventing Roll Back and Advocating Community Conservation

Annex 1: Approved Annual Budget and Work Plan for 2010

Friday, January 21, 2011

Revenue for 2010 Activities
Based on actual receipts and terms of new agreements

			(USD) → 2009		Secure Revenue 2010			Prospective Revenue 2010	Total Revenue Available 2010	Notes
	Current Allocations[2]	Effective 2010 Allocation[3]	Deferred revenue[4]	Remaining liabilities[5]	Actual receipts	Current Value future payments	Adj. Hedged *(5% non-US$)*			
Framework Grants										
DFID[1] (2009 - 2010 allocation)	UK£ 1,500,000	US$ 1,235,025	(110,353)	(207,809)	1,345,378	-	-	-	1,027,216	balance
DFID[1] (2010 - 2011 allocation)	UK£ 1,000,000	UK£ 750,000			771,236	425,883	404,589	-	1,175,825	pro-rated 9 of 12 months (allocation Sep - Mar)
SIDA[1]	SEK 6,000,000	SEK 6,000,000	791,797	(420,405)	598,365	-	-	-	969,757	pro-rated 12 of 12 months (allocation Apr - Mar)
NORAD INGO[1]	NOK 5,000,000	NOK 5,000,000	-	-	841,655	-	-	-	841,655	(allocation Jan - Dec)
Ford Foundation	US$1,100,000	US$916,667	-	-	916,667	-	-	-	916,667	pro-rated 10 of 12 months (allocation Mar - Feb)
SDC	US$ 200,000	US$ 200,000	90,602	-	183,333	16,667	16,667	-	290,602	pro-rated 12 of 12 months (allocation Jun - May)
Subtotal			**772,046**	**(628,215)**	**4,656,635**	**442,550**	**421,255**	**-**	**5,221,722**	
Other Grants										
NORAD Climate Change[1]	NOK 6,800,000	US$ 817,268	191,358	(26,500)	652,410	-	-	-	817,268	balance
renewal	NOK 8,600,000	NOK 5,735,947	-	-	947,492	-	-	-	947,492	pro-rated 6½ of 12 months (allocation Jun 16 - Jun 15) plus US$168,000 advanced to 2010
Finland MFA[1]	EU€ 600,000	EU€ 600,000	-	-	830,130	-	-	-	830,130	(allocation Jan - Dec)
Ford REDD	US$ 125,000	US$ 87,284	45,617	-	41,667	-	-	-	87,284	balance
							-	-	-	
Subtotal			**236,975**	**(26,500)**	**2,471,700**	-	**-**	**-**	**2,682,175**	
Contracts & Other Income										
Forests Monitor[1]	UK£ 21,500	~ UK£ 16,118	5,904	-	9,483	10,263	9,749	-	25,137	balance
USFS Grey Towers	US$ 59,225	US$ 59,225	-	-	53,036	-	-	-	53,036	
ILC Platform	US$ 8,000	US$ 8,000	-	-	-	8,000	8,000	-	8,000	
Transparency International[1]	EU€ 1,200	EU€ 1,200	-	-	-	1,624	1,543	-	1,543	
Other					302	-	-	-	302	
Administration	USD	USD	(122,966)		32	-	-	-	(122,935)	2009 expenses in excess of accrual
Subtotal			**(117,063)**	**-**	**62,853**	**19,886**	**19,292**	**-**	**(34,917)**	
Total Revenue			**891,958**	**(654,715)**	**7,191,188**	**462,436**	**440,547**	**-**	**7,868,979**	

[1] Revenue for these grants is contractually in a currency other than US Dollars. Amount indicated here in US Dollars is estimated based on recent exchange rates for anticipated payments, and for actual exchange rates used for payments already received. Should exchange rates fluctuate, the amount available in US Dollars may differ from that indicated here.

[2] Current Annual Allocation may be for a period different than the calendar year. Allocations are only listed separately when the amount of the allocation differs per year.

[3] "Effective 2010 Allocation" is amount of allocation available for 2010 budget after pro-rating and prior-year spending. Changed to US$ when only US$ balance is known.

[4] "Deferred" here includes both Deferred Revenue and Previous FY's Outstanding Receivables and Deficits

[5] Agreements from 2008, 2009 budgets extended into 2010 (not part of 2010 budget)

Projected Revenue Available (from above)	7,868,979
Board-Approved Budget, May 2010	7,268,000
Add'l Grey Towers Commitment (USFS match)	32,592
Difference (Carry-over to 2011)	568,387

Annex 1: Approved Annual Budget and Work Plan for 2010

Rights and Resources Initiative
2010 Budget by Components
Board-Approved May 14

	Component		Budget by Component			Budget by Category	
RRG	Regular Staff, Salaries and Benefits		1,501,374		Program	1,394,422	19%
	Travel		244,196				
	Workshops and Conferences		282,000		Coordination	609,383	8%
	Communications and Outreach		289,000				
	Office and Other Costs		346,124		Administration	658,889	9%
		Sub-total	**2,662,694**	**37%**	**Sub-total**	**2,662,694**	**37%**
Partners & Collaborators	Collaborative Agreements with Partners and Collaborators		3,076,464				
	Strategic Response Mechanism Agreements		490,000				
	Collaborating Program Consultants		388,342				
	Participant Travel Expenses		650,500				
		Sub-total	**4,605,306**	**63%**	**Sub-total**	**4,605,306**	**63%**
		Total:	**7,268,000**		**Total:**	**7,268,000**	

Annex 1: Approved Annual Budget and Work Plan for 2010

Rights and Resources Initiative
Board-Approved May 14
2010 Funding Allocations

	Funding Committed by Partners	Requested RRI funding	Board-Approved Budget
TOTAL RRI	**964,500**	**7,708,427**	**7,268,000**
Country Initiatives	**849,500**	**3,888,679**	**3,321,752**
Asia	**672,000**	**1,314,165**	**1,219,915**
Tier 1			
China	-	90,000	90,000
Nepal	200,000	227,500	212,500
Indonesia	447,000	265,000	220,750
Lao PDR	-	85,000	80,000
Tier 2			
Thailand	-	20,000	20,000
India	-	25,000	25,000
Regional Activities	25,000	301,500	271,500
Regional Facilitation & RRG TA & Coordination	-	300,165	300,165
Africa	**126,000**	**1,728,711**	**1,297,284**
Tier 1			
Cameroon	-	544,086	332,350
Liberia	80,000	194,000	140,000
Tier 2			
Mali	40,000	180,945	170,945
Burkina Faso	-	90,000	51,000
Ghana	-	51,000	46,900
Other: DRC	-	14,346	14,346
Regional Activities	6,000	345,000	232,409
Regional Facilitation & RRG TA & Coordination	-	309,334	309,334
Latin America	**51,500**	**845,802**	**804,552**
Tier 1			
Bolivia	21,500	140,000	140,000
Guatemala	-	100,000	100,000
Tier 2			
Nicaragua	30,000	60,000	60,000
Regional Activities	-	340,000	298,750
Regional Facilitation & RRG TA & Coordination	-	205,802	205,802

Annex 1: Approved Annual Budget and Work Plan for 2010

Rights and Resources Initiative
Board-Approved May 14
2010 Funding Allocations

(continued)	Funding Committed by Partners	Requested RRI funding	Board-Approved Budget
Networks	**97,000**	**610,616**	**610,616**
MegaFlorestais	67,000	100,000	100,000
ITTO CSAG	-	10,000	10,000
Climate IAG	-	90,000	90,000
GACF & other community networks	-	60,000	60,000
Gender & other emergent networks	30,000	50,000	50,000
Exchanges	-	110,000	110,000
RRG Coordination & Technical Assistance	-	190,616	190,616
Strategic Analysis	**18,000**	**1,077,233**	**1,203,733**
Realizing Rights	10,000	120,000	120,000
Rights and Climate Change	-	547,000	673,500
ATEMS and Economic Models	8,000	83,000	83,000
Tracking RRI Targets on Tenure & Poverty	-	35,025	35,025
RRG Coordination & Technical Assistance	-	292,208	292,208
Communications & Outreach	**-**	**507,065**	**507,065**
Representation & Outreach	-	20,000	20,000
Communications	-	254,000	254,000
RRG Coordination & Technical Assistance	-	233,065	233,065
Strategic Response Mechanism	**-**	**519,598**	**519,598**
SRM Collaborative Agreements	-	490,000	490,000
RRG Coordination & Technical Assistance	-	29,598	29,598
Coordination & Operations	**-**	**1,105,237**	**1,105,237**
Governance	-	49,000	49,000
Regional Planning	-	145,900	145,900
Monitoring, Evaluation, & Learning System	-	120,000	120,000
RRG Coordination & Technical Assistance	-	444,213	444,213
Operations	-	346,124	346,124

Annex 1: Approved Annual Budget and Work Plan for 2010

Rights and Resources Initiative
Board-Approved 2010 Funding Allocations

		Activity	Due Date	Lead (Co-Implementors)	Funds Committed by partners *	Requested RRI funding	Board-Approved Budget (May 14)
				TOTAL	964,500	7,708,427	7,268,000
Country Initiatives - Asia		**Total Country Initiatives**			**849,500**	**3,888,679**	**3,321,752**
	Asia				**672,000**	**1,314,165**	**1,219,915**
	Tier 1: China				**-**	**90,000**	**90,000**
		Organizing committee of Forest Reform conference		ICRAF (APFNet, SFA, PKU)		5,000	5,000
		Analysis of Green Carbon Fund in China		Forest Trends (RECOFTC, SFA, PKU, APFNet)		15,000	15,000
		Analysis of forest policy impact on rights and livelihoods		ICRAF (FT, RDI)		20,000	20,000
		Analysis of alternative legal redress mechanism to forest regulations, inst'l support for implementation of forest laws		RDI (RECOFTC)		50,000	50,000
	Tier 1: Nepal				**200,000**	**227,500**	**212,500**
		Working w community groups, esp. IPs & women's groups		FECOFUN (HIMWANTI, NRM confederation)		10,000	10,000
		Working w NRM federations		FECOFUN (ForestAction, IUCN)		1,500	1,500
		Political engagement w Constitution Assembly members, multiparty fora w high political functionaries		FECOFUN (NRM Peoples Parliament, ForestAction, IUCN)		26,000	21,000
		Media campaign to mainstream community forestry in public spheres		FECOFUN (ForestAction, FNJ, NPI, S Samuha, NEFEEJ, Outlines, other)		10,000	10,000
		Monitoring of policy process: REDD, NAPA, Constitution draft, PA law		FECOFUN (IUCN, ForestAction, IC, NRM Peoples Parliament)	staff time	-	-
		Grassroots/community mobilization		FECOFUN (ACOFUN, HIMWANTI, CFD, NRM Confederation, COFSUN)	200,000	100,000	90,000
		Enterprise development: feasability study inst'l/market'g arrangemts		RRG			
		Analysis of forest sector governance esp. timber market			DFID-Nepal	-	-
		Analysis of REDD plan, NAPA, constitution draft, PA law		ForestAction (IUCN, IC, CFD, FECOFUN, RECOFTC)		75,000	75,000
		Documentation of grassroots/community mobilization		FECOFUN (CFD, NRM Confederation, ForestAction)		5,000	5,000
	Tier 1: Indonesia				**447,000**	**265,000**	**220,750**
		Putting rights in climate change policy: training key policy stakeholders		RECOFTC (RRI partners)		15,000	15,000
		Private sector reform: meeting & linking to FPD preparation & follow-up		FPP (CIFOR, Medco, RECOFTC, FD)		20,000	20,000
		Palm oil dialog w private sector & policy review		FPP (RRI partners)		10,000	10,000
		Dialog w MoE on tenure & adat rights, link to legal & policy network		HuMa (FPP, Samdhana, CIFOR, ICRAF)	300,000	15,000	10,000
		Planning workshop for strategy on forestry plantation/agrarian law, engagement w Kabupaten, revived pokja, case study inst'l reform		ICRAF (FPP, HuMa, CIFOR)	40,000	45,000	40,000
		Legal support, training, capacity building, & supporting networks on conflict resolution		FPP (HuMa, ICRAF, CIFOR, local collaborators)		20,000	20,000

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Rights and Resources Initiative
Board-Approved 2010 Funding Allocations

		Activity	Due Date	Lead (Co-Implementors)	Funds Committed by partners *	Requested RRI funding	Board-Approved Budget (May 14)
Country Initiatives - Asia		Conflict mediation network planning & meeting		FPP (HuMa, ICRAF, CIFOR, RECOFTC, Samdhana)	7,000	15,000	15,000
		PES Microfinance model, RUPES & benefit sharing		ICRAF (RRI partners)		-	-
		Conservation & rights: shared learning workshop w communities		CIFOR (ICRAF, Samdhana, IUCN)		25,000	-
		Network building: scoping & meeting of key stakeholders & partners		RECOFTC (Samdhana)		15,000	10,750
		Establishing links w existing reg'l & nat'l networks		FPP (ICRAF, RECOFTC)	staff time	-	-
		Legal reform paper		FPP, HuMa		15,000	15,000
		Legal pluralism workshop		FPP, HuMa		30,000	30,000
		Stakeholders dialog & meetings; indicators of development re rights & resources; public grievance procedure development in MoE, & possible relevance to other Ministries		ICRAF (ICEL, MoE, FPP, RECOFTC, Samdhana, HuMa)	100,000	40,000	35,000
	Tier 1: Lao PDR				**-**	**85,000**	**80,000**
		Shared learning workshop on forest tenure rights		RECOFTC (NAFRI, MAF, CIFOR, NUOL, NAFES, Dept of Planning, NLMA)		50,000	45,000
		Laotian delegation visit to China				30,000	30,000
		Policy briefs by returning delegation				5,000	5,000
	Tier 2: India				**-**	**25,000**	**25,000**
		Support tribal groups/CSOs mapping/titling CF areas		RRG (MOTA, INTACH, Kalpavriksh, RRI fellow)		15,000	15,000
		Workshop to review implementation of FRA in collaboration w MOTA		RRG (MOTA, INTACH, Kalpavriksh, RRI fellow)		10,000	10,000
	Tier 2: Thailand				**-**	**20,000**	**20,000**
		Assessment/workshop inst'l status of community forest groups & CSO network in prep to secure rights under new CF bill		RECOFTC (FPP, IUCN, FECOFUN)		20,000	20,000
	Regional Activities				**25,000**	**301,500**	**271,500**
		Int'l conference on forest tenure reform in China & Asia/Pacific		ICRAF (APFNet, SFA, PKU, IUCN, FT, RRG, RECOFTC)		150,000	140,000
		Asia policy network of forest agency leaders		RECOFTC (RRI partners)		60,000	50,000
		Reg'l networking on palm oil		FPP (CIFOR, RECOFTC, ICRAF)		56,500	56,500
		Reg'l workshop on legal pluralism		FPP (HuMa)		10,000	-
		GACF - strengthening networks in Asia		FECOFUN (RRI partners)		25,000	25,000
		Tenure review in Nepal & Bhutan		IC-Nepal (RRI partners (Nepal), Helvetas (Bhutan))	25,000		
	Regional Facilitation & RRG Asia Program Coordination & Technical Support				**-**	**300,165**	**300,165**
		Regional Facilitation		RECOFTC		105,000	105,000
		RRG Asia Program Coordination & Technical Support *Includes RRG staff time, travel, and other expenses to support Asia program management: coordination, technical assistance, contract development, M&E*		RRG		195,165	195,165

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Rights and Resources Initiative
Board-Approved 2010 Funding Allocations

		Activity	Due Date	Lead (Co-Implementors)	Funds Committed by partners *	Requested RRI funding	Board-Approved Budget (May 14)
Country Initiatives - Africa		**Africa**			**126,000**	**1,728,711**	**1,297,284**
	Tier 1: Cameroon				**-**	**544,086**	**332,350**
		Analysis on obstacles to exercise of user rights & community forest exploitation		CIFOR		24,555	24,555
		Multi-actor fora on rights mapping or validation of existing maps		CamEco		29,190	19,190
		3 pilot community forest enterprises, training on mgmt techniques, intercommunity exchanges, support for marketing efforts		CAFT (CamEco, ICRAF)		97,722	44,801
		Inventory existing but unexercised community rights, dissemination		CamEco (CIFOR, CAFT, IUCN)		40,436	15,436
		Develop support/basis for advocacy re land & forest tenure links				4,491	-
		Strategic meetings w MINDAF, MINFOF, decisionmakers & parliamentarians re land & forest tenure links				26,942	20,942
		Participatory mapping to restitute & secure community rights				11,225	11,225
		Capacity building, analyses, & documentation to support community rights claims; engagement w local officials & traditional chiefs		ICRAF (CIFOR, CamEco, CAFT)		64,380	35,170
		Analysis of gender issues in forest resource management		CamEco (CAFT, IUCN, FPP)		7,861	4,940
		Workshop w assns, networks, & women's orgs to draft action plan from analysis of gender & forest resource mgmt				14,591	14,591
		Facilitate dialog & partnerships among CS & other actors, support implementation of FAO/COMIFAC CS/community engagement guidelines, CS advocacy for community rights & against illegal exploitation		IUCN		50,000	26,000
		tenure & rights including parliamentarians workshop (continued funding)		CED		2,000	2,000
		Workshop on REDD issues, GoC & COMIFAC positions for CS, local communities, & IPs		CED, FPP		61,591	50,000
		Exploring community alternatives in forest management: PES workshops & reprots		CED		60,255	43,500
		Synthesis of Cameroon community rights mapping studies		RRG (partners & collaborators)		21,907	10,000
		Awareness campaign for communities on REDD & climate change		CamEco		26,940	10,000
	Tier 1: Liberia				**80,000**	**194,000**	**140,000**
		Multistakeholder dialog on rights and tenure to gain consensus on Community Rights Law		RRI: SDI, Green Advocates, IUCN & collaborators	60,000	30,000	30,000
		Strategy for RRI & Facilitator to complement country team engagement		RRG, Facilitator		-	-
		Strategic analyses on land tenure shared w Land Commission		RRG, Facilitator		-	-
		2nd community rights & forests conference		SDI		10,000	8,000
		Building capacity of Liberian civil society for participatory mapping		Green Advocates		74,000	47,000
		Document economic viability of current logging concessions for future policy dialogue & continued advocacy		RRG		-	-
		2 pilots to ID opportunities for community-owned SFEs		SDI		50,000	35,000
		Pit-sawyers workshop/consultation process		IUCN (Green Advocates)	20,000	30,000	20,000

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Rights and Resources Initiative
Board-Approved 2010 Funding Allocations

		Activity	Due Date	Lead (Co-Implementors)	Funds Committed by partners *	Requested RRI funding	Board-Approved Budget (May 14)
Country Initiatives - Africa	**Tier 2: Mali**				**40,000**	**180,945**	**170,945**
		Analysis of lessons on local conventions & arguments for transfer of power		IC (IUCN, Sahel Eco)		15,000	15,000
		Guiding document on local conventions: draft & dissemination		ICRAF (IUCN, IC)	31,000	25,000	25,000
		Creation of HCCT technical services/advocacy strategy commission, advocacy handbook on forest & wildlife resources		IC (IUCN, Sahel Eco, ICRAF)		45,000	45,000
		Analysis of power transfer in agricultural/pastoral sectors; training group, workshop & draft decrees on agroforest management		Sahel Eco (ICRAF, IC)		50,945	50,945
		Analysis of transfer decrees to ensure adoption of disposals supportive of gender equity		IUCN (Sahel Eco, IC)	2,000	10,000	10,000
		Workshop on specific gender needs linked to reforms			3,000	15,000	10,000
		Proposition of gender equity improvements in decrees				5,000	5,000
		Identification of current sutdies on pastoralism in Sahel to develop collective subregional pastoral rights strategy, & dissemination		IUCN (IC, Sahel Eco, ICRAF)	4,000	15,000	10,000
	Tier 2: Burkina Faso				**-**	**90,000**	**51,000**
		Tools for gender & human rights in CBNRM: Stakeholder analysis, gender & social exclusion studies, nat'l forum on rights & tenure		IUCN		30,000	17,000
		NTFP analysis & promotion, link to globel ATEMs exchanges & SWOT team, intersite exchanges		CIFOR		30,000	17,000
		Scoping study of social actors & policy actors		IUCN		30,000	17,000
	Tier 2: Ghana				**-**	**51,000**	**46,900**
		Mapping & critique of donor-sponsored NREG initiatives; engagement with government & donor agencies to streamline NREG interventions		IUCN, CR, FWG		23,000	21,000
		Stakeholder review of VPA implementation process		IUCN, CR, FWG, FERN		6,000	6,000
		Stakeholder review of UNFCCC COP15 outcomes		IUCN, CR, FWG, FERN		6,000	6,000
		Stakeholder review of Savanna Accelerated Development Authority		IUCN, CR, FWG		6,000	3,900
		Stakholder engagement on consolidated NR policy including AU Land Policy & Yaoundé Agenda 2015		IUCN, CR, FWG, RRG		10,000	10,000
	Other: DRC				**-**	**14,346**	**14,346**
		Developing CF mgmt to alleviate poverty		Forests Monitor, RRG		14,346	14,346

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Rights and Resources Initiative
Board-Approved 2010 Funding Allocations

		Activity	Due Date	Lead (Co-Implementors)	Funds Committed by partners *	Requested RRI funding	Board-Approved Budget (May 14)
Country Initiatives - Africa	**Regional Activities**				**6,000**	**345,000**	**232,409**
		Introduce RRI & agenda to AU, RECs, COMIFAC, ACHPR		IUCN, RRG (FPP, CR)		30,000	25,000
		Mapping community networks interested in tenure		CIFOR, ICRAF, FPP, CR,		100,000	80,000
		Understand parliamentary processes, map MP group activities, engage key informants, explore training programs		IUCN, CR		20,000	12,409
		Assist tenure reform movement to understand COP15 & incorporate into RRI work		FPP, RRG, FERN, AG, CR, CED, SDI		5,000	5,000
		Understand RRI partner engagement w gender & tenure and engage African resource rights network on gender		CIFOR, RRG		20,000	20,000
		Regional pastoralism workshop		IUCN (WISP, ICRAG, IC, RRG)	6,000	100,000	20,000
		Who Owns Africa? Study		Liz Alden Wily, RRG (CIFOR, FPP, CED, CR)		70,000	70,000
	Regional Facilitation & RRG Africa Program Coordination & Technical Support				**-**	**309,334**	**309,334**
		Regional Facilitation				100,000	100,000
		RRG Africa Program Coordination & Technical Support *Includes RRG staff time, travel, and other expenses to support Africa program management: coordination, technical assistance, contract development, M&E*				209,334	209,334

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Rights and Resources Initiative
Board-Approved 2010 Funding Allocations

		Activity	Due Date	Lead (Co-Implementors)	Funds Committed by partners *	Requested RRI funding	Board-Approved Budget (May 14)
Country Initiatives - Latin America		**Latin America**			**51,500**	**845,802**	**804,552**
	Tier 1: Bolivia				**21,500**	**140,000**	**140,000**
		Working group on forest & land policy proposals for reform		CEDLA (CEJIS)	4,500	35,000	35,000
		Lowland social organizations capacity for analysis & advocacy of NRM legal reform & in new constitution		CEJIS, CEDLA	3,000	35,000	35,000
		Proposal & case studies for self-regulation of mgmt of NTFPs		IPHAE (CEDLA, CIFOR)	9,000	36,000	36,000
		Study/visual mapping tool for land titling analysis & land-use strategy development		CEDLA (CIFOR, CEJIS, IPHAE)	5,000	34,000	34,000
	Tier 1: Guatemala				**-**	**100,000**	**100,000**
		Analysis of Mayan Biosphere Reserve legal/inst'l framework & options for new community forestry concessions		ACOFOP (IUCN, RRG)		15,000	15,000
		Community leadership workshop to design strategy for changing legal/inst'l framework in Mayan Biosphere Reserve		ACOFOP		15,000	15,000
		Analysis of regulatory/market constraint on key species in community enterprises & propose changes in regulations & enterprises		ACOFOP, Ut'z Che', RRG/ATEMs		10,000	10,000
		Support collaboration of secondary level of forest community organizations & advocacy skills development		ACOFOP (Ut'z Che', FEDECOVERA, ASILCOM)		20,000	20,000
		Support Cadastre/Registry reference group on communal lands		CEDEIPAZ (CEIBA, PERT)		40,000	40,000
	Tier 2: Nicaragua				**30,000**	**60,000**	**60,000**
		Training program on forest tenure/governenace in newly titled IP lands in RAAN region		ACICAFOC/CIFOR (URACCAN, NITLAPAN, CADPI, PRISMA)	30,000	50,000	50,000
		Working group to monitor implementation of tenure reform in RAAN & analysis to improve process		ACICAFOC/CIFOR (URACCAN, NITLAPAN, CADPI)		10,000	10,000
	Regional Activities				**-**	**340,000**	**298,750**
		Community Forestry Governance & Territory Analyses - Phase 2		IC (IUCN, LAI, UT-Austin)		100,000	100,000
		REDD communications, info sharing w IP & local communities		IC, ACICAFOC		60,000	60,000
		REDD/PES workshops for IP & peasant community leaders		IC, IUCN, ACICAFOC		80,000	80,000
		Colloquium to increase knowledge of rural social movement leaders in RRI countries		IC/CIFOR		20,000	-
		Partner & collaborator participation in & outreach at strategic fora, esp land tenure & climate change		all		30,000	8,750
		ATEMs analyses on dynamics of forestry economies & role of concessions in context of economic/land use trends		ACICAFOC (CIFOR, collaborators)		50,000	50,000
	Regional Facilitation & RRG Latin America Program Coordination & Technical Support				**-**	**205,802**	**205,802**
		Regional Facilitation				75,000	75,000
		RRG Latin America Program Coordination & Technical Support *Includes RRG staff time, travel, and other expenses to support Latin America program management: coordination, technical assistance, contract development, M&E*		RRG		130,802	130,802

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Annex 1: Approved Annual Budget and Work Plan for 2010

Rights and Resources Initiative
Board-Approved 2010 Funding Allocations

		Activity	Due Date	Lead (Co-Implementors)	Funds Committed by partners *	Requested RRI funding	Board-Approved Budget (May 14)
Networking Support				**Total Networks**	**97,000**	**610,616**	**610,616**
	RRI-supported Networks				**97,000**	**420,000**	**420,000**
	MegaFlorestais				**67,000**	**100,000**	**100,000**
		MegaFlorestais, China	October	RRG, SFA		60,000	60,000
		Grey Towers 2nd generation training	April	RRG, USFS	67,000	22,804	22,804
		Best management practices training for regulating private forest owners	July	RRG, USFS		17,196	17,196
	ITTO CSAG				**-**	**10,000**	**10,000**
		Follow-up ITTO support & training; Support ITTC	October - November	RRG, Traffic, IUCN		10,000	10,000
	Climate IAG				**-**	**90,000**	**90,000**
		Support IAG & extend influence to FCPF & FIP; 2 governance mtgs, 3+ mtgs IAG w UNREDD, FCPF, & UNFCCC reps	all year	RRG, CR, FPP		90,000	90,000
	GACF & other community networks				**-**	**60,000**	**60,000**
		GACF attendance at int'l events, IFFA collaboration, other community networking	all year	FECOFUN, ACICAFOC, RRG		60,000	60,000
	Gender & other emergent networks				**30,000**	**50,000**	**50,000**
		Gender networking in Africa & cross-region; engaging new networks around climate change, forests, adaptation, decentralization, rights	March - October	RRG, CIFOR, IUCN, FPP, ICRAF, CamEco, FECOFUN, CR, RECOFTC	30,000	50,000	50,000
	Exchanges				**-**	**110,000**	**110,000**
		Case studies & exchange visits by enterprise leaders from Africa to other parts of Africa, Mexico, Guatemala, Nepal, Asia	all year	FECOFUN, RRI-Cameroon, RRI-Liberia, RRI-Ghana		80,000	80,000
		Government exchange visits	all year	CIFOR, IUCN, CR		30,000	30,000
	RRG Coordination & Technical Assistance for Networking Support					**190,616**	**190,616**
		Includes RRG staff time, travel, and other expenses to support Networking Support program: coordination, technical assistance, contract development, M&E					

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Annex 1: Approved Annual Budget and Work Plan for 2010

Rights and Resources Initiative
Board-Approved 2010 Funding Allocations

		Activity	Due Date	Lead (Co-Implementors)	Funds Committed by partners *	Requested RRI funding	Board-Approved Budget (May 14)
		Total Strategic Analysis			**18,000**	**1,077,233**	**1,203,733**
Strategic Analysis	**Realizing Rights**				**10,000**	**120,000**	**120,000**
		Legal land reforms & implementation					
		Tenure technical briefs (*e.g.* , Tanzania, China)	ongoing	RRG		15,000	15,000
		Participatory community mapping of land use & tenure rights seminars: impacts to date, how to increase utility, lower costs		UT-Austin, ICRAF, FPP	10,000	30,000	30,000
		Scoping of how to incorporate gender analysis & action into RRI work		RRG		5,000	5,000
		Territorial governance & resource management				-	-
		Deepen RRI understanding of origin of rights & implications for implementation strategies; including an RRI concept piece		RRG (partners & collaborators)		25,000	25,000
		Global dialog on reimagining conservation as rights-based		IUCN, FPP	needed	15,000	15,000
		Scoping on key themes for RRI to address by 2012		RRG (consultants)		5,000	5,000
		Country-level stocktaking of forest use, management & harvest regulations		RECOFTC		25,000	25,000
	Rights, REDD and Climate Change				**-**	**547,000**	**673,500**
		Analyses of rights & tenure in mitigation responses					
		CIFOR REDD research program policy brief	tbd	CIFOR		5,000	-
		Provide demand-driven technical support to civil society & govts to improve REDD-related decision-making	ongoing	tbd (Tier 1 are priority)		70,000	60,000
		Analyses of emerging trends & impacts of climate change adaptation & mitigation responses: benefits, carbon finance, inventories	all year	CIFOR, ICRAF-Indonesia, IUCN, IC, FPP, FT, Samdhana		70,000	70,000
		Multilingual primer on REDD: Making REDD work	March	RRG		20,000	20,000
		Community & IP training on REDD & tenure		Forest Trends		30,000	30,000
		REDD, governance & rights policy analysts network					
		Establish network of key analysts from 9-12 REDD forested developing countries	April	RRG (partners & collaborators)		90,000	80,000
		Platform to monitor information on emerging trends in REDD countries, network mtgs, policy analysis support		RRG (partners & collaborators)		50,000	40,000
		Global & regional convenings					
		Int'l conferences reviewing REDD development & implementation, & future directions	January, April, June, October	Chatham House, FPP, CR, CIFOR, RRG		100,000	200,000
		Regional Chatham House dialogue series to advance standards & approaches that reinforce rights; associated media work	July, August, October	CR, FPP, FECOFUN, REDDNET, RRG		112,000	173,500
	ATEMS and economic models				**8,000**	**83,000**	**83,000**
		Global ATEMs analysis of industrial-led forest economy & alternatives	January - June	FT, UBC		25,000	25,000
		SWOT team for nat'l/reg'l ATEMs from practitioners in other countries	all year	RRG		50,000	50,000
		ATEMs/ILC study on extent & impacts of concessions	April		8,000	8,000	8,000
	Tracking RRI Targets (on tenure and poverty)				**-**	**35,025**	**35,025**
		Monitoring RRI Targets: update tenure database, develop indicators	ongoing	RRG, CIFOR, ILC		15,025	15,025
		Produce & update RRI tenure briefs: Latin America, specific issues	ongoing	RRG		10,000	10,000
		Strengthen web data presentation, develop forest tenure page on ILC-led Land Portal	ongoing	RRG, ILC		10,000	10,000
	RRG Coordination & Technical Assistance for Strategic Analysis			RRG		**292,208**	**292,208**
		Includes RRG staff time, travel, and other expenses to support Strategic Analysis program: coordination, technical assistance, contract development, M&E					

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Annex 1: Approved Annual Budget and Work Plan for 2010

Rights and Resources Initiative
Board-Approved 2010 Funding Allocations

		Activity	Due Date	Lead (Co-Implementors)	Funds Committed by partners *	Requested RRI funding	Board-Approved Budget (May 14)
Communications & Outreach		**Total Communications & Outreach**			-	**507,065**	**507,065**
	Representation & Outreach				-	**20,000**	**20,000**
		Representation of RRI at major int'l & Washington fora; engagement with non-involved actors to incorporate tenure & rights into forest mgmt, conservation, development, & other sectors	all year	RRG, Partners, Collaborators, other resource persons		20,000	20,000
	Communications				-	**254,000**	**254,000**
	Support Partner communication efforts				-	**60,000**	**60,000**
		Coalition communications knowledge exchange, coalition-wide strategy, communications working group	February - March	RRG, RECOFTC (Partners)		25,000	25,000
		Africa reg'l communications capacity building workshop	April - May	RRG (CR)		20,000	20,000
		Partner communications & outreach support	ongoing	RRG (Partners)		15,000	15,000
	Maintain dynamic online presence for RRI				-	**15,000**	**15,000**
		Website hosting & maintenance	ongoing	RRG		2,000	2,000
		Website design support	ongoing	RRG		5,000	5,000
		Expansion of multilingual resources & capabilities of website	ongoing	RRG		8,000	8,000
	Communications Products & Publications				-	**179,000**	**179,000**
		RRI print respresentation products	ongoing	RRG		18,000	18,000
		2009 RRI annual tenure report	January	RRG		20,000	20,000
		Multilingual primer on REDD: Making REDD work	March	RRG		35,000	35,000
		RRI publication translation & editing	ongoing	RRG		25,000	25,000
		RRI publication design & formatting	ongoing	RRG		20,000	20,000
		RRI publication printing	ongoing	RRG		45,000	45,000
		RRI publication dissemination	ongoing	RRG		16,000	16,000
	RRG Coordination & Technical Assistance for Communications &		Ongoing	RRG		**233,065**	**233,065**
		Includes RRG staff time, travel, and other expenses to support Communications & Outreach program: representation, coordination, technical assistance, contract development, M&E					

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Annex 1: Approved Annual Budget and Work Plan for 2010

Rights and Resources Initiative
Board-Approved 2010 Funding Allocations

		Activity	Due Date	Lead (Co-Implementors)	Funds Committed by partners *	Requested RRI funding	Board-Approved Budget (May 14)
SRM	**Strategic Reponse Mechanism**				-	**519,598**	**519,598**
	Collaborative Agreements under the SRM		Ongoing	RRG, Board (partners & collaborators)		**490,000**	**490,000**
	RRG Coordinatin & Technical Assistance for SRM		Ongoing	RRG		**29,598**	**29,598**
		Includes RRG staff time, travel, and other expenses to support Strategic Response Mechanism: assessment, coordination, technical assistance, contract development, M&E					
Coordination & Operations	**Total Coordination & Operations**				-	**1,105,237**	**1,105,237**
	Coordination				-	**759,113**	**759,113**
	Governance				-	**49,000**	**49,000**
		January governance meeting		RRG (Partners, Board, Donors)	travel	35,000	35,000
		Mid-year governance meeting		RRG (Partners, Board)	travel	14,000	14,000
	Regional & Global Programs Planning				-	**145,900**	**145,900**
		Asia 2011 planning meetings	August - October	RECOFTC, RRG		40,000	40,000
		Africa 2011 planning meetings	August - October	CR, RRG		40,900	40,900
		Latin America 2011 planning meetings	August - October	ACICAFOR, RRG		30,000	30,000
		Global programs 2011 planning meetings	October - November	RRG		35,000	35,000
	Monitoring, Evaluation & Learning System		Ongoing	Consultant (RRG, partners, collaborators)	staff time	**120,000**	**120,000**
		Includes Independent Monitor consultants staff time, travel for assessment visits to select partners and events, and other expenses.					
	RRG Coordination & Technical Assistance for Coordination &			RRG		**444,213**	**444,213**
		Includes RRG staff time, travel, & other expenses to support Coordination program & Operations: coordination, technical assistance, contract development, M&E, financial mgmt, fundraising, inst'l mgmt, facilities & IT, HR, donor relations					
	Operations				-	**346,124**	**346,124**
		Facilities *(rent, utilities, cleaning, insurance)*		RRG		114,124	114,124
		Financial services *(audit, accounting, bank, payroll, legal, tax filing)*		RRG		64,000	64,000
		IT & Telecommunications		RRG		82,000	82,000
		Accounting software *(training & non-depreciated portion)*		RRG		20,000	20,000
		Other equipment, software, & furniture *(non-depreciated portion)*		RRG		9,000	9,000
		Office supplies, postage, shipping, subscriptions, etc.		RRG		23,000	23,000
		Depreciation *(of prior-year fixed asset purchases)*		RRG		14,000	14,000
		Other costs		RRG		20,000	20,000

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Annex II. Minutes from the 2010 RRI Governance Meetings

Board Meeting Minutes
January 14-15, 2010
Final, May 2010

To: The Board of Directors of the Rights and Resources Group
From: Marcus Colchester, Secretary
Date: February 4, 2010
Re: Board Meeting, Royal Oak Maryland, United States

The 12th Board Meeting of the Rights and Resources Group took place January 14-15 2010 in Royal Oak Maryland, United States. Meetings were held at the Osprey Point Retreat Center from 7:00 – 9:00am on Thursday January 14th and from 8:00 – 5:00pm on Friday January 15th. Present were Board members Doris Capistrano (Chair), Marcus Colchester (Secretary), Kyeretwie Opoku (Executive Committee), Alberto Chinchilla, Yam Malla, Ghan Shyam Pandey, Andy White and Don Roberts participated via conference call from 7:00 – 9:00 am on Thursday January 14th and from 9:00 – 11:00 am and 3:00 – 5:00 pm on Friday January 15th.

At the open session on Thursday January 14th, Stephen Kelleher (IUCN) and Ujjwal Pradhan (ICRAF) observed as representatives of Partner Organizations. Ueli Mauderli (SDC) observed as a donor representative. Iliana Monterroso attended as a translator for Alberto Chinchilla. Rights and Resources Group (RRG) staff present included James Miller and Pilar Siman.

At the open session on Friday January 15th, Stephen Kelleher (IUCN), Ujjwal Pradhan (ICRAF), Elena Petkova (CIFOR), Israel Bewang (FPCD) and Edmund Barrow (IUCN) observed as representatives of Partner Organizations. Ueli Mauderli (SDC), John Hudson (DFID), David Kaimowitz (Ford Foundation) and Mikaela Nilsson (SIDA) observed as donor representatives. Rights and Resources Group (RRG) staff present included James Miller, Deborah Barry, Arvind Khare, Augusta Molnar and Pilar Siman.

The afternoon session on Friday January 15th was closed to observers and included Board Members only, with Augusta Molnar attending as a translator for Alberto Chinchilla and Pilar Siman attending as the note-taker.

The Board meeting was preceded by a meeting of RRI Partners. Minutes from the Partner meeting are presented separately. The agenda for the board meeting is attached as Annex I.

Resolutions

1. Marcus Colchester (Secretary) reviewed the minutes and resolutions from the 11th Board meeting held in Washington DC in November 2009. Marcus Colchester motioned to approve the minutes, Kyeretwie Opoku seconded, and the minutes were unanimously approved by the Board. The approved minutes are attached as Annex II.
2. The Board recognized the improvement in the planning process that took place in 2009 and the active participation to finalize the 2010 budget during the preceding Partner and Program Meetings, and approved the recommended budget of $7.1 million and the corresponding work plan. Kyeretwie Opoku motioned and Ghan Shyam Pandey seconded.
3. The Board considered the recommendations of Partners regarding the MOU and resolved to constitute an MOU committee on March 1st. The purpose and role of this committee will be to produce a new MOU and IBA preferably by consensus, but if consensus fails, by majority, and the chair will have a casting vote. To ensure that the full diversity of the RRI is represented, the committee will be comprised of Andy White on behalf of RRG, Doris Capistrano as chair of the Board, Kyeretwie on behalf of Partners on the Board, Ghan Shyam on behalf of community organization Partners and Stephen Kelleher and Elena Petkova on behalf of the Partners. The

committee will produce a draft of a revised MOU and IBA by March 15 which it will then send to Partners, RRG and the Board for their comments. On the first of April the committee will reconvene to consider all comments received and will produce final versions of the MOU and IBA to be sent to the Board by April 15th for their consideration and approval and then subsequently to Partners for their signatures. The committee will be chaired by Doris. The new MOU will go out by May for signing. Kyeretwie Opoku motioned and Don Roberts seconded.

4. The Board supports RRG submitting a proposal to the Ford Foundation and exploring the proposed agreement to oversee a contract to evaluate the rights and resources related work funded by Ford. RRG will propose the necessary institutional arrangements and submit these to the Executive Committee for review before any agreements with Ford are finalized and signed. Yam Malla motioned and Ghan Shyam seconded.
5. The Board unanimously resolved that the Governance Committee TORs be revised with the recommended changes and submitted to the Board at the next Board meeting.
6. The Board resolved to reappoint all officers and members of the Executive Committee for another year. Ghan Shyam motioned and Yam Malla seconded.

Board Recognition and Guidance

1. The Board recognized the positive and participatory process by Partners to review the MOU, the contributions made by the midterm review of the MOU and the constructive discussions of all parties during the Osprey point meeting.
2. The Board takes on and supports Partners' recommendation that Partners' prepare a consolidated proposal for revisions to the MOU and IBA by the end of February.
3. The Board noted its appreciation of the work of the Independent Monitor and will include a presentation and discussion of the 2009 report's findings and recommendations during the next Board Meeting. The Board also recommended retaining the consultant for at least a second year, with the understanding that RRG will provide more guidance on the expertise they would like to see represented on the review team.
4. The Board recognized the great effort of James Miller and the rest of the RRG staff to create the budgets and work plans.
5. The Board also expressed appreciation for the Mid-Term review of the MOU prepared by Doris Capistrano and Don Roberts and the valuable role it has played in informing the discussion of the MOU and the coalition.

Notes

1. Status of "Next Steps" identified during November Board Meeting

   Andy reviewed the status of the "next steps" as a follow up to the November Board meeting:

   a. RRG prepared TORs for the Governance Committee and then presented them to the Board during this, January meeting.
   b. RRG sent information about the Independent Monitor team to the Partners on November 25, 2009.
   c. RRG modified one of the budget tables to more clearly demonstrate expenditures of RRG and Partners/Collaborators.
   d. Some of the Partners prepared summaries of their organization's position towards the MOU for the January Partner meeting. There was a significant amount of email exchange among the Partners between the November 2009 Board Meeting and this January meeting regarding the MOU in preparation for the January Partner meeting.

e. The issue of how RRI should strategically use its funds to address the need for capacity building among RRG national Collaborators is included in the agenda of this, January Board meeting.

2. Recommendations from the Executive Committee meeting held on January 13th.

Marcus reported on the recommendations from the Executive Committee meeting. The Executive Committee recommended the following:

a. That the Partner meeting start off as a closed session.

b. That the second RRI Governance meeting should take place sometime around the Bonn or Oslo meeting in May or June.

3. Review of Partner Meeting issues and recommendations

Marcus reported on the issues and recommendations that came up in the Partner meeting. It was noted that John Hudson (DFID) served as the facilitator for the Partner meeting with Stephen Kelleher (IUCN) as the meeting chair. At the Partners' request Andy gave a short presentation during the Partner meeting on the history/context in which RRI was created. The Partners have compiled their minutes which include the concerns/issues that they felt needed to be addressed/clarified. These minutes are presented separately. Doris noted that the amount of work Partners had done in the Partners meeting was impressive. Andy began a discussion on the process going forward to address the stated concerns. After much discussion it was decided that:

a. The Partners would meet over lunch and subsequently agree on more specific recommendations for the MOU and IBA.

b. The Partners would also discuss the suggestion of there being a joint deliberation between RRG, the Partners and the Board in the process of revising the MOU.

4. Review of current financial and operational status of RRI

Andy presented the revenue sheet for 2009 activities. It was also noted that there was an error in the Asia budget because of an error in the compilation of information at the Indonesia planning meeting, and that to resolve the issue the Board was asked to approve a $7.1 million budget instead of the original $7.0 million requested budget. Andy also reported on the findings from the donor support group meeting. The major messages from the donors were the following:

a. That the donors remain very supportive and impressed with the level of production and activity.

b. That RRI's reporting to the donors should be further strengthened by including a small set of "impact stories" to more clearly explain the role and contributions of RRI and the progress we are making towards our global goals.

c. That we revise the RRI log frame as planned with the participation of the Partners and finish establishing the internal monitoring, evaluation and learning system within 2010.

5. Revision of RRI Strategic Priorities

Andy presented the draft RRI Strategic Priorities for 2010 with the clarification that these priorities are to be updated and revised with Partner input. The following suggestions were made regarding the strategic priorities:

a. That the third Priority Outcome of engaging new constituencies include some of the specific constituencies we want to influence in 2010, like the private sector and indigenous groups.

b. That there be a fourth overarching Priority Outcome added: "To strengthen the coalition" and that it would feature some of the action points mentioned in the Partner meeting regarding enhanced Partner collaboration and internal communications.

6. Review of RRI 2010 work plan and budget

Andy reviewed the recommendations from the Program discussion on the RRI 2010 work plan and budget. The following changes were recommended:

a. That the total proposed budget be increased from 7.0 to 7.1 m.

b. That there be an increase of $81,000 in collaborative agreements with Partners and Collaborators

c. That within the Asia plan: $30,000 be added for a pluralism workshop in Indonesia, the budget for regional networking on palm oil be increased to $56,000 and the travel budget of the regional facilitator be increased to allow him to meet more with Partners

d. That within the Africa plan: $4,940 be re-allocated from the awareness committee to analysis of gender issues

e. That within the Strategic Analysis program: the funds allocated for a CIFOR-REDD policy brief be reallocated to the monitoring of RRI Targets, per John Hudson's suggestion.

7. Planning Process Discussion

Doris led a reflection on how the planning process can be improved for 2010. There were recommendations given for both the global and regional/country planning processes.

a. Global Planning Process

It was suggested: that the global programs planning meeting take place earlier in the year and be more participatory in nature to allow Partners more ownership over Global Program activities; that there be two global programs planning meetings in the year (one for brainstorming and one to finalize global programs plans once the country and regional planning meetings have taken place); that Collaborators be included in the global planning process; that there be a knowledge exchange fair once a year that served as an open space for discussion on RRI issues, attended by Partners and their staff, Collaborators and students; that Partners' involvement at COP 16 be included as part of the global planning process and that the planning process include a stronger focus on the RRI objective of reducing poverty.

b. Regional and Country Planning Process

It was suggested: that the dates of the country and regional planning meetings be more spaced out; that there be longer-term planning; possibly with contracts for two years now that RRI has more secured funding; that there be an increased use of Skype or video conferencing to decrease the level of travel; that instead of country and regional teams meeting just once a year, that they meet informally several times throughout the year to facilitate exchange of learning and the fostering of a social net that can be used for advocacy at the local and global level (Edmund Barrow (IUCN) volunteered to prepare an "Action-Learning Process" to facilitate Partners and Collaborators getting together at the national level and then sharing that knowledge at the regional and global level.)

8. Discussion on the future of the coalition

The Board had a discussion, with input from donors and Partners on the following questions:

1. What changes in the coalition should we consider to make better progress towards our global goals?
2. What operationally can we do this year to strengthen the coalition?

Recommendations to the first question were: to strengthen and focus the Coalition's response to its objective of reducing poverty within forested areas through more collective thinking and action on the subject; to focus on new and more creative ways to use Collaborators and fellows, empowering them more, linking them and taking advantage of their knowledge; to encourage Partners to actively collaborate and raise funds for RRI related activities per the MOU and IBA and to increase the number and types of Partners to extend our impact and better reach other key constituencies, at least continuing our current policy of growing at least one-two new Partners per year. Some ideas on what kinds of new Partners to engage included: civil society organizations already active as collaborator, organizations that have a focus on enterprise development and poverty alleviation, predominantly indigenous organizations, organizations from strategic countries, both donor and developing, such as Brazil and specific European countries.

Recommendations for the second question were: dedicate more effort to RRI's poverty alleviation goal, including more analytical and project work on poverty beyond the pro-poor effects of rights recognitions; for RRG to help Partners better connect and communicate with each other, helping Partners initiate more collaborative work and raise funds for themselves under the RRI umbrella; for RRG to better capture the work that each Partner is doing on different programs and themes and across the regions, and disseminate this information among the Partners and to better address the coalition-wide priority of engaging the corporate sector, especially where it is a threat to land rights and creator of poverty and disempowerment. A suggestion of how to influence the corporate constituency was to engage more with the sources where the private sector receives its information, requesting Don Roberts' help in the process.

9. Discussion on capacity-building at local level

The Board held a discussion on reasons for the coalition to focus more on capacity-building of local level Partners and Collaborators and on the kinds of capacity-building that would be most useful for the coalition to engage in. It was noted that regardless of whether RRI continues its active engagement in a country, it is the local level organizations that will continue to carry the work forward of achieving transformation in rights and tenure. Thus if RRI can strengthen these organizations and leave a stronger social movement, then even if the political window of opportunity for major impact is diminished, RRI will have made a difference (as is currently the case in Liberia). There were suggestions that RRI consider including capacity-building as part of any project-funding with local Collaborators

It was articulated that there were two levels of capacity being discussed: administrative capacity to manage itself, as well as comply with the contractual process that RRI has set out and capacity to self-analyze, self-finance and more effectively initiate and engage in reform processes beyond its relationship with RRI.

a. Administrative capacity

It was noted that many local Collaborators are not able to take on as much work and responsibility as they could because of their limited capacity to administer and report on RRI activities and that some have already requested RRG's assistance in preparing financial reports for RRI. Thus, there is a risk that if RRI does not engage in administrative capacity-building the coalition will be simply engaging local organizations to conduct RRI-identified activities as opposed to helping them self-direct; under-serving these organizations.

b. Capacity to self-analyze, self-finance and engage beyond contractual relations

Some Partners expressed that strengthening local Collaborators' ability to self-articulate from the local level and process information should be included in the work of RRI. It was suggested that the capacity-building RRI provides include helping local Partners and Collaborators carry out their own strategic analysis, craft political strategies that are fitting to their agendas, and create sustainable

financial mechanisms so that they can fundraise on their own. It was noted that the RRI network of REDD analysts that will be created this year could be a good network for local Collaborators to learn from, by doing analysis alongside experts.

10. Discussion on RRG's perspective on MOU and IBA

Following the Partner's presentation of it's preliminary thinking on revisions of the MOU, Andy shared that RRG appreciated the points raised, and noted that from the input received so far – there was a clear majority of Partners who supported a change whereby the majority of the Board be composed of independent members, and that "rights" explicitly figure in the mission statement. He also recalled the finding of the MOU mid-term report that the majority of Partners felt that either no changes were necessary in the MOU or that only few and or/minor changes be made.

RRG recommended the following changes to the MOU to reflect the Partner input received to date :

1. Replacing the word "representatives" with "independent" in the "Rights and Resources Group" sub-section of the Background section of the MOU.
2. Revising the mission statement to included the phrase "to advance the rights of forest peoples and communities and "benefits from forests, trees and other natural resources"
3. In section 7 which addresses the issue of fundraising and proposals which seek to raise funds for RRI-branded activities prepared by Partner Organizations, the MOU review committee should consider including the following sub-sections:
    i. Be designed and implemented with other RRI partners.
    ii. Partners agree to share lessons from that activity with other RRI Partners.
    iii. Demonstrate how the proposed project will advance RRI goal.
4. In section 14 which addresses the issue of advocacy statements or policy positions, adding a footnote or clarifying phrase on what constitutes an advocacy statement.

The recommended changes from RRG to the IBA are as follows:

1. Update the Mission statement to reflect the changes in the MOU.
2. Revise section 4 (Institutional Arrangements) to reflect the change in the MOU that the Board of Directors of the RRG is composed primarily of Independent Members as opposed to leaders from Partner organizations.
3. Revise second paragraph of section 4 to update the list of Partners.
4. Update the section on fundraising.
5. Revise sub-section 6 within section 4 (Institutional Arrangements) to reflect any clarification on the definition of advocacy made within the MOU.
6. Footnote the section on advocacy within the section on the responsibilities of RRG to provide clarification.

    Replace the words "Partner organizations" with "independent" in the section on the make-up of the Board of Directors.

Andy noted that RRG will respond to further input from Partners as the MOU revision process unfolds.

11. Discussion on draft report of Independent Monitor

The Board members noted that they were impressed by the work that Kevin Murray and his team had carried out in such a short period of time. After some discussion the Board made a recommendation

to extend Kevin Murray's contract for one more year with the understanding that RRG would give him more guidance on the areas of expertise they would like to see represented on his team.

12. Ford Foundation Proposal

Andy gave a short explanation of the funding proposal from Ford foundation. In addition to the grant to the framework proposal, Ford requested consideration of RRG serving as a financial pass-through for Ford funds that would be used for the evaluation and learning from Ford projects in the rights and resources arena. The Board members discussed some of the advantages and disadvantages of the proposal, appreciated the high value for synergistic learning, and recommended that Andy have a further discussion with David Kaimowitz to gather more information. Andy proposed and it was agreed that RRG prepare text on the institutional arrangements to govern the review of Ford-funded projects to diminish risks of conflict of interest and reputational risks to the coalition, and share this text with the Board Executive Committee for their review.

13. Governance Committee TORs

There was a discussion as to what the purpose and authority of the Governance Committee should be. The Board proposed the following changes:

1. Within the "Purpose" section include the phrase "The governance committee provides a forum to help resolve disputes and grievances received from members of the coalition"
2. Within the "Authority" section include the phrase: "Review the concerns received from RRG and Partners and make recommendations to the Board on how they be resolved.
3. Within the "Recruitment and Selection" section, remove the phrase "directors appointed to the board understand and agree to the financial requirements of board members."
4. That the "Accountability" section be revised to reflect that the assessment of the board's strengths and weaknesses be carried out every two years, as opposed to annually.

14. The Board reviewed the performance of the RRI Coordinator/President of the Rights and Resources Group in 2009. They conveyed the findings of their review to him and then agreed that the Chair would follow-up later with a more detailed discussion of their findings.

Next Steps

1. RRG will circulate the approved revised budget and work plan for 2009 RRI activities to all Partners.
2. RRG will complete and present the Crisis Management Plan at the next Board Meeting in June.
3. RRG will revise the TORs for the Governance committee and submit to the board.
4. RRG will receive the final report of the Independent Monitor, will circulate to all Partners and will present it to the Board in the next meeting.
5. The next meeting of the Board will be tentatively held in Oslo or Bonn after the UNFCCC meeting. The meeting is tentatively scheduled for June 14, 2010.
6. Andy White will meet with David Kaimowitz to gather more information about the Ford proposal, and then share with the Executive Committee the proposed arrangements for governing the evaluation and learning from the Ford-funded projects.
7. RRG will pursue extending the contract of Kevin Murray Strategic Consulting for another year.

Board Meeting Minutes
May 14, 2010
Final, November, 2010

To: The Board of Directors of the Rights and Resources Group
From: Marcus Colchester, Secretary
Date: May 21, 2010
Re: Board Meeting, Washington D.C., United States

The 13th Board Meeting of the Rights and Resources Group took place May 14, 2010 in Washington D.C., United States. The Board Meetings was held at the RRI office from 9:00 am – 5:00 pm. Present were Board members Doris Capistrano (Chair), Kyeretwie Opoku (Executive Committee), Yam Malla, Ghan Shyam Pandey, Don Roberts (Treasurer), Victoria Tauli - Corpuz, John Hudson, Andy White, Alberto Chinchilla, who participated via Skype with Augusta Molnar's translation, and Marcus Colchester (Secretary), who participated via conference call. Marcus Colchester participated between 9:00 am – 3:00 pm.

The Board meeting began at 9:00 am with a 10 minute closed session for Board Members only to review the agenda and identify any outstanding issues. The meeting ended at 5:15 pm with a 10 minute closed session for Board Members without the President of RRG. The rest of the morning and afternoon sessions of the Board meeting were "open." Chip Fay (Samdhana Institute) participated as an Observer, representing a Partner organization. Rights and Resources Group (RRG) staff present included Arvind Khare who served as a resource person, Augusta Molnar who served as a translator and Pilar Siman who served as a note-taker.

The final, adopted agenda for the board meeting is attached as Annex I. The approved minutes for the 12th Board Meeting of the Rights and Resources Group that took place in January, 2010 in Osprey Point, Maryland are attached as Annex II.

Resolutions

1. The Board unanimously agreed to induct Victoria Tauli-Corpuz and John Hudson to the RRI Board of Directors, to begin serving their terms effective immediately at the beginning of this Board meeting.
2. Marcus Colchester (Secretary) reviewed the minutes and resolutions from the 12th Board meeting held in Osprey Point, Maryland in January 2010. No revisions to the minutes were recommended. Marcus Colchester motioned to approve the minutes, Kyeretwie Opoku and Don Roberts seconded, and the minutes were unanimously approved by the Board. The approved minutes are attached as Annex II.
3. Don Roberts (Treasurer) presented the audited financial statements for 2009, including the IRS 990 form. The Board recorded its appreciation for the excellent audit, and the work done by Don Roberts, Arvind Khare, James Miller, Michael De Vito and Jennifer Wang to prepare for the audit. Don Roberts motioned for the Board to accept the audited financial statements and Yam Malla seconded. The board unanimously approved.
4. The Board noted that the Rights and REDD Global and Regional Dialogues had not been adequately budgeted in the Board approved 2010 budget. As a result, Andy White motioned for the Board to accept a budget increase of $168,000 to be funded by previous committed monies. John Hudson and Yam Malla seconded and the Board unanimously approved.
5. The Board agreed that if additional funds become available for disbursement above what is foreseen in the annually approved budget, the RRG management will consult regional coordinators and facilitators and then make a proposal to the Executive Committee for the allocation of these funds. Subject to the Executive Committee approval, these additional funds may be allocated to global, regional or national plans, as appropriate, or allocated to the SRM, taking into account any relevant donor requirements. Marcus Colchester motioned

this proposal and Kyeretwie Opoku and John Hudson seconded. The Board unanimously approved.

6. The Board reviewed the revised Terms of Reference for the Governance Committee and unanimously resolved to consider at the next Board meeting revised TORs which include only a streamlined set of specific responsibilities.

7. The Board decided to empower the Executive Committee to receive comments on differences, conflicts and advice on issues involving Partners and the RRG and that the Executive Committee has the authority to constitute ad hoc grievance committees as necessary to deal with these issues. The composition of these ad hoc grievance committees will be dependent on the nature of the issues and of the parties involved. Ad hoc committees will report to the Board and relevant Partners and will exist only for a specific time period and for a specific purpose. Doris Capistrano motioned for this decision and Kyeretwie Opoku seconded. The Board unanimously approved.

8. The Board agreed to accept the RRG Crisis Management Plan. Don Roberts motioned and John Hudson seconded. The Board unanimously approved.

9. The Board discussed the current policy on financing Board Members' participation in Board Meetings. The Board agreed with the recommendation of Marcus Colchester to fund all Board Members given the logic that Board Members serve as individuals, not as representatives of their organization, and thus Partner organizations should not bear the cost of Board Members' participation in Board Meetings. The Board resolved that, effective immediately, RRG would fund the travel and lodging of all Board Members participation in Board meetings. Don Roberts motioned and Ghan Shyam Pandey seconded. The Board unanimously approved.

10. The Board recognized the need for improvement in the contracting process. The Board resolved to ask John Hudson to work with RRG and review options for contracting; reporting recommendations in November. Ghan Shyam motioned and Yam Malla and Victoria Tauli-Corpuz seconded. The Board unanimously approved.

11. The Board unanimously approved the new MOU recommend by the MOU committee, with the exception of the mission statement. The Board proposed revisions to the mission statement and resolved that the revised mission statement would be circulated to Partners for comments immediately following the Board meeting, with comments referred to the MOU committee within a week; by May 24, 2010 . The MOU committee will then give recommendations on the final mission statement to the Board. Partners will then be asked if they support the new statement and MOU are ready to sign on. Ghan Shyam Pandey motioned and Don Roberts seconded.

12. The Board invited Kyeretwie Opoku to extend his service on the Board for a second three year term. Kyeretwie Opoku accepted the invitation. Victoria Tauli-Corpuz motioned to approve the invitation and Ghan Shyam Pandey seconded. The Board unanimously approved.

13. The Board extended its deep appreciation for Marcus Colchester, whose term ends in September 2010, for all of his contributions to the Board of RRI, including his exemplary service as Secretary of the Board.

14. The Board resolved to delay a decision on who will fill the open Partner slot on the Board until Partners have an opportunity to give recommendations at the next Board meeting on who they recommend, taking into account that ICRAF was the next Partner in line to take over the Partner slot vacated by Marcus Colchester. The Board unanimously approved.

15. The Board invited John Hudson to take over as the Chair of the RRI Board of Directors, effective at the end of this Board Meeting, and John Hudson accepted the invitation. The Board unanimously approved.

16. The Board nominated Kyeretwie Opoku to serve as the new Secretary of the Board of Directors starting in October, following Marcus Colchester's completion of his term in September. Kyeretwie Opoku accepted the nomination. Yam Malla motioned and Ghan Shyam Pandey seconded. The Board unanimously approved.
17. The Board invited Ghan Shyam Pandey to become the fourth member of the Executive Committee, starting in October, following the completion of Marcus Colchester's term in September. Victoria Tauli-Corpuz motioned and John Hudson seconded. The Board unanimously approved.
18. The Board noted its support of RRG increasing administrative staff capacity and agreed that the RRG President has the authority to decide on how to best achieve this.

Notes

1. Status of "Next Steps" identified during January Board Meeting

   Andy reviewed the status of the "next steps" as a follow up to the January Board meeting:

   a. RRG circulated to Partners the approved revised budget and work plan for 2010 on January 20, 2010.
   b. RRG completed the Crisis Management Plan and presented it to the Board during this, May meeting.
   c. RRG prepared revised TORs for the Governance Committee and then presented them to the Board during this, May meeting.
   d. RRG received the final report of the Independent Monitor and circulated to all Partners on March 1, 2010. This report will be presented during this, May meeting.
   e. The next meeting of the board is being held today, May 14, 2010.
   f. The Ford Foundation decided to not invite RRG to play a role in monitoring its project.
   g. RRG extended the contract of Kevin Murray Strategic Consulting for another year.

2. Audit accounts for 2009/Review of IRS Form 990

   Don Roberts gave an update on the audit accounts and reviewed the IRS 990, a form required by the U.S. government. There were no difficulties with auditors and the organization received a clean bill of health for 2009. The auditors also made an observation that they found RRG to be very responsive, to have very good documentation; exceptional in comparison to comparable NGOs in the Washington area. Don also noted that in 2009 the RRG was able to obtained a one-year $100,000 line of credit.

3. Estimated Secure Revenue for 2010

   Don Roberts gave an update on the estimated secure revenue for 2010 activities. The board noted that the 10% hedge included in the budget was proving to be extremely important, especially given the current exchange rate situation in Europe. As a result of recent currency fluctuation, the total revenue available for 2010 is 7.2 million as opposed to the previously anticipated 7.38. Arvind Khare gave an update on the status of grants. It was noted that although the operating budget for RRI for 2010 is over 7 million, it is projected that the revenue for 2011 and 2012 will be closer to 5 million, with slightly lower estimated revenue for 2013. It was also noted though that the RRG will start seeking and renegotiating grants in 2013. Andy White gave an update on the status of the three proposals which were outstanding at the January Board meeting. Andy reported that the RRG was successful in securing all of the requested funding. RRG received $1.1 M from FORD, $5 M from NORAD-INGO and $8.6 M from NORAD-Climate Change for the next three years.

   There was a discussion on whether the organization is being driven or changed by the availability of climate change funding. It was noted that the vast majority of RRI's activity is demand driven, coming from the country level, thus the Initiative is simply responding to the importance given at the country level to climate change and REDD related activities. Andy White noted that the Rights and REDD Global and Regional Dialogues had not been adequately budgeted for in January, and proposed that

the Board increase the budget by $168,000 to cover these costs. The Board agreed with Andy's proposal.

The Board held a discussion on what the protocol for the RRG should be in the event that additional funds become available for disbursement, above what is foreseen in the annually approved budget. It was decided that the RRG management will consult regional coordinators and facilitators and then make a proposal to the Executive Committee for the allocation of funds.

4. Review of Revised TORs of Governance Committee

Don Roberts presented the revised TORS of the Governance Committee. A discussion followed on the logic behind the creation of the Governance Committee and the concern that in its present form, the Governance Committee TORs were overstepping the scope originally envisioned by Marcus Colchester, which was to have a body that would receive complaints and resolve disputes.

After discussing various possibilities, Doris Capistrano proposed the idea that the Executive Committee be given the ability to create ad hoc grievance bodies to address any necessary issues by Partners or the RRG. The Board approved this suggestion and decided to propose revised, streamlined TORs for the Governance committee in the November Board meeting.

5. Policy for Financing Board Members' Participation in Board Meetings

Andy White began the discussion on the policy for financing Board Member's participation in Board Meetings by explaining that the existing policy, in which RRG only finances the travel of Board members who are Independent members, representatives from community organizations and local NGOs, was based on the logic of Partners co-ownership of the coalition and limited funding. It was noted that the Executive Committee had decided in its May 4th meeting that there was an inconsistency in the current policy given that Partner representatives are asked to serve as individuals on the Board, yet their respective organizations are expected to provide funding for their participation in Board meetings. Since the logic that was the basis for the current policy is not compelling and the Initiative now has secure funding, the Executive Committee recommended to the Board that the policy be changed so that all Board Members' travel and lodging be financed by the RRG. The Board recorded Andy White's statement that it is regrettable that the Board did not make this decision earlier, given that if it would have there is good chance that Marcus Colchester would have been able to attend this Board meeting in person.

6. Recommendations from Independent Monitor's Report

The Board reviewed and discussed the recommendations given by the Independent Monitor, Kevin Murray Consulting Services, in the Independent Monitoring report on RRI's 2009 activities.

a. Monitoring, Evaluation and Learning: Andy White reported that Kevin Murray is currently creating a revised log frame with input from the management of RRG. This log frame will have fewer but more realistic indicators to improve the monitoring and evaluation of RRI activities. It was recommended that Kevin Murray circulate the revised log frame to Partners and Donors to include their input.

There was a discussion regarding the disadvantage RRI faces in terms of funding since it is difficult for Donor representatives to explain what the Initiative has achieved; given that RRI's reports are not sufficiently quantitative, because of the nature and timeframe of the activities. John Hudson stated that as a former Donor representative, it was imperative that RRI finds ways of conveying the nature and magnitude of its impact. It was noted that although the question of attribution is often an issue when discussing impacts of activities, it would be sufficient for the RRI to estimate its role in the outcome.

There was also a discussion on the mid-term review of the framework agreement required by SIDA. The Board agreed to conduct this review in 2011. RRG will consider next steps with the Board Chair, John Hudson, and prepare a plan forward.

b. Coalition Strengthening: Andy White noted that the RRG was currently taking steps which respond to the Independent Monitoring recommendation to focus on strengthening the coalition. One of these steps was including "the strengthening of the coalition" as one of the strategic

priorities of the coalition for 2010. It was also reported that the RRG is setting up a system to better "map" and display the work of Partners, both for internal purposes and for public diffusion. The Global Programs Meeting which took place for the first time in November of 2009 and which will take place again in November 2010 is another vehicle through which the RRG is working on better integrating Partners into the design, planning and execution of RRI Global Programs.

c. Country Priorities: The Board held a short discussion on the IM recommendation that RRI establish a method to annually review its choices regarding priority countries. It was noted that one of the strengths of RRI should be the ability to enter and leave a country quickly, and that it could be helpful to create exit strategies to do so because although the demand keeps growing, RRI cannot grow indefinitely and risks overextending itself.

d. Contracting System and Operational Capacity: The IM report recommended that the RRI review its contracting system with an eye toward capturing efficiencies, identifying potential bottlenecks and shortening the overall length of the process. The report also recommended that RRG assess its operational capacity based on projected needs over the next three years and make a plan to create operational capacity in line with those needs. The report noted that an additional financial/administrative person to focus attention on the contracting process and related activities is an urgent necessity.

The Board discussed some of the reasons for the delay in the contracting process and possibilities to improve this process. There was a suggestion that the RRG bundle a Partner's projects and/or move to a multi-year contract as opposed to a contract per year. Arvind Khare noted that one of the difficulties with these suggestions is that in making long term agreements, the RRG would commit to disbursing certain funds which it may not count on in the future years. In addition, contracts which bundle activities would make monitoring the outcomes of each activity more difficult.

After other possibilities were discussed the Board decided it would be best to appoint an individual to look into the current contracting system and present a possible solution to the Board at the November meeting. John Hudson was invited to work with the RRG to review this process and he accepted the invitation.

e. Communications Capacity: The Board discussed the IM report's recommendation to strengthen communications capacity of RRG staff. The Board members agreed that given the nature of the RRG and our fiscal position, it made more sense to continue outsourcing to Burness Communications when necessary instead of hiring a new communications professional to be on staff.

7. Revised Memorandum of Understanding

During lunch, the Board Members and Partner Representative Chip Fay reviewed: the minutes from the meetings of the MOU committee, the report from the MOU Committee and the revisions to the MOU proposed by the MOU committee to the Board. Doris Capistrano detailed the process the MOU committee had taken to incorporate Partners' inputs to the revised version of the MOU, and led the group in discussing each of the revisions proposed by the MOU committee.

There was a suggestion that the term "legislative" used throughout the MOU be changed to the term "legal" given the strict lobbying rules in the United States. The Board agreed to accept this suggestion and change the term to "legal" throughout the document. The Board then held a discussion on whether the revised mission statement, proposed by the MOU Committee adequately captured the goals and constituents of the RRI. There were several suggestions made to revise the mission statement, and after a lengthily discussion the Board came up with a new version of the RRI mission statement which reads as follows:

RRI's **Mission** is to support local communities' and indigenous peoples' struggles against poverty and marginalization by promoting greater global commitment and action towards policy, market and legal reforms that secure their rights to own, control and benefit from natural resources, especially land and forests.

It was decided that because the Board had made further revisions to the Mission Statement, it would be best to circulate the new mission statement to Partners and give them one week to opine and give comments. The Board agreed that the MOU committee would reconvene on May 24th to review Partners' input and issue recommendations to the Board, which could then go ahead and approve the revised MOU by the end of the week.

8. IBA and Concept Note

During Lunch the Board also reviewed the revised changes made to the IBA and Concept Note recommended by the MOU Committee. These changes were made to reflect the changes made within the MOU. Andy White gave an explanation of the current process the MOU committee has taken to revise the IBA and Concept Note; creating matrices which reflect input from Partners. It was decided that Partners, RRG and the Board will continue consideration of revisions to the IBA, per established procedure, with the next face-to-face Partner meeting now anticipated to take place during the Global Program meetings in Washington DC between November 3-4. This input will be considered at the next Board meeting November 5th.

9. Status of Board Rotation and Board Officers

a. Board Membership: Andy White reviewed the current status of Board Membership and Officers. It was reported that although she was invited to begin her Board term in January 2009, Victoria Tauli-Corpuz has been unable to attend Board meetings and for this reason the Board unanimously decided to begin Victoria's term as of the May 14th, 2010 meeting. The Board also reported that John Hudson had been invited to join the Board earlier in today's meeting and he had accepted the invitation.

The Board discussed how to move forward with Kyeretwie Opoku and Marcus Colchester's terms ending in September 2010. It was decided that given the importance of having a Board member from Africa and having someone with a legal background on the Board it would be best if Kyeretwie Opoku would serve another three year term on the Board. Kyeretwie was invited to serve another term and accepted. It was also decided that Marcus Colchester would rotate off the Board when his term was over in September. The Board noted its deep appreciation for all of the work and contributions Marcus Colchester had given to the Board during his time as a Board Member and specifically as the Secretary of the Board.

The Board discussed how to proceed to fill the vacated Partner spot that would be available as of September 2010. It was noted that the current Board policy is for the next Partner organization in line to have the opportunity to nominate a representative to serve on the Board; and that the next Partner organization in line to be on the Board was ICRAF. Given that the Partners had expressed wanting a more active role in nominating Board Members, it was decided that the decision of who would replace Marcus Colchester would be delayed until Partners were given an opportunity to share their recommendations on the subject.

b. Board Officers: The Board recorded its deep appreciation for Doris Capistrano who had served as the Chair of the Board of Directors since the beginning of the RRI. The Board invited John Hudson to take over as Chair of the Board of Directors at the end of this meeting, and he accepted. The Board invited Kyeretwie Opoku to serve as Secretary of the Board and he accepted. The Board also invited Ghan Shyam Pandey to serve as the fourth member of the Executive Committee and he accepted the nomination.

10. RRG's Management Performance Evaluation System

The Board reviewed the Performance Evaluation System used by the RRG to evaluate Andy White, the RRG Management and the rest of the RRG staff. There was a discussion on whether the numbers given on the RRG Management's Overall Performance Evaluation Sheet translated into financial rewards. Andy White explained that the RRG management had capped its own salary when the Initiative first began out of concern for the financial situation of the Initiative and have not ever provided themselves performance bonuses.

It was noted that the Executive Committee had approved in February 2010 a system by which the Executive Committee reviewed the performance of the President and provided a bonus either on

a percent of salary or weeks of additional vacation, varying on whether performance was judged "good" or "exceptional." It was noted that the RRG President had decided that Senior Management had done an exceptional job in 2009 and had offered them the associated bonus. It was noted that Senior Management had declined this bonus because they felt it was not fair for them to receive a certain level which the President had not received in accordance with the existing rewards policy. In the end the President decided to forego all bonuses for himself and Management. Recommended for 2009. Don Roberts thanked Andy White for explaining the situation and expressed that the Board noted the form of "protest" which the RRG Management was taking by not accepting the performance bonuses for their work in 2009.

11. Other Issues

a. Changes in staff: It was reported that there would be certain changes in the staff of RRG. It was noted that a new Asia coordinator had been hired, Nayna Jhaveri, as well as a new regional facilitator for Africa, Ana Dela Apekey. It was also noted that the current Coalition and Communications Manager, Pilar Siman, was returning to graduate school, and thus a recruiting process had begun to find a replacement. It was also noted that Michael de Vito, the current Office Manager and Finance Associate would also be going back to school and thus a recruiting process would begin to replace him as well.

b. RRG's analytical capacity: The Board held a discussion on the difficulties faced by the RRG management and senior staff in trying to do both analytical work and the work of managing the secretariat and the coalition. It was noted that there is a concern that going forward it will be difficult for RRG to maintain its analytical capacity when the staff's time is dedicated to managing the coalition and cannot be dedicated as much to "thinking." The Board also discussed the critical importance of attracting and maintaining high quality analysts, as this is one of the most valued contributions of the coalition.

c. Strategic Opportunities going forward: Victoria Tauli-Corpuz initiated a discussion on the importance of the RRI Board using Board meeting time to discuss content as opposed to focusing only on "process." The Board decided to use thirty minutes of this Board Meeting to discuss "content and strategic opportunities going forward" as identified by Board Members. It was noted that one of the strengths of the RRI was in its power to convene and that it could do more to bring together organizations and individuals to actually discuss their thoughts on REDD and how these organizations with similar missions can ensure that their goal is reached. It was noted that the challenge was for RRI to be ahead of the climate change wave and not be caught up in it. It was noted that it was imperative for RRG upper management and senior staff to have the opportunity and time to think ahead and not simply focus on being managers.

It was noted by Ghan Shyam Pandey that in his perspective the RRI had not done enough to link how improving tenure and rights affects poverty and livelihood and why poverty persists. It was noted that the RRI could benefit from focusing more attention on actually reducing poverty with the populations its Partner Organizations work with and possibly collaborating more with other coalitions that are doing similar work.

12. Next Steps

1. RRG will circulate the revised log frame to Partners and Donors to receive input and comments.

2. RRG will circulate the revised MOU mission statement today, May 14th, 2010, and follow up with phone calls to Partner representatives that do not respond within a week. Partner representatives will be asked if they approve the new mission statement and also if they plan on signing on to the revised MOU with the new mission statement.

3. The MOU committee will reconvene on May 24th and issue recommendations to the Board on the revised mission statement.

4. RRG will present a revised, streamlined version of the Governance Committee TORs at the November Board meeting.

Board Meeting Minutes
November 5, 2010
Final, January, 2011

To: The Board of Directors of the Rights and Resources Group
From: Kyeretwie Opoku, Secretary
Date: November 23, 2010
Re: Board Meeting, Washington D.C., United States

The 14th Board Meeting of the Rights and Resources Group took place November 5, 2010 in Washington D.C., United States. The Board Meeting was held at the River Inn from 9:00 am – 5:00 pm. Present were Board members John Hudson (Chair), Kyeretwie Opoku (Secretary), Ghan Shyam Pandey (Executive Committee), Victoria Tauli-Corpuz, Don Roberts (Treasurer), Doris Capistrano, who participated via Skype, and Andy White.

The Board meeting began at 9:00 am. The meeting ended at 4:45 pm with a 15 minute closed session for Board Members without the President of RRG. The rest of the morning and afternoon sessions of the Board meeting were "open." James Bampton (RECOFTC) and Gamma Galudra (ICRAF) participated in the full meeting as Observers, representing Partner organizations. Jane Carter (IC) also participated as an observer between 1:30pm – 5pm. Rights and Resources Group (RRG) staff present included Arvind Khare and Augusta Molnar, and James-Christopher Miller who served as resource persons. Naomi Basik was present as the note-taker.

The final, adopted agenda for the board meeting is attached as Annex I. The approved minutes for the 13th Board Meeting of the Rights and Resources Group that took place in May, 2010 in Washington, DC are attached as Annex II.

Resolutions

7. The Board expressed its gratitude to Marcus Colchester for serving a full three-year Board term, for all his contributions to the Board of RRI, including his exemplary service as Secretary of the Board.
8. Kyeretwie Opoku (Secretary) reviewed the minutes and resolutions from the 13th Board meeting held in Washington, DC in May 2010. No revisions to the minutes were recommended. Ghan Shyam Pandey motioned to approve the minutes, Kyeretwie Opoku seconded, and the minutes were unanimously approved by the Board. The approved minutes are attached as Annex 1.
9. The Board reviewed and agreed to accept the revised Terms of Reference for the Governance Committee, pending a small change (insert "Develop and disclose a process for identifying and evaluating nominees for Director, *in consultation with Partners and management" in # 2)* regarding the Partner consultation. John Hudson motioned and Kyeretwie Opoku seconded. The Board unanimously approved.
10. The Board supported the recommendation of Partners and agreed to induct Tebtebba as a new Partner in the RRI Coalition. Don Roberts motioned and Ghan Shyam Pandey seconded. The Board unanimously approved.
11. The Board agreed to take expressions of interest in RRI Partnership from IFRI and PRISMA under consideration and resolved to empower the Executive Committee to make a final decision regarding induction of IFRI and PRISMA as Partners. It asked RRG to supply additional information on the two organizations in question to Partners within the next two weeks. In addition, RRG would describe how the two organizations met the seven criteria for Partnership identified in the IBA. The Executive Committee would then review Partner input and make the final decision. Kyeretwie Opoku motioned and Don Roberts seconded. The Board unanimously approved.

12. The Board discussed Partners' proposed changes to the IBA and resolved to make a definitive decision regarding the suggested changes in January meeting, pending Partner edits. The Board unanimously approved.
13. The Board established the Governance Committee, inducting John Hudson and Ghan Shyam Pandey as its members. Andy White reiterated the Committee's responsibility to nominate candidates for the two vacant Independent Board Member positions. Kyeretwie Opoku motioned and Don Roberts seconded. The Board unanimously approved.
14. The Board moved to accept the recommendations put forth in John Hudson's report on the status of RRI Contracting. Andy White recognized the need for RRG staff to continue implementing John's suggestions, provide further training and better communication with Partners and Collaborators throughout the contracting process, and continuation for the time being of the practice of issuing single rather than bundled contracts for a period of no longer than one year. Ghan Shyam motioned to accept these recommendations. Vicky Tauli-Corpuz and Don Roberts seconded. The Board unanimously approved.
15. Andy White requested that the Board approve early allocation of $60,000 total in order to initiate two 2011 Global Programs activities, a Dialogue organized by Tebtebba and FPP to take place February 2011 in London, and an Asia Regional Conference on Tenure co-organized by RRI and ITTO, to take place July 2011 in Indonesia. Don Roberts motioned and Kyeretwie seconded. The Board unanimously approved.

Notes

4. Status of "Next Steps" identified during May Board Meeting

   Andy White reviewed the status of the "next steps" as a follow up to the May Board meeting:

   a. RRG circulated the revised Log Frame to Donors in July for comment. Their input was incorporated and final version was sent to Partners and Donors in early October.
   b. RRG circulated the revised MOU mission statement on May 14th, 2010. The new MOU was signed by all current partners. CIFOR and IUCN declined to sign on to the MOU and have subsequently become collaborators.
   c. The MOU committee reconvened on May 24th, 2010 and revised the RRI mission statement. It has been incorporated in the MOU.
   d. RRG revised the TORs of the Governance Committee which were presented in this board meeting.
   e. The next meeting of the board is being held today, November 5, 2010.

5. Funding/finances for 2010 and estimated carry-over for 2011

   Don Roberts gave an update on RRI finances and estimated carry-over into 2011. RRI currently has a balance of $804,086 for the remainder of 2010 and a carry-over of $539,758 going into 2011, reflecting the current hedge of $54,290. Don Roberts noted that RRI had more funds available than were approved in the revised budget approved by the Board in May due to an additional match commitment for Grey Towers.

   Andy White noted that although 37% of the 2010 overall budget had been allocated for RRG use, recorded expenses to date indicate that it has been only 31%. Likewise allocations for partners and collaborators were projected as 63% but have been 68% to date. It was noted that this was the trend even with the increased number and costs of RRI Dialogues, and that while empowering coalition members was ideal, the secretariat itself should not be underfunded, especially since internal (human) resources are becoming an issue. It was also noted that the increase from $338,842 (projected) to $515,153 in collaborator program consultants was primarily a result of underprojected costs of the RRI independent monitor, Phil Shearman's work as a consultant in Nepal, and Paul DeWit's work as a consultant in Guatemala and DRC.

3. Projected revenue and program allocations

Don Roberts gave an update on the projected revenue for 2011 activities. RRI has confirmed revenue for an effective budget of $6.8M for 2011. Arvind noted that while this figure is much healthier than was imagined six months prior, RRI should still be prudent and expect revenue of $5 – 5.5M going into 2012, due to forecasts for base expenditures and long-term arrangements with donors. It was also noted that an application for a one-year grant of $1 million would be sent to Ford Foundation within the next two weeks, and that RRG has a high degree of confidence that the grant would be obtained. Because of the funding period of the Ford grant (March to February), $833,000 would become available from March to December, totaling 5/6 of the full grant.

The Board also noted that RRG management has presented a request to USAID via US Forest Service to support a more ambitious plan for MegaFlorestais initiatives, totaling $1 million per year for the next three years. Management estimated that $500,000 may become available for 2011; Don Roberts noted that this figure is not included in the 2011 estimated revenue, rather listed as prospective revenue.

4. Review of 2010 Internal Audit Report

Don Roberts presented a letter from Bell & French, LLC, a CPA firm hired by RRG to inspect accounting records. Andy White noted that the bulk of the auditors' findings were small errors, but substantive findings were as follows:

a. Issues could be resolved if there was adequate supervision in the RRG finance and administration department.
b. Manager of Finance and Administration, James-Christopher Miller possesses the qualifications to oversee, but lacks sufficient time to perform oversight.
c. RRI is heavily dependent on James, which presents considerable risk to the organization.

The Board reviewed the Internal Auditor report and expressed concern and advised that RRG needed to increase capacity within its Finance and Administration department, as per the recommendations of the Internal Audit. The Board was informed that last week recruitment was launched for an Assistant Manager of Finance to assist James and enable him to perform more of an oversight/supervision role. Andy White noted that while administrative staff capacity has plateau'd, number of programs and contracts has risen sharply. This new hire would enable RRG to diversify risk and would be a fiscally minimal change (equivalent to ½ a staff hire, or 6% staff budget increase) as Michael DeVito, part-time Senior Associate of Finance who currently performs a portion of these duties, will leave RRG in mid-December.

5. Office Space

The board welcomed continuation of this auditing mechanism as a process in place for RRG management seeking accountability and input. They supported RRG's action in recruiting additional staff to minimize risks highlighted in internal auditor's report and expressed concern regarding the resulting office space constraint. It was noted that the office space one floor above RRG is vacant and occupying it could increase office space by 50%. Costs of moving would be minimal and include approximately $20,000 – $40,000 in up-front construction and less than 1% enhancement of total budget per year to cover increased rent. Ghan Shyam noted that with a larger board room, the cost of meetings elsewhere would be negated. The board encouraged RRG to take steps to secure an expanded office space.

6. RRI Fundraising for 2011, Preparation for Next Framework Proposal, and 2011 Mid-term Review

a. Fundraising for 2011: Andy White reported that two new donors, USAID and the Danish International Development Agency (DANIDA) have been approached (see above for explanation of requested USAID funding). Conversations with DANIDA are embryonic but motivations for approaching both donors include:

1. Securing additional funding when RRI budget drops below the levels to which the Coalition has become accustomed; and
2. Desire to broaden base of our support by 2012 Framework Proposal revision, to demonstrate to framework donors that their investment leveraged additional support and influence in the development community in addition to the many concrete impacts and outcomes produced by RRI.

Andy White noted that he has spoken with Mike Speirs, who leads DANIDA's support to forests and climate change, who has expressed interest in exploring DANIDA support for RRI.

Ghan Shyam suggested and others agreed that fundraising should be strategically pursued on three levels: global, regional, and national. The Board noted that in compliance with the provisions of the IBA, a joint proposal from RRI and RECOFTC is being formulated to raise additional funds for country and regional activities in Asia from four potential donors identified by Yam Malla. The Board agreed that the key strategy going forward will be to diversify funders and avoid those who present large administrative costs, including USAID.

b. Framework Proposal: The RRI Framework Proposal comes to term at the end of 2012. The coalition agrees to prepare a follow-on framework proposal incorporating a vision going forward, sense of how the world has changed, new opportunities for influence, new strategic approaches, and new countries to strategically target. Andy White will attend the ETFAG meeting in October 2011 and would like to deliver at least a concept note, which will also incorporate "impact stories" from the Monitoring and Evaluation exercise, results of the "Blue Skies" meeting, and visible products of RRI work. John Hudson led a discussion on the interests and pressures currently influencing the work of RRI donors and how their circumstances will affect future funding opportunities.

c. Mid-term Review: Andy White gave an update on the status of the Framework Proposal Mid-term Review. Terms of Reference have been drafted and two candidates have been identified for the evaluator position, Michael Flint and Gabriel Campbell, both of whom have substantial international consulting experience. The Board noted that this position is difficult to recruit for and that the ideal candidate would be an unusual character who can understand the uniqueness of RRI. Vicky Tauli-Corpuz suggested recruiting an evaluator from the developing world. Andy will seek advice from Sida and other framework donors on both the TORs and the candidates. The Board agreed to expand the pool of candidates in order to find a suitable evaluator for the Framework Proposal mid-term review, and agreed to send nominations to RRG.

7. Governance Committee

It was proposed that under the "Duties" section of the TORs, #2 should be modified as "Develop and disclose a process for identifying and evaluating nominees for Director, *in consultation with Partners and management"* [emphasis added]. The Board welcomed the suggestions regarding Partner input and recommended that TORs be modified accordingly (see resolution no.4).

8. New applicants for RRI Partnership

Vicky Tauli-Corpuz recused herself from this discussion. The Board proceeded to first review the process and criteria of selecting new Partners. Three years ago, it was decided to invite up to two new Partner organizations per year because incorporating and integrating new organizations had certain time costs. The last Partner who joined the Coalition was Samdhana Institute in 2008. Since then the Board has adopted an unofficial moratorium on new Partners which effectively lasted two years. Since the MOU review process concluded this past year, the number of Partners has been reduced to ten.

A number of criteria exist for considering potential candidates for Partnership, outlined in the IBA. Several candidates have applied within the past few years but been rejected due to not meeting the

criteria. This year three candidates applied for Partnership. Andy White presented these organizations to the Board as follows:

a. Tebtebba: RRI does not now include an indigenous peoples organization, which would be a essential perspective to include considering how heavily the coalition prioritizes IP issues. Tebtebba has been a collaborator of RRI and a member of the Independent Advisory Group; Vicky Tauli-Corpuz is already a Board member and they would add value to the Coalition through their presence in Asia, Latin America, and Africa.
b. PRISMA: A research, analysis and advocacy group based in El Salvador, PRISMA was nominated by a Board Member and Partner representative Alberto Chinchilla. It works primarily in Mexico and Central America and is quite credible with governments, indigenous organizations, and other community groups and NGOs. It would add further value in allowing RRI to become more effective in its Latin America interventions. PRISMA very successfully hosted the Regional RRI Dialogue in San Salvador in September 2010.
c. IFRI (International Forest Resources and Institutions): IFRI is a network of researchers and national research organizations founded in 1992 by Elinor Ostrom and now directed by Arun Agrawal. It has been a collaborator since 2008 and would add value to the coalition as the world's largest network of national-based researchers focused on forest rights. IFRI is very highly respected and influential in both the research and policy communities, thus boosting RRI's credibility to produce sharp and timely analyses. Andy White noted that it would be remiss not to take advantage of their interest in becoming a Partner due to their reputation for rigorous analysis and potential for dramatically expanding RRI's connection with researchers embedded in national debates on these issues.

Recommendations were presented and discussed at the Partner meeting, where there was a clear agreement to support Tebtebba's candidacy. IFRI and PRISMA were well received, but many felt they needed more information to make a decision. James Bampton noted that RECOFTC had attempted to collaborate with IFRI in the past but had been unsuccessful, and were therefore eager to collaborate further through RRI. Kyeretwie noted that Partners were vaguely familiar with IFRI, but less with PRISMA, though PRISMA's candidacy was Partner-endorsed. Both James and Kyeretwie proposed giving Partners more time to acquaint themselves with IFRI and PRISMA in order to make an informed decision. The Board inducted Tebtebba as a Partner organization and recommended a process for taking a final decision on the other two candidate organizations (see resolution no.6).

9. Report on IBA

The Board reviewed the updated IBA, revised to incorporate agreed MOU texts and proposed revisions to address Partner proposals. As was decided at the May Board Meeting, Intercooperation (through Jane Carter) chaired the IBA review process and sent the updated IBA to Partners three weeks prior to Tuesday's Partner meeting in preparation for discussion. Partners spent half a day reviewing the IBA and made small but significant changes, primarily noting a need to add language on the responsibilities and roles of Partner organization, as the IBA now focuses mainly on the role of RRG and the Board, Partners and Fellows, but does not have the same level of treatment regarding Collaborators and the responsibility of Partners, etc. Partners proposed revising the existing text collaboratively, assigning certain parts to each Partner, to facilitate better interaction and produce revised text. This input will be considered at the January meetings.

In response, Andy White noted that the existing IBA would govern RRI until changes are officially approved in January. Doris Capistrano added, and Andy White agreed, that consulting Partners and raising concerns and awareness simply constitute good Coalition practice. The Board unanimously approved allowing for Partner review of the IBA and to make a definitive decision regarding updates in January.

10. Review of RRG Monitoring and Evaluation System

Andy White presented a brief review of the progress on RRG's Monitoring and Evaluation system which was approved at the May Board Meeting. The system is currently underway and progressing well. RRG recognizes that although M&E is time and labor-intensive to institute, it has enabled

rigorous reflection and learning to make coalition planning more strategic. Planning teams have successfully identified impacts thought to be most influential and that best reflect the spectrum of RRI's work midway through the Framework Proposal. Kevin Murray, the Independent Monitor, has sent his team to three key countries and continues to track a subset of RRI activities. Kevin noted that the M&E system is intended to be a learning tool promoting best practices and providing opportunities for mid-course adjustments; if the system fails as a learning tool, it fails completely. Andy White noted that payoffs are expected throughout the Initiative due to the simultaneous adoption of monitoring and evaluation processes.

11. Response to Independent Monitor's 2009 Recommendations

The Board reviewed steps taken in response to recommendations made in the 2009 Independent Monitor report and concluded that significant progress had been made as follows:

- *Monitoring, Evaluation and Learning System*: Has been established, is well underway and will be completed as scheduled.

- *Coalition Strengthening*: The MOU and IBA review processes have strengthened the coalition and RRI also reviewed and made adjustments to existing communications strategies and the general articulation of country/regional and Global Programs initiatives. Country and regional planning meeting this year was therefore more streamlined, as was the Global Programs planning meeting. The Communications Workshop held in conjunction with this week's meetings also points to steps in coalition strengthening. Kevin noted that RRI experimented with different models of planning, for example in the decision to include Collaborators at the Africa Regional planning meeting. The soon-to-be-launched upgraded RRI website will also serve as an improved communication tool, designed to better reflect Partner activities.

- *Country Priorities:* Review of priority countries is a critical issue which requires a separate discussion in order to choose priority countries which achieve the largest strategic impact without leaving behind established commitments. The process of revising the list of RRI priority countries is indeed overdue and will be addressed in the coming year, particularly in regards to the revised Framework Proposal.

- *Contracting System:* John Hudson spent one week at RRG offices reviewing current contracting procedures and drafted a report of observations and recommendations for capacity improvements, which will be discussed in the Board meeting.

- *Communications Capacity:* RRG opted not to follow the recommendation to add a senior communications professional to its staff. Rather it has maintained a productive relationship with Burness Communications and benefited greatly from the firm's international experience and public relations expertise. Pilar Siman, former Coalition and Communications Manager, left RRG in July and was replaced by Jenna DiPaolo, who brings more communications experience to RRI. Communications strategy has become ingrained in RRI's analytical products, mission and design process; Andy White commented that it was therefore easier to outsource communications expertise rather than retrofitting the current system.

Further discussion of RRG Communications strategy ensued. It was stated on record that Tebtebba is now a full Partner, and will be put in touch with Jenna DiPaolo and RRG Communications staff as soon as possible. John Hudson noted that RRI has been a more successful communicator than the majority of coalitions he had worked with as a donor.

- *Operational Capacity:* As noted earlier, a decision has been made to hire an additional Finance and Administration staff member.

12. Board Rotation

a. Board Membership: Andy White reviewed the current status of Board membership. It was recognized that since Tebtebba is now a full RRI Partner, Vicky Tauli-Corpuz is no longer classified as an "independent" member. This fills the vacancy listed for one Director drawn

from a Partner organization, creating instead two vacancies for Independent Members. It was noted that the matrix in the Board Book ("Current Status of Board Composition") reflects Ghan Shyam Pandey's transition from being drawn from a Partner organization to Independent Member, having stepped down from his position as Chairperson of FECOFUN.

The Board then took stock of its current membership. As of November 2010 there are nine members: four Directors drawn from Partner organizations, four Independent Members, and the RRI Coordinator. It was noted that in order to reach the target of 11 members (six Independent and four Partner), recruitment should begin for two Independent Members. Andy White reviewed the status of Partner Representative rotation, noting that the Partner meeting had agreed to maintain the existing system of drawing Directors from Partner organizations on a rotating basis, and that ICRAF was the next Partner organization to be eligible for nomination. Partners had endorsed Ujjwal Pradhan, from ICRAF. Because Tebtebba has become a Partner, Vicky Tauli-Corpuz was no longer "independent" . It has been decided that the Board will postpone extending the invitation to Ujjwal until October 2011, when Yam Malla (from another partner organization) rotates off the Board.

b. Officers: Marcus Colchester ended his term as Secretary in September 2010, and was succeeded by Kyeretwie Opoku. No additional decisions on officers will be taken until the January Board Meeting. Therefore officers remain John Hudson (Chair), Andy White (President), Don Roberts (Treasurer), and Kyeretwie Opoku (Secretary). It was also clarified that John Hudson should be correctly identified as a Class 2 Director in the Board Rotation Matrix.

13. Other Business

a. RRI Contracting: After one week of observing the RRG contracting process, John Hudson produced a report outlining the current status of contracting, speed and efficiency, and his recommendations for improvement. The report also considers donor demands, auditors, and Partner concerns.

John Hudson noted that his report had been circulated to Partners, but that only Marcus Colchester of FPP had responded. Marcus expressed concern regarding RRG's practice of issuing one-year rather than multi-year contracts, which in his view crippled FPP's ability to leverage funds against donors. RRG's take on this situation is that the more funding is tied to a theme or a Partner, lesser is the ability of the coalition to respond to strategic opportunities and particularly to funding requests from local community organizations. John Hudson agreed that RRG handles this issue appropriately. Marcus also expressed dissatisfaction with RRG's practice of issuing single rather than bundled contracts, asserting that it takes more work to administer individual. Kyeretwie Opoku noted that instituting multi-year contracts would counter our resolution to conduct regular country reprioritization. Jane Carter seconded Kyeretwie's opinion and added that it would also discourage yearly strategy meetings. Vicky Tauli-Corpuz echoed that multi-year funding would deprive smaller Partners and Collaborators of opportunities for funding. Andy White noted that RRI encouraged Partners to undertake fundraising activities to cover program costs beyond what RRI can provide.

Kyeretwie Opoku noted that as per Recommendation 21 in John Hudson's report, James-Christopher Miller's attendance at the Africa Regional meeting had been extremely helpful.

Arvind Khare noted that each contracted activity is tied to a specific strategic outcome, and most donor reporting is done on the basis of these outcomes. Extricating a single outcome from a bundled activity would prove difficult and reduce transparency in our reporting mechanisms. If a Partner or collaborating organization has certain administrative restrictions, as is the case with ICRAF-Southeast Asia (they cannot sign a contract totaling less than $50,000), the activities are broken down in components with separate reporting processes and deliverables. The Board accepted all recommendations from John Hudson's report.

14. Next Steps
    a. RRG will recruit an Evaluator in order to produce a mid-term review of the five-year Framework Proposal.
    b. RRG will circulate background information on IFRI and PRISMA to Partners within two weeks for review. Partners' responses will be sent to the Executive Committee, who has been granted the authority to take final decision.
    c. Jane Carter will incorporate Partner inputs and present an updated version of IBA at the January Board meeting.
    d. The RRI Governance Committee, composed of John Hudson and Ghan Shyam Pandey, will nominate candidates to fill the two Independent Board Member vacancies.

Annex III. Logical Framework – Completed Strategic Objective Milestones 2008-2010

MONITORING DATA REPORT
SO 1 – Mali 'Tenure Champions' Platform

DATE: February 7, 2011 REPORTED BY: Marina France, Solange Bandiaky

OUTCOME REFERENCE: Outcome 1: Complementary global, national, regional and local organizations effectively synergize to achieve significant breakthroughs in tenure reform processes.

INDICATOR REFERENCE: Facilitate at least twenty new, value-added joint actions and activities between Partners/Collaborators with a demonstrable effect on the other strategic outcomes.

MONITORING HYPOTHESIS: Through with the creation of the RRI Mali coalition, its members have developed strong and cohesive collaboration to take ownership of the rights agenda, working as a coalition encompassing diverse and complementary specialties to drive reform. They have also collectively engaged with civil society organizations to drive the rights agenda through networking and advocacy.

BASELINE DATA: Prior to RRI engagement in Mali, there was no coordinated platform linking key international and local civil society actors active in issues related to forest land and resource rights and livelihoods. While current members (Intercooperation, ICRAF, IUCN and Sahel Eco) have all long been working on the related issues of decentralization, local conventions and the transfer of power, they collaborated only intermittently, and only on individual activities. Prior to the creation of the RRI coalition, there was no coordinated platform for sustained advocacy on these issues. There was also no mechanism linking communities and civil society with potential allies in parliament or government agencies, nor was a space provided for direct interaction among these groups. The lack of coordination presented a challenge in that the individual institutions' achievements and lessons learned were not captured or linked to a broader agenda. For example, Sahel Eco and Intercooperation collaborated (with SDC and others) to help inform an excellent analysis on local conventions,[1] which only had limited impact because its lessons were not used to support related actions.

MONITORING DATA:

- 2011 Mali Workplan and Strategy: statements on key outcomes in 2010 highlight the emergence of synergy among coalition members (page 9); statement from coalition member Sahel Eco of the amplifying effect of RRI partnership in its work (page 12).

- Memo from coalition meeting organized by the Mali RRI coalition independently of RRG attests to the collaborative nature of the country coalition, and the initiative demonstrated by the Mali RRI team in solidifying synergy and collaboration among all members, specifically with the agenda item "Synergies et solicitations entre membres" (page 2)

- Intercooperation-Sahel delegation (Mali coalition member) 2010 activities report describes strong synergy among coalition members and notes its contributions to other coalition members' RRI activities (page 11)

- Inclusion of Sahel Eco as a new collaborator in 2010 during the country planning meeting October 15, 2009 in Sikasso

- Sahel Eco workshop report

[1] *Les conventions locales face aux enjeux de la décentralisation au Mali* by Moussa Djiré and Abdel Kader Dicko ; hard copy available at RRI office

- IUCN narrative report

RRI CONTRIBUTION: RRI has been the key catalyst in creating the synergy among coalition members ICRAF, Intercooperation, IUCN and Sahel Eco, who did not engage regularly or directly prior to RRI involvement. Through complementary engagements within RRI, coalition members have more fully addressed the interconnected challenges and opportunities facing communities in the forestry, agroforestry and land sectors. Intercooperation provides deep knowledge of Mali's legal landscape and local conventions, and maintains alliances with key political players as well as international actors; Sahel Eco has close connections with grassroots organizations and expertise on the issue of farm trees and agroforestry; ICRAF has expertise on agroforestry and local conventions, within the context of decentralization, as well as solid relationships with international organizations; and IUCN has expertise on gender and close ties with the government that they can leverage. Each member institution has its niche, and has established its own reputation and relationships with a wide range of stakeholders. Each institution can bring these to bear in the various RRI activities and events, and through shared ownership in the RRI coalition, can increase the visibility and reach of individual members.

The dynamic of coalition has also been instrumental in amplifying the work of individual coalition members. As was noted during the 2010 planning meeting: "when [Sahel Eco] first got involved with issues related to field trees, there was a lot of doubt whether they could succeed because they lacked allies. Now with RRI support, the issue has been raised to national consciousness and Sahel Eco has gained strategic allies on the government level, within civil society, and international organizations. There is an understanding of the issue, support, mobilization and engagement from all actors."

Sahel Eco's statement on its experience in the coalition indicates the value of association with RRI. Likewise, national civil society networks like the National Council of Peasant Organizations (CNOP) and the National Federation of Rural Women (FENAFER) have benefited from working with RRI, and have developed a common vision for advocacy and reform in Mali, and have expanded their individual reach and impact.

The main RRI workshops in Mali in 2010 were key moments that reinforced the collaboration among RRI members and with civil society organizations. The IUCN gender workshop (15-16 July 2010 in Bamako) gathered eight local and national groups/ networks from 4 regions in Mali, including the district of Bamako, involved in agriculture, agroforestry, micro-credit, and NTFPs, providing them space and knowledge to do informed advocacy. The Sahel Eco workshop on tree tenure and agroforestry (4-5 October 2010 in Bamako) was co-organized with the CNOP, which allowed more participants from peasants' organizations. The workshop also included with RRI international organization members (IC, ICRAF, IUCN), which empowered Sahel Eco before government and elected officials who actively participated in the workshop and made commitments to support the advocacy plan on tree tenure. The two workshops had simultaneous translation in Bambara to allow grassroots organizations to raise their voice in the debate.

As these two workshops demonstrate, one major impact of the RRI coalition in Mali is that it opened space for civil society actors like CNOP and FNAFER to interface directly with government actors. Intercooperation in particular has allies within the National Assembly and the Ministry of Environment, actors who are included in RRI events. RRI coalition members are also able to draw on their collective knowledge specialties to better inform all stakeholders, and to fill in any knowledge gaps. For example, RRI has been able to inform village women of statutory laws that affect their access and control of land, and to inform government actors of the challenges on the ground facing peasant farmers. In this way the Mali RRI coalition works comprehensively with all stakeholders, and in both advocacy and research analysis.

A telling example of the joint impact produced by the coalition was captured in a statement made by the vice-president of the High Counsel of Territorial Collectivities (HCCT), which is a major player in decentralization and transfer of power processes. The vice-president attended a workshop organized by Sahel Eco through RRI (see below for more detail) and said it was the first time he was made aware of the links between tree tenure/agroforestry and decentralization processes. He found great value in

listening to the debate and in moving it forward, and pledged to appoint a focal point within HCCT and to back advocacy initiatives brought forth by CNOP. This kind of achievement, in raising awareness from a crucial government stakeholder, would not have been possible without the strong collaboration of RRI coalition members dedicated to bringing their diverse expertise and stakeholder allies to the table. RRI can be credited with reviving the national discourse on decentralization and transfer of power through collective action, and for creating space and momentum for advocacy.

DATA ANALYSIS: The Mali coalition's commitment to synergy goes beyond the guidance of RRG: the coalition regularly holds meetings independent of formal RRI planning processes to discuss each member's events and activities, and to solicit input from one another. All coalition members take part in each other's workshops and other events and give feedback on key documents. It is clear that each individual member's activities have benefited from the collective expertise, contacts and experience of the coalition members.

For example, in its 2010 report Intercooperation notes its involvement in other members' activities: Intercooperation helped finalize the terms of reference and select consultants and participants, for IUCN's workshop on gender and tenure; it supported Sahel Eco in developing the preparatory studies, choosing field sites, editing of draft reports, and other elements in the workshop on field trees; and it worked with ICRAF to invite and inform key participants for the local conventions workshop. These actions are independent of Intercooperation's activities for RRI, and demonstrate the strong working relationship among coalition members.

The meeting agenda demonstrates the importance the coalition places on maintaining communication and keeping each institution updated on political developments that have implications for activities. For example, the meeting agenda notes, regarding ICRAF's activity on documentation of local conventions, that it would be strategic for ICRAF to seize an opportunity presented by the Ministry of Environment and on analysis done by Intercooperation on the legal dimensions of local conventions. The meeting agenda also notes specific dates for members' activities, to ensure that each member can participate, and outlines areas for potential collaboration among members.

The Mali team's investment in the coalition is also clear in its recommendation of Sahel Eco as a new collaborator: independently of RRG, the team thought strategically of how to increase the coalition's scope and the complementarity of institutions that regularly collaborate through RRI.

The Mali team maintains close communication and collaboration among all members, seeking to capitalize on each institution's individual strengths and to draw upon a unified vision and strategy in carrying out activities. The coalition's ability to work collectively and strategically with minimal RRG direction indicates that this synergy could extend beyond RRI's engagement in Mali to foster a lasting coalition among reform-minded members of civil society. The initiative demonstrated so far by the Mali team illustrates the added value of working as a synergistic coalition, and may be held up as best practice for other country-level teams.

MONITORING DATA REPORT
SO 1: Mobilization & Tenure Champions in Burkina Faso

DATE: February 9, 2011 REPORTED BY: Marina France, Solange Bandiaky

OUTCOME REFERENCE: Outcome 1: Complementary global, national, regional and local organizations effectively synergize to achieve significant breakthroughs in tenure reform processes.

INDICATOR REFERENCE: Facilitate at least twenty new, value-added joint actions and activities between Partners/Collaborators with a demonstrable effect on the other strategic outcomes.

MONITORING HYPOTHESIS: The RRI coalition created in Burkina Faso, and led by collaborators on the ground, has identified strategic organizations ("tenure champions") to mobilize and support, with the objective of growing a country coalition to effectively support the advocacy efforts of local communities, and in advancing tenure and rights reforms.

BASELINE DATA: Like other Sahelian countries, Burkina Faso has taken promising first steps toward decentralization, transfer of power, and recognition of local conventions. Nevertheless, active advocacy from local and national CSOs and CBOs is crucial to fully implement these changes and safeguard local rights. RRI's first interventions in Burkina extended only to international collaborators focused strongly on research. There was no advocacy-focused national civil society platform for RRI to engage with, and no actor capable of fully capitalizing on the research that had been done by RRI and its collaborators to advance the rights agenda on the national level. RRI began a limited engagement in Burkina in 2008 and 2009 working only with CIFOR on a study and workshop on alternative tenure models. IUCN joined in late 2009 during the country planning meeting. CIFOR and IUCN were then Partner organizations. Working together, with IUCN as the facilitator, in 2010 they effectively identified 19 key Burkinabe CSOs and networks ("tenure champions") working on rights and tenure and linked them to one another and to RRI to form a tenure champions platform and country coalition that will be undertaking 5 activities in 2011 with the facilitation role of IUCN. This platform is the first of its kind, in that it unites many different CSOs and CBOs that have been working separately and without a clear strategy or plan for advocacy on rights and tenure; the platform can now draw upon RRI research to develop a clear advocacy strategy and tools.

MONITORING DATA:

- Burkina 2010 concept notes :
  - Mobilisation des champions de la tenure foncière et forestière au Burkina Faso
  - Genre, changements climatiques, droit et tenures foncière/forestière

- « Etude sur la mobilisation des champions de la tenure foncière et forestière au Burkina Faso » (IUCN report)

- « Mobilisation des champions de la tenure foncière et forestière au Burkina Faso : Résumé » (IUCN report)

- Burkina Faso 2011 Workplan and Strategy

- « Champion tenure foncière: Conclusion générale et proposition des étapes prochaines » (IUCN report)
-
- Hub Rural Website coverage of Tenure Champions meeting

RRI CONTRIBUTION: The creation and mobilization of the platform of "tenure champions" is entirely the result of RRI's work. The idea emerged during the RRI country planning meeting in December 16, 2009 in Ouagadougou where RRI partners/collaborators i.e. IUCN and CIFOR identify the need to establish a platform for CSOs to adopt the RRI agenda in Burkina Faso. Although numerous networks and

institutions exist in Burkina Faso that address issues of sustainable development, rights, and resource management, RRI's emphasis on the added value of coalition has shaped the tenure champions' focus on key issues that shape Burkina's tenure regimes: gender, decentralization and forest governance, non-timber forest products (NTFPs), and land. The tenure champions platform is new and the only nationwide platform with clear objectives on how to address rights and tenure though advocacy, collective action, organizational complementarity and synergy to gain the full benefits of strategic collaboration within a coalition. RRI has therefore been instrumental in harnessing the full potential of diverse institutions to embark on a coordinated campaign.

The more established RRI collaborators, particularly IUCN, have taken the lead in identifying and mapping the tenure champions. IUCN has already worked to provide them information on Burkinabe land and forestry law, gender, and climate change through RRI 2010 funded study "Gender, climate change, land and forest tenure". IUCN also provides resources and venues for the network to develop a common vision and strategy, namely the tenure champions' workshop of 2010. IUCN will continue to guide and support the network in 2011 to ensure that it is properly equipped and informed and, as an independent RRI collaborator, poised to take on key activities going forward. Together with IUCN and CIFOR's country offices, the tenure champions will provide the basis for a robust country coalition that takes ownership of the RRI agenda.

In 2011, the tenure champions will formalize, and develop an official platform for gender, rights and tenure within the context of climate change. Their objective is to use this space to influence the rural land charter and national climate change policy in favor of gender equity, community rights and tenure. Planned activities for 2011 include drafting and disseminating a gender-sensitive guide for including rights in the land charter, training local officials on natural resource governance and climate change, a media campaign on rights and NRM, and developing a gender platform for CSOs, among other activities. As a network of local civil society organizations, the champions are well placed for advocacy, and IUCN and CIFOR will continue to support them by providing research to inform their advocacy. The tenure champions platform is vital to translate the research and analytical work done by RRI into concrete advocacy and action on the national level and on the ground.

DATA ANALYSIS: The reporting done by IUCN on the process and outcomes of identifying the tenure champions shows a clear and methodical process for identifying and supporting tenure champions, to enable them to come together as informed advocates collaborating for tenure reforms. The tenure champions were selected based on a variety of criteria—issue focus, organizational structure, geographical location, among others—as well as a shared commitment to supporting local communities' rights and demonstrated capacity to do so. The reporting shows that the RRI Burkina coalition has carefully considered the strategic value and complementary strengths of each institution in order to mobilize new key players in the RRI coalition and to strengthen Burkinabe civil society. The tenure champions have already gained attention from media covering rural development in Africa: media coverage of the tenure champions also demonstrates a favorable response to the network on the part of actors in the land and forest development sectors. Hub Rural states that the tenure champions workshop served to create "a network of organizations engaged in improving community rights and capable of driving advocacy in this domain. This network will work to incorporate gender and land rights in climate change policies in Burkina Faso."

ANNEX 1: Identified Tenure Champion Organizations

- Alliance Technique d'Assistance au Développement,
- Association Féminine pour le Développement/Buayaba
- Association des Femmes Juristes ;
- Coalition Burkinabé pour les Droits de la Femme ;
- SOS Sahel ;
- Association Peng Wendé ;

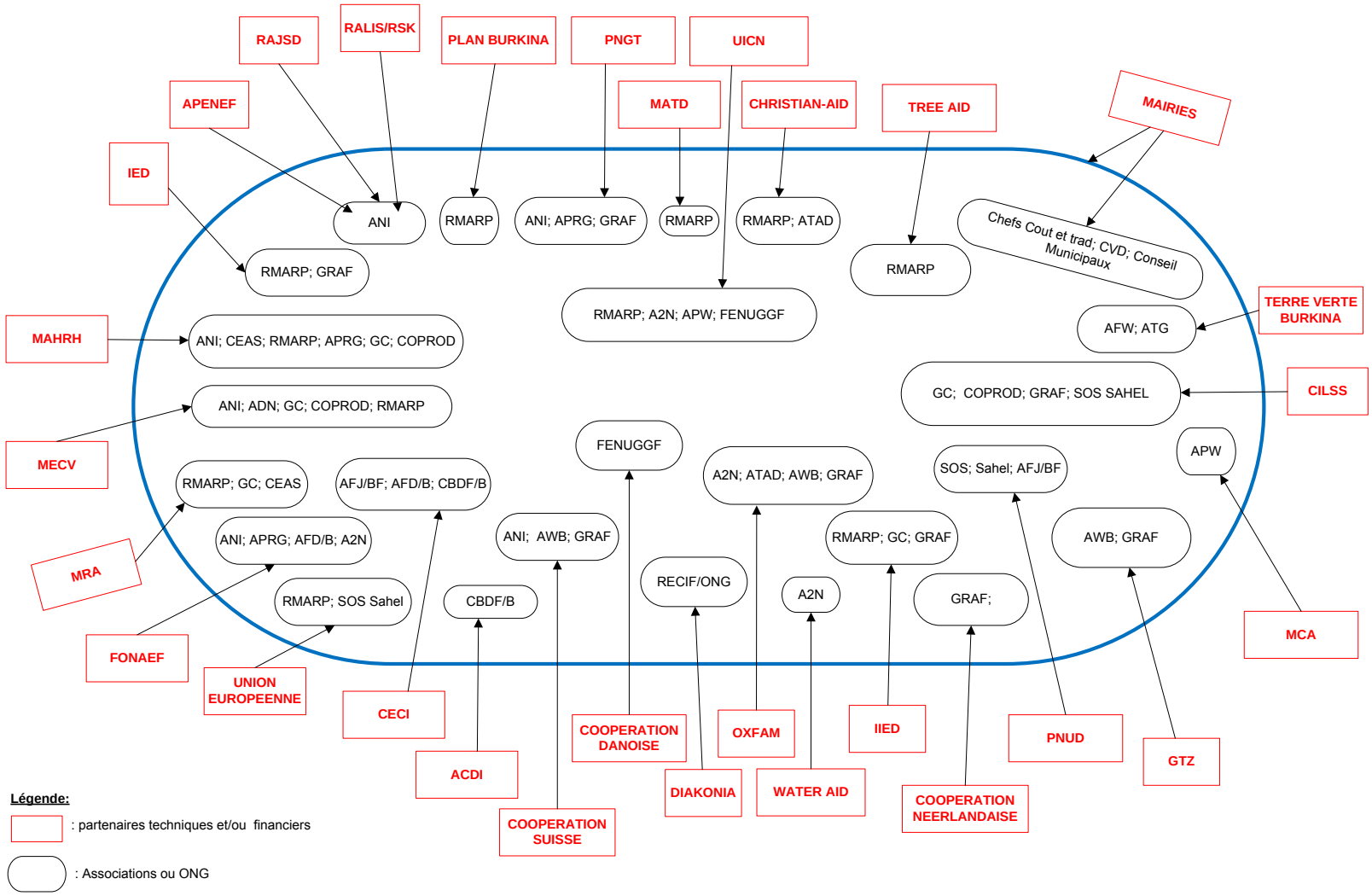
- Association pour la Gestion de l'Environnement et le Développement
- Réseau MARP ;
- Association Dakupa ;
- Centre Ecologique Albert Schweitzer ;
- Association Nongbzanga de Issaogo ;
- Association Douni Noogo ;
- Association Nodde Nooto ;
- Convention pour la Promotion d'un Développement Durable ;
- Association d'Appui de Promotion Rurale du Gulmu ;
- Association Tin Tua ;
- Green Cross ;
- Groupe de Recherche et d'Action sur le Foncier
- Fédération Nationale des Unions de Groupements de Gestion Forestière

Annex 2 : Tenure Champions Map. Source : *Etude sur la mobilisation des champions de la tenure foncière et forestière au Burkina Faso*

Date: 14 Août 2010

Public cible: Organisation de la Société civile / Associations

DIAGRAMME DE VENN



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MONITORING DATA REPORT
SO 1 – Establishing a Common Advocacy Position and Reform Platform in Cameroon

DATE: 10-26-10 REPORTED BY: Augusta Molnar

OUTCOME REFERENCE: CAMEROON COUNTRY PLANNING TEAM
Complementary global, national, regional and local organizations effectively synergize to achieve significant breakthroughs in tenure reform processes.

INDICATOR REFERENCE:
Best country planning teams as novel & clear + value creations: Mali, Bolivia, Nepal, Cameroun

MONITORING HYPOTHESIS:
An effective country planning team/coalition that can work synergistically to analyze the country context and situation and strategize collectively to develop a common set of actions towards agreed 2012 outcomes will have a greater impact on tenure, governance and enterprise reforms than by working and planning more individually.

BASELINE DATA:
As of 2008, Cameroon has a large number of civil society and international NGOs and community organizations but they tend to have very different strategies for engagement with very different geographic coverage and program emphasis. They had not developed common advocacy positions or worked collectively to change policies and legal frameworks or influence government reform processes. Most of the Partners and Collaborators in Cameroon have also been strongly focused on the forest sector and forest sector ministry, rather than rural and land ministries as well.

MONITORING DATA:

- Cameroon planning meeting reports 2008, 2009, 2010 (Shared Drive; not on the website or intranet --)
- RRI Position statement on 1994 Forest Law Revisions as edited after regional planning meeting in 2010 (not yet in final version since under revision just now)

- Participatory mapping in Cameroon panel presentations from the CIFOR-CIRAD Community Forestry conference in Montpellier http://www.rightsandresources.org/events.php?id=143; http://docs.google.com/viewer?a=v&q=cache:08z1aO9e8vAJ:www.rightsandresources.org/documents/index.php%3FpubID%3D1462+Montpellier&hl=en&gl=us&pid=bl&srcid=ADGEESh0gnrN2UihneQf60KjkA9ALXmzkNUML5E2RRkhDGzRByzBTh_G3dyLmBCH11l1GUsuMgiECArPCYojE5JS2btXp20ptHLCrKfHjK3uRHRpy__yWFWIkELdvg4YI-RI3q-sDaYI&sig=AHIEtbSqtDgaIGsUC1QlDR1jOWfNyLh3iQ;

- Policy brief on mapping and rights in Cameroon prepared for IUCN Policy matters special issue (not up on the website yet since in publication by IUCN)

- REDD Workshop organized by Cameroon Ecology on behalf of coalition, July 2010. http://www.rightsandresources.org/blog.php?id=399

- Email exchanges in the preparation of participation in the varying government policy forum meetings and preparatory meetings to develop RRI advocacy positions. (See Annex 1)

- Minutes of the land and forest ministry meeting convened by Cameroon Ecology to look at the importance of land tenure reforms for the reform of forest sector laws and policies. http://www.rightsandresources.org/events.php?id=378

RRI CONTRIBUTION: The development of a strong working relationship with the current set of country Partners and Collaborators has taken several planning cycles, but by the end of the October 2010 planning meeting, the country coalition has developed a strong identity as RRI country planning team, and have begun to develop

more strategic activities around common outcomes towards their 2012 goals. The international NGOs (CIFOR, ICRAF, and IUCN) have become more sensitive to the very different approach of their organizations as compared to the local NGOs, and to the different political spaces that each occupy. CIFOR, ICRAF, and IUCN have used their official status on policy committees to open space for their collaborators to engage government. Even though the national NGOs have a more radical position vis-à-vis tenure and enterprise reform and the recognition of customary tenure and rights, the international organizations have used their participation in formal government drafting committees and consultation platforms to provide space for the country team as a whole to present a common position, and for diverse voices in the coalition to be heard. This is a new development and still evolving and somewhat fragile, but a major step forward.

There is a new commitment to engage regional and national actors to enact the Yaoundé declaration recommendations and a commitment to present a more forward looking position as RRI to the government in the revision of the forest law, and now the planned reforms in the land sector. It remains to be seen how this will evolve in 2011 with the change in Partner status of the CIFOR and IUCN members, given their less radical positions relative to the national NGOs and reluctance to directly confront post-colonial legal frameworks based on French and Belgium legacies. With the proliferation of initiatives related to climate change mitigation and adaptation, there are a new set of policy spaces, where new synergies can be forged, but a multiplicity of actors to influence.

DATA ANALYSIS: [A short summary validation of the hypothesis based on the data presented.]

The planning meeting minutes and annual plans demonstrate a clear evolution and quality of a team relationship among the various organizations in the Cameroon country team. There is an increasing willingness of the team members to raise sensitive issues for honest discussion and willingness to plan for combined strategic outcomes rather than to present a plan composed of individual proposals from individual organizations, with limited collaboration or synergy. There is also a rich email record of exchanges on how best to represent the coalition in forum and policy meetings in country determining how to take advantage of the differing political space of each organization. Since the formation of this group, the Cameroon government now looks to this group for guidance on how to carry forward out ongoing reforms.

MONITORING DATA REPORT
SO 1 - Climate Change Global & Regional Dialogues: Establishing the Centrality of Tenure Reforms

DATE: October 26, 2010 REPORTED BY: Arvind Khare

OUTCOME REFERENCE: Climate Change Global and Regional Dialogues

Strategic Objective 1: Complementary global, national, regional and local organizations effectively synergize to achieve significant breakthroughs in tenure reform processes.

INDICATOR REFERENCE: Facilitate at least twenty new, value-added joint actions and activities between partners and collaborators w/ a demonstrable effect on the other strategic outcomes

MONITORING HYPOTHESIS: RRI organized dialogues on Rights, Forests and Climate Change contributed to establishing the centrality of tenure reforms and critical importance of safeguards to protect rights for success of REDD

BASELINE DATA: Following COP 13 in Bali, Indonesia, REDD emerged as a purely market-based mechanism to provide incentives to decrease deforestation with little or no reference to the customary and statutory rights of Indigenous and other forest communities.

MONITORING DATA: REDD negotiating text, the REDD+ Partnership, FCPF and UN-REDD policies recognize and mention the importance of tenure clarity and specify safeguards to protect the rights of Indigenous and other forest communities

1. **Outcomes of the work of the Ad Hoc Working Group on Long- term Cooperative Action under the Convention. Draft conclusions proposed by the Chair - Draft decision /CP.15 are provided below:**

   2 (c) Respect for the knowledge and rights of indigenous peoples and members of local communities, by taking into account relevant international obligations, national circumstances and laws, and noting that the General Assembly has adopted the United Nations Declaration on the Rights of Indigenous Peoples;

   2 (d) Full and effective participation of relevant stakeholders, including in particular indigenous peoples and local communities in actions referred to in paragraphs 3 and 5 below;

   6. *Requests* developing country Parties when developing and implementing their national strategy or action plan, [or subnational strategies] to address, inter alia, drivers of deforestation and forest degradation, land tenure issues, forest governance issues, gender considerations and the safeguards identified in paragraph 2 above, ensuring the full and effective participation of relevant stakeholders, inter alia, indigenous peoples and local communities

   10. [*Requests* the Subsidiary Body for Scientific and Technological Advice, at its [xx] session, to develop modalities for measuring, reporting and verifying the support provided by developed country Parties to support the implementation of safeguards and actions referred to in paragraphs 2 and 3 above;]

2. **REDD+ Partnership (***Adopted, May 27, 2010)*
   - Be inclusive of all committed countries as well as representatives of relevant stakeholders including indigenous peoples, local communities, civil society and the private sector.
   - Promote and support the safeguards provided by the AWG-LCA's draft decision text on REDD+, adjusted by any UNFCCC COP Decision on this matter, as well as existing programmatic safeguards, where relevant.

3. **UN-REDD**
   - See UN-REDD presentation in 5th RRI Dialogue - Risk-based approach to readiness social standards (click here)

4. **FCPF**

Affirmation by the World Bank that all its Safeguard policies apply

Feedback forms from RRI Dialogues

4th RRI Dialogue on Forests, Governance and Climate Change
London, UK. April 6, 2010
46 of 100 participants surveyed.

Q1. Did this dialogue provide you with better understanding of the issues important for your work on forests and climate change?	Q2. What topics were more useful for your understanding of the issues facing forests in the context of climate change?	Q3. Did the dialogues meet your expectations in terms of content, networking opportunities, and a diversity of perspective?	Q4. Suggestions to improve format?	Q5. Specific suggestions for issues and topics to include in future meetings?
Excellent: 22%	Session 3 (safeguards) was mentioned in almost 25% of the forms, followed by Session 1 and Session 2. Participants commended Jeffrey Hatcher's presentation as well as interventions by Abyd Karmali, Peter DeWees, and indigenous representatives	Above and beyond: 4%	About half the forms mentioned a need to increase the interactivity of sessions to create a "real dialogue." Suggestions on how to accomplish this mention reducing number of panelists and length of presentations; facilitating breakout groups or roundtables; longer and better-moderated Q&A sessions, or avoiding plenary Q&A altogether Other popular ideas included: • Hold a 2-day meeting • More IP/LC participants • Keep presenters on-topic	40% of the forms suggested including a session on mechanisms for effective local community/IP consultations and participation, preferably based on lessons from past experience. Other recurring themes: • National level: legal and regulatory frameworks; frameworks for spending • Lessons learned/case studies • How to benefit IPs and LCs
Good: 57%		Yes: 80%		
Fair: 20%		Minimally: 15%		
Poor: 2%		No: 0%		

5th RRI Dialogue on Forests, Governance and Climate Change
Washington, DC. June 22, 2010
5 participants responded to email survey

Q1. Did this dialogue provide you with better understanding of the issues important for your work on forests and climate change?	Q2. What topics were more useful for your understanding of the issues facing forests in the context of climate change?	Q3. Did the dialogues meet your expectations in terms of content, networking opportunities, and a diversity of perspective?	Q4. Suggestions to improve format?	Q5. Specific suggestions for issues and topics to include in future meetings?
Excellent: 60% (3)	Three respondents mentioned Session 2, Drivers of Deforestation. Others found the sessions on IP rights, MRV, emerging REDD+ architecture, and mentions of specific REDD projects, successful as well.	Above and beyond: 0	Suggestions included: • An interactive series spotlighting the most vulnerable REDD countries • Tackling international and local issues in greater detail • Holding working groups • Inviting more government representatives	Suggestions included: • Discussing social innovations complementing technological/scientific innovations • Payment schemes • Mapping • Tenure reform (both ongoing and past examples) • REDD financing • Decentralization/transfers of funds to CSO/IPs • Capacity-building for forest governance
Good: 40% (2)		Yes: 100% (5)		
Fair: 0		Minimally: 0		
Poor: 0		No: 0		

One participant wrote (in a separate email):
Chip Barber, US State Department.

"Thank you for organizing such a useful and important event, and for having us there. The flurry around REDD is so frenzied and fast-paced that there is not much time or thinking going into the big picture issues, and RRI is playing an important role in raising those issues and convening key people to consider them."

RRI Contribution:

Global Dialogues: The three dialogues in 2010 that took place in London and Washington D.C. were chiefly organized by RRG office in D.C.; the Fourth and Fifth wholly so, while RRI collaborated with the London-based think-tank Chatham House on agenda-setting and logistical coordination for the Third Dialogue.

Regional Dialogues: The three regional dialogues were convened with varying degrees of support from local collaborators. The Asia Dialogue in Kathmandu was co-organized with GACF (logistical support), FECOFUN (publicity) and the Ministry for Forests and Soil Conservation (supervisory role and advice on agenda), with RRI driving the development of the agenda, structure and securing speakers and all taking active roles in the event itself. The Mesoamerican Dialogue in Salvador was put together by PRISMA, ACICAFOC and CCAD, with PRISMA taking the lead on logistics with some support from RRI. The African Dialogue involved RRI with the Environmental Economics Policy Forum for Ethiopian, which provided all logistical support as well as securing

speakers and, importantly, handling relations with organizers of the African Development Forum (of which this Dialogue was a side-event) at the UN Economic Commission for Africa, and RRI determining the agenda and speakers, overseeing coordination and facilitating the event itself.

DATA ANALYSIS:

Several reference points indicate that this event series had a wide range of effects on institutional and individual thinking in different sections of the REDD+ arena, and contributed to changing the course of REDD+ policy to be more closely oriented to RRI's strategic objectives. These indicators include feedback from event participants, observations of RRI staff and subsequent actions taken in the UNFCC or by organizations planning to implement REDD+. We feel this progress can be attributed to the structure, tone and quality of the dialogues as well as, crucially, their timing, pinned to issues that a range of stakeholders were eager to engage in. Through the Dialogues, RRI was able to put its cachet as a neutral, thoughtful convener to garner enough key actors to take part in a discussion of thorny but immediately relevant policy issues. With diligent attention to the tone and balanced treatment of participants varied concerns, the meetings were generally very open and frank, enabling participants to feel that the agenda was transparent and relevant.

The particular dimensions of the "rights and REDD" debate that RRI succeeded in highlighting changed from one dialogue to the next. The Fourth Dialogue, situated between the two key high-level meetings designed to advance REDD implementation between UNFCCC COP sessions, was notable for its focus on civil society concerns over their representation in these processes, and provided a space for civil society and indigenous representatives to ask donor representatives in person to address their concerns. This event may have had a catalytic role in the increase in civil society representation in the subsequent meeting and the REDD+ Partnership that arose from it. The Fifth Dialogue found traction around the issue of safeguards against infringements of local peoples' rights in REDD spending by international financial institutions, and put meaningful pressure on the World Bank to clarify the application of its internal policies. The regional dialogue in El Salvador was notable for raising awareness among minister-level officials of the large gap between expectations held by stakeholders of the scale of impact that REDD would have on their region, and the capacity and financial of international REDD programs to deliver results. The African Dialogue was similarly able to spur reflection among Commission on Central African Forests, the International Tropical Timber Organization and national governments on the imperative of dealing with forest tenure if REDD+ is to be of any success.

MONITORING DATA REPORT
SO 1 - Nepal National Resource Management Confederation: Bringing Advocacy Groups Together

DATE: 15 February 2011 **REPORTED BY:** Ganga R Dahal and Nayna Jhaveri

OUTCOME REFERENCE: Complementary global, regional, national and local level organizations effectively synergize to achieve significant breakthroughs in tenure reform processes

INDICATOR REFERENCE: Facilitate at least twenty new, value-added joint actions and activities between Partners/Collaborators with a demonstrable effect on the other strategic outcomes.

MONITORING HYPOTHESIS: The newly-formed national Natural Resource Management Confederation (NRM Confederation) in Nepal is effective at advocating for therights of community people associated with forest, land and water.

BASELINE DATA: Until the formation of the NRM Confederation, there was no unified network that collectively worked to promote community rights over key natural resource sectors.

MONITORING DATA: Key monitoring data to support above hypothesis is presented below:

- FECOFUN Final Progress Report on Working with NRM Federation. Reports of periodic meetings of NRM Confederation
- "NGO push for pact implementation" Himalayan Times, 5 June 2010
- Press release of NRM Confederation to fight against government decision to declare Gaurishankar conservation area and extension of national park in Western Nepal
- FECOFUN Final Progress Report on Political Engagement with Constituent Assembly members. Reports of work completed in 2010 to ensure that the community rights over natural resources is reflected on forthcoming New Constitution of Nepal
- Forest Caravan 2010 Press Releases. Campaigning together during Forest Caravan to increase community ownership over natural resources and getting assurance from the leaders of the four major political parties for inclusion of these rights in the new Constitution that is being drafted by the Constituent Assembly.

RRI CONTRIBUTION: Some of the key contributions made by RRI are listed below

- RRI support for partners and collaborators in Nepal to bring existing federations of different natural resource sectors (primarily forest, land and water) together to discuss the need for aconfederation and possible areas of collaboration.
- RRI then supported the established Confederation in order to strengthen its institutional capacity and ability to advocate strongly in favor of community rights
- RRI has supported key policy analyses by Forest Action and Fecofun (among others) which in turn has helped the Confederation to understand the broader political dynamics of resource management
- RRI has facilitated the process of regular communication and sharing amongst the members of NRM Confederation on the various issues pertaining to the management of natural resources

DATA ANALYSIS:

Before 2008, a total of 13 major networks including community forestry user groups, the water user group, and the land coalition group (in addition to other resource user groups such as on electricity) were working independently for the rights of communities involved in the management and use of common pool resources. This meant that there was a lack of collective advocacy at the national level in promoting community rights over natural resources. In this context, RRI intervention through FECOFUN Nepal (Federation of Community Forestry User Groups) facilitated the process of bringing all three federations together by establishing a national NRM Confederation as an umbrella organization. As a result, each federation has become much stronger in

terms of amplifying community voices and concerns at the level of national resource use policy debates. The Confederation thereby effectively supplements their existing strengths and provides greater recognition of their significance at various political scales. This Confederation addresses a host of issues emerging at the global, regional, and national levels that relate to the rights of community people.

For example, in the context of regressive attempts by the Government of Nepal to limit the various rights of the community in forest resource management, the role of the Confederation remained significant in safeguarding the existing community rights in prevailing forest policies, laws, and regulation. They also played a critical role in stalling the Nepalese government's attempt to declare more national parks and conservation areas in ways that would limit the rights of community forestry user groups given by Forest Act 1993 and Regulation 1995. Furthermore, this is the biggest advocacy group for the inclusion of community resource rights as a guarantee in the formulation of the new Constitution of Nepal.

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MONITORING DATA REPORT
SO 1 – Yaoundé Conference: Creating a Strategic Platform for Central and West Africa

DATE: 2/10/2011 REPORTED BY: Augusta Molnar

OUTCOME REFERENCE: FOREST TENURE, GOVERNANCE, AND ENTERPRISE: NEW OPPORTUNITIES FOR CENTRAL AND WEST AFRICA
International Conference in Yaoundé, Cameroon brings leaders from government, regional policy bodies, civil society, and global community together to advance tenure and enterprise reforms in Central West Africa.

Strategic Objective 1: Complementary global, national, regional and local organizations effectively synergize to achieve significant breakthroughs in tenure reform processes.

INDICATOR REFERENCE: Facilitate at least twenty new, value-added joint actions and activities between partners and collaborators w/ a demonstrable effect on the other strategic outcomes.

MONITORING HYPOTHESIS: Strategic engagement of RRI with ITTO and Government of Cameroon around the Yaoundé Conference created a unique space for policy dialogue to advance tenure and enterprise reforms in Central and West African ITTO Producer Countries and create momentum that Regional Policy bodies can build upon as well as stronger civil society advocacy networks for reform.

BASELINE DATA: Most of the forest producer countries in Central and West Africa continue to pursue a conventional resource extraction model of development in the forest sector, which focuses on large-scale timber extraction for export, complemented by the establishment of large public protected areas of forest biodiversity, and limited recognition of customary right-holders and their forest tenure and livelihoods and related enterprises. African ITTO members attended the ITTO-RRI 2007 CFE Conference in Brazil and realized they wanted to hold a similar conference in Africa to share lessons on tenure and enterprise and opportunities, to advance the tenure reform in AfricaA key challenge in many countries is the lack of a shared dialogue between Land and Forest agencies, making tenure reforms difficult to advance, even with the establishment of a regional Africa Land Policy dialogue (ALPI), focused on urban and agricultural lands.

MONITORING DATA:

- RRI in its participation in CSAG encourages inclusion of the African declaration in 2007 Brazil conference and an international tenure conference focused on Central West Africa related to this in the ITTO 5 year and bi-denial workprogram (CSAG statements; ITTO 5year plan; ITTO workprogram)
- In the Yaoundé forest tenure conference in 2009, CSAG establishes a strengthened governance structure with balanced representation from Africa and Asia, and a clear networking plan for engagement with ITTO and forest producer organizations (memo to ITTO; click here)
- RRI Country level coalition liaises with RRG and other Africa P/Cs to develop a shared agenda with ITTO and Govt. of Cameroon for the conference, agreement of Govt. to host, and commitment to tenure, governance and reform agenda with land and forest agencies (internal memos).
- Tenure assessment received strong media coverage and RRI Partners and RRI Fellow play an important role in bringing lessons of successful reform processes to Yaoundé and taking key roles in agenda as facilitators and speakers (agenda; Press coverage).
- Africa Women's Community Forestry Network (REFACOF) emerges as a new network
- MINFOF invites RRI country team to participate in working group on tenure for revisions to the 1994 Forest law (Koutou Koulagna article)
- Joint declaration provides a body of lessons and recommendations for action in the region
- COMIFAC and ITTO attend the Addis Ababa Regional Tenure, Rights and Climate Change dialogue hoping to further actions on the recommendations from the Yaoundé Conference
- Participation of Indonesian government in Africa conference catalyses request for a similar event for 2011 in Indonesia focused on Asia. (Flyer)

RRI CONTRIBUTION: RRI (Intercooperation, IUCN, CIFOR, CED, Cameroon Ecology, REFACOF, Green Advocates, SDI, CAFT, Civic Response, ACRN) drew upon a range of RRI networks and initiatives to create a strategic platform for Central and West Africa in Yaoundé in May 2009. As part of this, CSAG-ITTO provided advocacy and recommendations for including a tropical forest tenure assessment and conference in ITTO's bi-ennial workprogram for 2008-2009. Megaflorestais provided a political space in which the Government of Cameroon Forest Agency could better understand the possibilities and payoffs of a regional tenure conference. RRI partners and collaborators established a dialogue with regional policy bodies like COMIFAC, and helped the Government of Cameroon to engage the land ministry through the ALPI, and RRI drew on its international tenure network to identify a strategic set of speakers to bring lessons of reform from inside and outside the region. When a women's network began to form during the conference deliberations, RRI helped to catalyze strategic thinking around the network, and encouraged the participant governments to endorse this new civil society initiative, REFACOF. RRI country level coalition liaised with RRG to provide support to Ministry of Forestry for organizing and hosting the event, and IUCN provided logistics and a national complement to the communications media outreach by Burness Communications. This has forged a model of media outreach and civil society and government dialogue that ITTO has sought to copy in the planned 2011 Indonesia tenure conference. RRI coalition brought strategic analysis around participatory rights mapping and ATEMs and tenure cases into the agenda, and supported facilitators in developing a joint declaration for future action (Yaoundé declaration).

DATA ANALYSIS: CSAG statements and ITTO workplans show inclusion of this conference into the agenda. Ongoing dialogue with the Government of Cameroon is reflected in the hosting of the conference by MINFOF and inclusion of a broad set of actors from governments in the region in agenda and as participants. RRI partners and collaborators are able to mobilize an impressive range of speakers and participants and strategic nature of event leads to a far-reaching declaration of learning and action, which is available in the Africa region. This effort catalyzed a request for a similar conference to be held in Indonesia focused on Asia in 2011. Post Yaounde, there is an invitation to RRI to participate in the working groups on tenure around the revisions to the 1994 Forest Law as well as follow up by ITTO and COMIFAC demonstrate that the conference has an impact on action in Cameroon and in the region. Strong press and media coverage during the conference as well as broad readership of the conference proceedings in the ITTO Tropical Forest Update special issue. REFACOF emergence at the conference was welcomed by the participants and subsequently REFACOF has consolidated its mission, membership, and 5 year plan, engaging Cameroon government in ITTC sessions and the ITTO in subsequent meetings.

MONITORING DATA REPORT
SO 2 - CSAG-ITTO: Civil Society Brings Progressive Reforms

DATE: 2/10/2011 REPORTED BY: Augusta Molnar

OUTCOME REFERENCE: CIVIL SOCIETY ADVISORY GROUP TO THE INTERNATIONAL TROPICAL TIMBER ORGANIZATION (CSAG-ITTO)

Strategic Objective 2: A select set of strategic networks are better-informed, more active and effective in promoting reform nationally, regionally and/or globally.

INDICATOR REFERENCE: At least six existing or new networks increase their capacity to influence policy related to forest tenure at all levels.

MONITORING HYPOTHESIS: CSAG-ITTO strengthens its governance structure and networking to be a more informed advocate of forest producers and their tenure rights, share lessons and advocacy strategies within CSAG members and focal points, and leverage ITTO funding for community initiatives.

BASELINE DATA: By the end of 2007, CSAG-ITTO had developed a strategic platform in ITTO for community and smallholder producer organizations and co-organized a major 2007 Community Forest Enterprise conference with RRI and ITTO, but lacked leadership from producer countries for effective participation, and shared learning among members, and leverage of funding and advocacy of reforms. While African and Asian NGOs attended the 2007 conference, CSAG at the beginning of 2008 was still was too ad-hoc a structure and representation for balanced interaction and networking for common goals.

MONITORING DATA: [Presentation of the evidence that supports RRI's hypothesis.)With RRI support, CSAG organizes side events in 2008 and 2009 in Cameroon and Ghana ITTC meetings with forest community associations and advocacy organizations from the respective regions, building networks of members and sharing lessons among organizations;

- In the Yaoundé forest tenure conference in 2009, CSAG establishes a strengthened governance structure with balanced representation from Africa and Asia, and a clear networking plan for engagement with ITTO and forest producer organizations (memo to ITTO; click here)
- Asia and Africa CSAG focal points network effectively with ITTO producer governments in Council meetings in 2009 and 2010 around their commitments to tenure reforms and attention to gender, and share learning and advocacy strategies with each other; (CSAG statements; presentations on website)
- Focal points reach out to national and regional civil society in RRI-related events bringing learning from their participation in ITTO to other networks and sharpening their own advocacy roles in ITTO (Yaoundé, Africa Regional Climate Dialogue, planned Africa workshops)
- CSAG networking enables Africa Women's network REFACOF to position more strategically with governments and funders, and helps Liberia focal point, Green Advocates, to reach out more strategically to government and to West African CSAG network (CSAG on website),
- Initial 2010 engagement of CSAG in preparation of 2011 Indonesia tenure conference creates new links between Asian forest tenure advocacy organizations with CSAG, and better networks Asia CSAG members into relevant FLEGT and REDD processes. (2010 CSAG side event; Jan. 15 Indonesia NGO workshop)

RRI CONTRIBUTION: RRI (RRG, IUCN, CIFOR, Civic Response, RECOFTC, FPCD, Forest Trends until 2006) has played a lead role in building CSAG as a strategic network of forest producer organizations and their advocates, helping them to build a strong policy narrative in favor of Small scale and Community Forest producers and enterprises with ITTO member governments and in the overarching mandate and ITTA agreement. Some of the original CSAG focal points and member organizations were incorporated into RRI in 2005, and RRI has leveraged its global knowledge and strategic engagement to build credibility for the CSAG,

to carry out the ITTO CFE study that underlay the 2007 conference, and provided a funding platform for such combined initiatives, co-funding CSAG side events and focal point participation as needed. RRI has helped CSAG to identify strong regional focal points, co-chaired the governance group with Traffic Malaysia, and provided secretariat services to CSAG. By co-organizing several tenure and enterprise conferences, each of which have moved further in the tenure analysis and recommendations to ITTO producer countries, RRI has enabled this CSAG network to strengthen and broaden its knowledge and linkages, particularly cross-regionally and also within key countries and with key governments. Key events in ITTO and Indonesia in 2011 will provide a next stage of networking support to CSAG, important for achieving 2012 objectives.

DATA ANALYSIS: CSAG has evolved since 2008 to be a consolidated platform for small tropical forest producer organizations and their advocates to network horizontally, learn strategic lessons from others' experiences and from CSAG advocacy to strengthen their respective initiatives. The monitoring data documents the key role of RRI support in enabling CSAG to build on the Africa networking started in the 2007 CFE Conference, fund CSAG side events in ITTO meetings that built the civil society momentum for the Africa 2009 Conference and strengthened links of civil society to African ITTO producer governments needed for that Conference. The Conference consolidated those relationships and engendered a stronger CSAG governance structure, with a stronger Asia participation. CSAG events and statements post-Yaoundé conference document the stronger leadership of the regional focal points and producer country co-chair, the momentum in Asia towards the planned 2011 Asia Conference, outreach of REFACOF and Liberia to leverage new funds, interest of Central American governments in linking to CSAG-related civil society in the next ITTO meeting in Guatemala, and the new links between Asian civil society and CSAG Asia focal points. There are clear moments in which CSAG members have influenced their own governments or neighboring governments, but this is not something that we have tracked.

MONITORING DATA REPORT
SO 2 - Global Alliance of Community Forestry: Strengthening Rights-holders Platform

DATE: 15 February 2011 **REPORTED BY:** Ganga R Dahal and Nayna Jhaveri

OUTCOME REFERENCE: A select set of strategic networks are better-informed, more active and effective in promoting reform nationally, regionally and/or globally

INDICATOR REFERENCE: At least six existing or new networks to increase their capacity to influence policy related to forest tenure at all levels.

MONITORING HYPOTHESIS: A strengthened Global Alliance of Community Forestry (GACF)-Asia has played a significant role in advancing community forestry and securing community rights in the management and use of forest resources

BASELINE DATA: The Global Alliance of Community Forestry was formed in 2004, as a break away from the Global Forest Caucus, to allow the grassroots organizations to have their own global organization for the purpose of international advocacy to strengthen their voice nationally. For the first several years, the two most active groups were Fecofun from Asia and Acicafoc from Latin America, who led activities such as: horizontal learning visits, organized members for participation in key international events (ITTO, UNFF, WFC, etc.) However, the base membership of GACF did not grow significantly for several years, and there was as yet no regional Asian community forestry network within its structure.

MONITORING DATA:

- Report of the GACF 2008 "International Workshop on Strengthening the Federation and Network of Community Forestry in Asia" held in Kathmandu 8-11 November, 2008
- Community forestry groups from 11 countries in Asia (Bangladesh, Cambodia, China, India, Indonesia, Lao PDR, Nepal, Pakistan, Philippines, Thailand, and Vietnam,) signed declarations in 2008 and 2010 to advance community forestry and working together to fight for the rights of community over forest resources in Asia. The "GACF 2010 Declaration" is included in the "Strengthening CF Networks and Federations in Asia Region" jointly co-organized by Federation of Community Forestry User's Nepal (FECOFUN), Regional Community Forestry Training Centre for Asia and the Pacific (RECOFTC), and Global Alliance of Community Forestry held in Bangkok 26-29 March 2010 with RRI support. It encompasses the original 2008 declaration.
- The full report on "Strengthening CF Networks and Federations in Asia Region" noted above, documents the national strengthening strategies developed, the field visits, and the capacity building needed to develop synergies across region.
- A background overview paper presented at this workshop by Ganga Ram Dahal (RRI Regional Facilitator), Hemant Ohja and Sandesh Silpakar titled "Community Forest Networks and Federations in Asia and their Role in Democratizing Forest Governance" (2011)
- Web publication of E- Bulletin. See www.gacfonline.com
- Periodic visit of GACF global coordinator across Asian countries to strengthen network and empower community groups to fight for their rights over forest resources. (Report of recent visit of GACF coordinator and RRI Regional Facilitator in Lao PDR.)

RRI CONTRIBUTION: Once GACF identified the need for an Asian community forestry network at its 2008 meeting, RRI facilitated the process of establishing and then strengthening this nascent network by supporting GACF both intellectually and financially. This was achieved through a number of specific interventions.

Firstly, RRI was able to play a bridging role to connect disparate community forestry groups in Asia by providing information and knowledge about such groups to GACF. Secondly, RRI provided funds to hold the workshops (in 2008 and 2010) that enabled GACF to bring together the groups and develop collective learning and strategic analyses. Thirdly, a summary report on the state of community networks in each country was prepared by the RRI Regional Facilitator so as to help GACF understand the situation about the state of CF networks and develop a strategy to boost the effectiveness and reach of such a network in Asia.

DATA ANALYSIS:

From above:

Following the 2008 GACF workshop on strengthening community forestry networks across Asia, RRI supported GACF in bringing together diverse informal and formal groups working on community forestry. Given that the state of community forestry is varied across countries in Asia, it is clear that some countries have achieved significant progress in advancing community forestry such as Nepal and the Philippines whereas others are moving ahead albeit at a very slow pace such as Thailand, Vietnam, Bangladesh, India and Pakistan. The aim therefore has been to foster advances in certain countries whilst invigorating nascent developments in others. Through continued workshops (such as in 2010), the reviews of community forestry in different countries, training workshops on topics such climate change and REDD, periodic visits by the GACF global coordinator to Asian countries, and the establishment of regular communication channels amongst community forestry groups across Asia (through e-bulletin, emails, dialogues, interactions) there has been systematic and effective learning as well as policy advancement. In broad terms, we have seen the emergence of a strategy for promoting community forestry throughout Asia. The fact that the GACF global secretariat is presently located in Kathmandu has facilitated this process. Equally important is the fact that GACF members are extending moral support to each other for any effort made by the member groups in securing community rights over forest resources. For example, recent government attempts to curtail the rights of community forestry user groups of Nepal was widely condemned by members of GACF Asia whilst extending solidarity to the Federation of Community Forestry Users Nepal in their protests against this government move.

MONITORING DATA REPORT
SO 2 – MegaFlorestais: Engaging Forest Agencies for Tenure and Policy Reforms

DATE: __October 26, 2010_____ REPORTED BY: _____Andy White_____

OUTCOME REFERENCE: Strategic Outcome 2 – MegaFlorestais

INDICATOR REFERENCE: At least 6 existing or new networks increase their capacity to influence policy related to forest tenure at all levels.

MONITORING HYPOTHESIS: The MegaFlorestais meetings have led to a variety of critical moments/changes in participating countries, including catalyzing high-level government support for opening a public dialogue on forest tenure reform in Central Africa; a new forest law in Cameroon that addresses some aspects of tenure reform; being invited to advise the Cameroonian government in the new forest law; being invited to advise the Ministry of Forestry in Indonesia on forest tenure reform and how they might begin a reform process, being invited by the Ministry of Forestry Indonesia to establish contacts with the Brazilian Forest Service for a Ministerial mission to learn about Brazil's institutional framework for REDD. Based on the MegaFlorestais meetings and the relationships established and the shared learning, the Ministry of Forestry of the DRC has also invited RRI for to fully engage their – assisting in advising their reform process.

BASELINE DATA: Leader's of the forest agencies of the world's most forested countries (covering 70% of the world's forests) have increasingly been curious and interested in learning from each other, and less influenced by the international forest related bodies. Yet they had no informal mechanism to regularly convene and discuss critical issues prior to the establishment of MegaFlorestais, especially not confidentially. The informality and confidentiality are key components for successfully discussing controversial issues from a senior public position, without having to represent official public positions. Public forest agencies often are not the government entities charged with the authority of addressing land tenure, but they have a very strong role in allocating use rights and they can certainly block or discourage reforms unless they are on board. The meeting format allows the heads of forest agencies to be open about sensitive issues such as their countries' formal positions on REDD or domestic property rights regimes in a way that they could not before MegaFlorestais. Such a framework offers a different approach to ground-scale initiatives by allowing these leaders to discuss how they are tackling policy problems on a large scale and over a long time. The innovation in MegaFlorestais enables countries with an interest in forest property rights reform to connect with policy makers in China or Brazil, where such reforms are already in motion and others like the U.S. and Canada where tenure rights are either largely settled, or formal processes are underway to address them.

MegaFlorestais complements the conventional international formal meetings convened by the UNFF and FAO, but is unique and adds important value by focusing on the tenure and governance issues and providing a safe haven for leaders to share experiences. RRI correctly assessed the gap among global advocacy initiatives – the fact that no organization was directly engaging forest agency leaders in a constructive manner over a sustained period of time.

MONITORING DATA:

- **Interviews with Sally Collins, Sten Nilsson, Don Roberts, Alex Moad (USFS); any of the MegaFlorestais leaders (Antonio, Luiz, Pak Boen, Pak Fauzi, Tasso Azevedo, Denis Koulagna…)**
- **"Forest Tenure and Forest Agencies in Transition: Review of the Global Experience" Presentation by Andy White, Jakarta, May 2010** (click here for presentation)
    - Presentation provides status of select MegaFlorestais countries:
        - Russia – new code in '06, decentralizing administration, no change in ownership, or recognition of indigenous people's rights,
        - Canada – treaties with IP signed in most of country, in BC treaty/court process to recognize IP rights; BC government/industry eager to settle, new policy allocate concessions to IP based on territory;
        - Brazil – dramatic steps last 30 years, incrementally rationalizing public domain based on "rights": 1) IP; 2) community; 3) parks; 4) national forests - '06; 5) household land

rights. Key reason for success against deforestation; sees "community forestry" as major frontier
        - China – collective forest reform priority of SFA last 4 years, slowly reforming state forests and enterprises; more work on regulations;
        - USA – public tenure mostly settled, but ongoing court cases with IP and communities; major pilot giving communities concessions to public forest becoming national policy (logic of better management and development);
        - DRC – still 100% state owned with LOTS of communities; moratorium on concessions, designing new forest law to consider IP/community rights
    - Presentation identifies emerging lessons:
        - A very political issue – thus often ignored and reforms delayed until conflicts erupt
        - Every country has different legal, social, cultural histories - and strong vested interests in existing tenure structure
        - Most countries have confusing legal overlaps and inconsistencies
        - Long history of governments continuing colonial policy, using "zoning " to extend claims, putting state-defined purpose of forest ahead of human rights
        - Forest agencies don't usually have authority over tenure, usually ministries of governance, land

- **Email from Luiz Joels (Sept 30, 2010)** (email)
    - Stating "Megaflorestais provides me with an unique opportunity to talk to outstanding professionals who are involved with work which is extremely relevant to the Brazilian Forest Service."

- **Email from Antionio Hummel (Sept 29, 2010)** (email)
    - Stating "We also want to show our appreciation to the Rights and Resources Initiative and the Chinese State Forest Administration, who have organized this wonderful opportunity to discuss the transitions in forest governance... We are sure that the lessons learnt in both events, the MegaFlorestais and the Asia regional tenure conference will be essential to the reform of the forest governance in Brazil."

- **Email from Xu Jintao to Tasso Azevedo (August 3, 2010**) (email)
    - Stating "Are you coming to China for the MegeFloretais and the regional conference? It will be great if you can come and tell us about how to incorporate forest carbon into national climate strategy and how to make it actually work. Some education on this is highly needed in China."

- **Email from Ahmad Fauzi to Andy White, Tasso regarding the Brazilian Model (June 14, 2010)** (email)
    - Stating **"**Thank you for "re-introducing" me with Tasso and explaining our new cooperation between Indonesia and Norway. I've received a very warm welcome from Tasso and now we're working on the possibilities to send our delegation to Brazil before the end of July."

- **Indonesia is hosting the next meeting of MegaFlorestais** (email)

- **Press Hits from the Conference on Forest Tenure, Governance and Enterprise in Yaoundé** (Click here for compilation)
    - Mongabay: Indigenous people, forest communities in Africa control less than 2% of forest land
    - La Nouvelle Expression (Cameroon): Gestion des forêts : La nécessité d'une réforme foncière
    - Cameroun Online: Gestion des forêts: La nécessité d'une réforme foncière
    - Nature (UK): The Great Beyond Blog: African forests at risk from slow land reform progress
    - BBC Brasil: Desmatamento na áfrica é quatro vezes a média mundial, dizem ONGs
    - Ekolist (Czech Republic): BBC: Kácení lesů v Africe postupuje nejrychleji na světě
    - BBC News (UK): Deforestation 'faster in Africa'
    - UN IRIN News: Who owns the forests?
    - COP15 Copenhagen News: Deforestation in Africa is four times the world's average

- Treehugger.com: Just 2% of Africa's Forests in Community Control: No Wonder Deforestation Rates are So High
- City/Corrière della Sera (Italy): "I governi svendono le foreste"
- Nettavisen (Norway): Afrika avskoges
- Pressetext (Austria): Afrikas Wälder verschwinden am schnellsten
- Africa Science News Service: Slow Forest Tenure Reform Threatens Action Africa's' Against Climate Change
- Cameroon Tribune: Bois tropicaux : Comment exploiter la forêt en prenant en compte le sort des riverains
- Angola Press: Deforestation faster in Africa
- Cameroon Radio and Television Online: Ecosystem: Forestry Management strategy under review
- Cameroon Radio and Television Online: La gestion durable et équitable des ressources forestières en Afrique

- **Concept Note for the 2011 International Conference on Forest Tenure Reform in Indonesia**, (click here)
    - *Forest Land Tenure Reform in the Context of Climate Change: Experiences and Opportunities in Asia,* tentatively planned for July 12-15, 2011, in Lampung, Indonesia. This conference was born out of MegaFlorestais and will be organized by Ministry of Forestry – Republic of Indonesia, the Rights and Resources Initiative (RRI), and the International Tropical Timber Organization (ITTO); in collaboration with RECOFTC and GACF; and sponsored by ITTO and the European Forest Institute.

- **Study tour on Regulating Private and Community Forestry in Montana on October 17-22, 2010.** (Click here for Agenda)
    - The study tour is being organized to respond to the interest generated in Montana's approach to forest regulations during the annual *MegaFlorestais* meeting, which gathers leaders from the world's forest agencies. The tour will include an orientation on the legal and administrative structure and in-depth reviews of Montana's Best Management Practice system (BMP), as well as provide a space for participants from Indonesia, Brazilian Forest Service and the Mexican Forestry Commission to engage on issues of forest governance. Several field trips will be organized to harvest sites to review how BMP monitoring is implemented and to tribal lands to understand how federal, state and tribal jurisdictions interact.

- **By demand, the creation of a 2nd generation training course to which MegaFlorestais countries sent their junior leadership for RRI training in 2009.**

RRI CONTRIBUTION: The first MegaFlorestais meeting took place in Beijing in September 2005, when Rights and Resources co-organized a conference at the invitation of the Chinese State Forest Administration and the Chinese Center for Agriculture Policy. Leaders from Brazil, Mexico, India and the US participated in this initial meeting and agreed to continue the collaboration by creating MegaFlorestais, which translates as "those with the largest forests" in Portuguese. The members invited Rights and Resources to facilitate and coordinate the organization of the meetings.
MegaFlorestais was born out of RRI's desire to constructively engage forest agencies and assist them in formulating and sharing "best practice" recommendations for devolving property rights to local land users. Forest agencies are key players in shaping property rights for forest communities, and the idea of having a regular series of discussions about what challenges and opportunities the agencies face, is a main impetus for the MegaFlorestais series.
DATA ANALYSIS: MegaFlorestais is unique in that it fills a vital niche in the drive to understand and improve forest property rights by connecting forestry leaders from around the world in an informal, frank setting. As a platform, MegaFlorestais allows policymakers to consider far-reaching legal and policy reforms that address forest tenure reform. While many agency heads have formal opportunities to interact formally, few opportunities exist for top policymakers to interact candidly. No other organization facilitates such a network of public forestry professionals that is focused on advancing the rights and livelihoods of forest peoples. Forest agencies trust the Rights and Resources Inititative (RRI) as a convener of these meetings and in upholding the confidentiality of the discussions so that leaders can engage in free, real debate. The annual convening of MegaFlorestais over

the last 5 years has greatly increased the understanding of the importance of tenure and the need to support reform by leaders of public forest agencies from some of the worlds' most forested countries, including, in particular Indonesia, China, DRC, Cameroon, Brazil, but also the US and Canada. For example, MegaFlorestais exposed the Russian Forestry Service to indigenous community owned and managed forests in British Columbia as a ´first ever´ experience, and Brazil's inclusion of the Mexican Forest Commission Director in their planning has facilitated Brazil´s forest service´s exchange and expedited the process of learning about Mexican Community forestry based on collective tenure rights, and subsequesntly informing the design of Community Forestry promotion in Brazil.

MONITORING DATA REPORT
SO 2 – REFACOF: African Women Establish a Powerful Network

DATE: 26 October 2010 REPORTED BY: Augusta Molnar

OUTCOME REFERENCE SO 2: A select set of strategic networks are better informed, more active and effective in promoting reform nationally, regionally and /or globally.

INDICATOR REFERENCE: [The indicator being validated by this data.]
At least six existing or new networks increase their capacity to influence policy related to forest tenure at all levels.

MONITORING HYPOTHESIS: the rights and status of women, gender, and social equality in tenure reform Studies on women' tenure rights in statutory systems and in forest and land laws and regulatory frameworks have been carried out; and a select set of strategic women's networks are better-informed, more active and effective in promoting gendered equitable reform nationally, regionally and/or globally.

Although reforms are taking place in several African countries in response to a growing movement of communities claiming rights to participate in the processes regarding resource use and conservation; however, there is much less a concern for the most underprivileged — women. Women's tenure rights under customary and formal laws remain largely unrecognized; their rights are insufficiently considered in policy and law reforms and in the related national and international agenda and have been understudied and under-addressed. Prevalent forest and land laws and regulatory frameworks are by and large prejudicial against women, who are usually under-represented in policy discussions. In Africa, RRI has encouraged greater studies and actions on these issues, working with, and in support of women's groups and networks. It has also included networking women's groups across Africa through the Africa Women's Network for Community Management of Forests (REFACOF), building their knowledge of positive examples of reforms and strategic engagement for policy influence.

BASELINE DATA:

Gender issues are extremely important for natural resource management and forest policy and tenure reforms, as women are disfavored by customary and statutory property rights systems, yet are key to household and family incomes and livelihoods, particularly in situations of stress from climate change, droughts, flood or relocation, and in situations of civil conflict and post-conflict. Many of their livelihood activities are based on forest enterprise activities—collection and sale of NTFPs, small livestock rearing, or dependence on forest products for food, energy, medicines, and construction materials in times of hardship. Thus, an extraordinary challenge to development policy and practice is found in growing linkages among poverty, gender roles, resource decline, and ecological degradation. While there are some very successful models of women's organizations around forest management and forest-based enterprise, there is little sharing of information within countries and across the region. There are also limited opportunities for capacity building and access to training. While forest tenure policy and law reform processes are necessary in many countries in Africa; there is a need to build mechanisms to guarantee the equal participation of disempowered groups, particularly women and minorities. Just recently, in July 2009, the women of Kenya stand to benefit significantly from the implementation of the new land policy. This policy reform aims to ensure equal rights to land for both men and women is an important and historic move and could set the path for more gendered tenure reforms mainly in Central and West Africa.

MONITORING DATA: [Presentation of the evidence that supports RRI's hypothesis. Normally, the evidence would be collected in "real time" over the course of the RRI actions. In this case, these would be written statements or public pronouncements by ITTO (w/ possible web page link) that suggested change in the institutional perspective and/or statements/publications by credible sources suggesting RRI's connection to the altered perspective.]

- Report from the community network workshop in Cameroon in 2008, http://www.rightsandresources.org/events.php?id=145
- Declaration of REFACOC in the Yaounde, Cameroon conference, 2009, http://www.rightsandresources.org/events.php?id=74 (declaration of African Women).
- REFACOF workshop in Cameroon, 2010, http://www.rightsandresources.org/publication_details.php?publicationID=1837; http://www.rightsandresources.org/events.php?id=405
- Cecile Ndjebet's presentation of CSAG statement in Yokohama, 2009, http://www.rightsandresources.org/publication_details.php?publicationID=1393
- REFACOF presentation in Washington, D.C. dialogue on Climate Change, 2010,
- Tenure and Gender workshop in Mali http://www.rightsandresources.org/events.php?id=365
- Tenure and Gender champions workshop in Burkina Faso, (Can't find this on line yet).

RRI CONTRIBUTION: [This summarizes the actions taken by RRI that *contributed to* this outcome, thus clarifying the connection between RRI and the claimed results. What did RRI do that contributed to the change>]

Networking support to REFACOF has been strongly linked to the gender, rights and tenure analysis and dialogue in the country team activities. RRI's contribution needs to be defined in terms of the networking indicator referenced above as well as in the complementary country initiative goals of "Women/gender and tenure identified as key strategic outcomes in Mali, Burkina Faso, and Cameroon" and the regional indicators to carry out studies on gender, forests and land tenure in Africa". RRI created a platform for gender networking in a 2009 community networking workshop in Cameroon where women leaders from Burkina Faso, Cameroon and Central African Republic were present. Analysis of gender in the country engagement led to the reflections among women leaders in the 2009 Yaoundé conference on forest tenure, governance and enterprise that catalyzed the creation of REFACOF. It has been a strategic network for RRI because of the synergy between country analysis and advocacy around gender in Mali, Burkina Faso and Cameroon, and the emerging regional membership of REFACOF, and its agenda to advocate for gender-sensitive reform and strategically link and empower champion organizations at the country and regional levels. REFACOF has focused its strategy on local organizations that own the advocacy process and engage strategically.

In this context a number of country level activities have played an important role in the emergence and engagement of REFACOF with RRI. These include:

- The Mali national workshop on gender, tenure rights and resources management gathered women from 4 regions (Mopti, Segou, Koulikoro, and Sikasso) and gave them an all too rare opportunity to publicly express their views and share their experiences, and to take part in the decisions which directly affect them, sharing Mali gender study findings with them, so they can refine their strategy.
- **Analysis on the influence of gender and tenure regimes on the management and livelihood value of non-timber forest products in Burkina Faso** provided a better understanding of the institutional and technical factors influencing the availability of non-timber forest products (NTFP) stocks and the allocation of and ways for women and other marginalized groups to capture benefits.
- **Analysis and workshop on gender, climate change, and tenure rights** in Burkina broadened the dialogue and understanding of gender equity and tenure in the context of national climate change policies and adaptation strategies.
- **Promoting women's participation in governing and managing natural resources in Liberia created a forum for women's organizations in Liberia to increase their participation in the decision-making process, reach out to REFACOF and expand its membership as well as add a new dimension of tenure, post-conflict, and climate change to REFACOF's understanding.**
- **An RRI workshop in Cameroon to** stock of gender issues in forest resource management, and organize a workshop with women's associations, networks and organizations to strategize how to raise awareness of forest service officials on women's rights in forest reforms and potential for women's economic development through timber and non-timber forest products.

Supporting the African Women's Network for Community Forest Management (REFACOF) in developing their strategic workplan for 2011-2014

RRI created opportunities for women leaders from within the region in 2008 and 2009, including a community networks workshop in Cameroon where Cameroon, CAR, and Burkina Faso leaders interacted as resource persons. In May 2009, the Yaoundé conference purposely included a range of women leaders from Central West Africa, and during the week of deliberations in Yaoundé, the women formed a new network, REFACOF, African Women's Network for Community Forests. RRI has supported REFACOF strengthening, including the members in appropriate events on tenure, rights, and/or climate change, and supporting meetings of all members to develop a stronger strategy, shared mandate and future workplan. This in turn has led to a broadening of the coalition membership in countries of engagement, and strategic knowledge from other countries in the region. **The engagement with REFACOF on these issues and strategies in Mali and Burkina Faso, as well as Liberia has added a new dimension to the ongoing work of RRI in these countries, extending interest in gender to a broader set of collaborators at the country levels.**

DATA ANALYSIS: [A short summary validation of the hypothesis based on the data presented.]

- REFACOF is currently composed of women from Cameroon, Nigeria, Burkina Faso, Ghana, Burundi, Democratic Republic of Congo, Central African Republic, Gabon, and Rwanda. Its mission is to advocate that governments and international organizations recognize in their policy reforms and agendas women's forest and land tenure rights and to have access to financing related to climate change. REFACOF's declaration and announcement of its formation in Yaoundé, Cameroon were warmly welcomed by the conference participants. Its President is currently an Africa focal point for the CSAG in ITTO, a co-host of the Yaoundé conference. REFACOF has spoken strategically in international meetings on forest governance, rights and climate change and its members have been active in shaping the country team plans where they are part of the planning team. They have also taken advantage of events their individual organization is hosting to have an exchange of knowledge and ideas by inviting another country member.

- A Liberian community-based organization, Foundation for Community Initiatives (FCI) has joined RRI coalition in Liberia in 2010; therefore bringing its great potential for added value to the RRI Liberia team's important achievements in advancing rights and securing tenure for forest communities. FCI's goal is to promote community-based actions for sustainable and community-driven development, advocacy, human rights, and natural resources management, and it is focused on rural women in natural resource extraction areas of Liberia. FCI has strong experience in promoting and strengthening women's participation in natural resource management and biodiversity conservation. FCI's focus on grassroots capacity-building and commitment to equitable and sustainable natural resource management makes it an exciting new Collaborator in the RRI-Liberia team.

- Coalition members have also been motivated to do studies of gender and tenure rights issues in Burkina Faso, Mali, Ghana, Liberia, and Cameroon, and to identify tenure champions in Burkina Faso.
- Other coalition members have also started to be more interested in gender equity and are modifying their own thinking on tenure and rights priorities to include this dimension.
- Gender has been mainstreamed in all RRI country and regional work plans and strategy.

MONITORING DATA REPORT
SO 3 – ITTO-CSAG: Community Forestry and Enterprises Recognized

DATE: 25 October 2010 REPORTED BY: Augusta Molnar

OUTCOME REFERENCE: ITTO-CSAG IS STRENGTHENED WITHIN THE ITTO COUNCIL GOVERNANCE STRUCTURE AND PLAYS A KEY ROLE IN ITTO ACHIEVEMENT OF ITS OBJECTIVES BROADENED TO INCLUDE CONCERNS RELATED TO TENURE, GOVERNANCE ARRANGEMENTS AND COMMUNITY-BASED ENTERPRISE.

Strategic Objective 3: Key strategic actors at the global level are committed and engaged in promoting major reforms in existing tenure, regulatory and governance arrangements.

INDICATOR REFERENCE: At least five intergovernmental and multilateral institutions (multilateral banks, ITTO, and other UN institutions) alter their position on forest tenure and actively support tenure and relative reforms in their narrative and portfolio.

MONITORING HYPOTHESIS: ITTO-CSAG's 2006-2016 Agreement period broadened ITTO's objectives to include community forestry, enterprises and livelihoods, and attention to tenure and forest governance. This can be an effective space for RRI engagement, because for limited investment, RRI has had an important impact on African country policies and programs, Indonesian tenure reforms, and steered ITTO donors towards RRI issues.

BASELINE DATA: Prior to the Framework proposal period, RRI had been actively involved with ITTO building on its initial involvement in the Civil Society Advisory Group with founding Partners IUCN, CIFOR, Forest Trends, and also ACICAFOC, RECOFTC and FPCD. Prior to 2008, CSAG was strengthened with a governing structure that gave it greater legitimacy vis-à-vis the ITTO governing council, ITTC. RRI and CSAG members were invited to prepare a study on community enterprises emerging from tenure reforms and co-organize an international conference in Brazil in Rio Branco. In early 2008, CSAG was invited to provide inputs on tenure, governance, and enterprise aspects of the 5-year workprogram being prepared under a new ITTO Agreement. This provided a clear policy entry for an impact on ITTO Producer member thinking on tenure, rights and enterprises, as documented in the next section.

MONITORING DATA:

- RRI participation drafting CSAG in 5-year plan, through influenced language of objectives and activities to include tenure and rights concerns, support to small scale and community based forest enterprise, and attention to forest dependent livelihoods, including marginalized groups.

- RRI tenure figures promoted in the RRI publication *Tropical Forest Tenures Assessment* were officially adopted by the ITTO. (Click here for the report, for here for the BBC news article).

- **CSAG has been invited to organize special panels and side events as well as report back on its activities and co-organized events in the Council meetings and interim meetings in Producer countries in Yokohama, Papua New Guinea, Ghana, and Cameroon. Government officials from Cameroon, Brazil, United Kingdom, European Union, and Indonesia have participated actively in these panels. http://www.itto.int/news_releases/id=40640000 http://www.itto.or.jp/live/PageDisplayHandler?pageId=223&id=3915**

- Community Forestry Thematic programme created and has initial funding with strong inputs on content of program and criteria from CSAG. (http://www.itto.int/thematic_programme_general/)

- More than US$750,000 spent on CSAG-promoted tenure and enterprise study and dialogue initiatives by ITTO (including both studies, conferences and CSAG presentation of outcomes to the Council) all with outcomes reported to the Council and published on ITTO's website. file://localhost/(http/:www.itto.int:news_releases:id=40640000)

- The 2009 Yaoundé conference attended by leaders from 27 countries provided strong recommendations for tenure and governance reform in Sub-Saharan Africa, and included recommendations (conference recommendations available on both ITTO and RRI websites) http://www.itto.int/direct/topics/topics_pdf_download/topics_id=44270000&no=14

- Indonesia Tenure Study and Conference is planned for Asia in 2011 and will follow a similar format to Yaoundé Africa conference. (ITTO Biennial Work Programme for the Years 2010-2011; http://www.itto.int/decisions/

- **Industries conferences broadened in Central Africa to look at the informal forest enterprises sector and ways to add value, and support these, 21-22 September 2010, Yaoundé, Cameroon** Towards a strategy to promote the forest industry development in the Congo Basin

- ITTO request to work closely with CSAG on community forestry and enterprise (ITTO participates in two-day RRI pre-meeting in ADF and chairs closing session with Andy White, support for CSAG to present gender and community forestry trends in 2010 Council meeting, forthcoming; October, 2010 memo from ITTO organizing the meeting, see below). http://www.itto.int/decisions/; http://www.itto.int/tfu/id=2268

- Gender activities included in the ITTO biennial workplan for 2010-2011. file://localhost/(http/::www.itto.int:decisions:) (http://www.rightsandresources.org/programs.php?id=79)

RRI CONTRIBUTION: RRI engaged with ITTO through the Civil Society Advisory group (CSAG), one of several advisory groups to the ITTO governing council, mandated in the first and second 10-year agreements. This strategic space had already been created under the first agreement, but was dominated by conservation NGOs. Prior to forming RRI, Forest Trends, IUCN, CIFOR, ACICAFOC and FPCD collaborated in this space to transform the CSAG into a community voice to shape and influence ITTO member thinking on tenure and rights. After a decentralization workshop in 2004, the partners began to engage more actively when RRI emerged, convincing ITTC to assign biennial program funds to scope community forest enterprise in timber producing countries, and then look at tenure issues related to their emergence and growth.

At the beginning of the framework period, ITTO had adopted the restructured CSAG governance and composition structure as a model for other advisory groups to follow and engaged with CSAG for inputs into the new ITTO 5 year work program and recommendations from the 2007 Rio Branco conference, RRI co-organized. Since 2008, RRI has further engaged ITTO on tenure and governance, community-based and small scale enterprise and gender issues in the new ITTO agreement and biennial programmes, particularly on Africa. With the collaboration on the Yaoundé conference in 2009 and follow-up in Africa and Indonesia, these goals were achieved. CSAG also now has an active Africa voice in Council meetings and design of the thematic programmes which fund innovative activities.

DATA ANALYSIS: The main rationale for engagement was the recognition that African net timber exporting countries look to ITTO for forest policy and trade and economic policies guidance, making this institution an important policy space to promote new thinking on forest governance, tenure, enterprise, and livelihoods, and to strengthen community voices in this forum. Engagement paid off in 2007 in the RRI-ITTO international Community Forest Enterprises conference hosted by Brazil, which included panels and interim meetings of community leaders from the host and neighboring countries (Ghana, PNG, Mexico), and ultimately led African participants to make a strong request for a new analysis of tenure trends in Africa and an international conference to discuss their implications for future policy reform in 2009 in Yaoundé, Cameroon.

In 2008, a new five year plan requested CSAG and RRI input on governance, CBNRM, tenure, and new visions of forest economy and trade. CSAG was structured to have a stronger community voice from Africa and Asia, with three new community focal points from Cameroon, Liberia, and Indonesia. The success of Yaoundé conference led the government of Indonesia to lobby for an Asian tenure study and similar Indonesia-hosted

conference for 2011. The ITTO Secretariat and the Council currently looks to CSAG, and RRI's Secretariat and Co-Chair function, to help them to continue to understand and actively promote trade and policy models supportive of gender equity, sound tenure and governance, and empowered community-based enterprises, also looking ahead to the challenges of climate change. Since 2005, ITTO has spent over US$ 700,000 of its allocated resources on RRI recommended activities and CSAG focal point travel costs, working with RRI to raise complementary funds to those of ITTO and RRI. ITTO has also created a thematic program on Community Forestry for which CSAG contributed key direction and concrete program text, and for which ITTO hopes CSAG and RRI will help generate a greater pool of community applicants so that trade is based on a better balance of community, individual and state and local forest tenure and governance and rights.

Annex 1.

From: HASAN Mahboob <hasan@itto.int>
Date: October 18, 2010 1:20:19 AM EDT
To: Augusta Molnar <AMolnar@rightsandresources.org>
Cc: Emmanuel Ze Meka <zemeka@itto.int>, OED <oed@itto.int>, Charas Mayura <mayura@itto.int>
Subject: **CSAG Members attendance at ITTC -December 2010**

Dear Mr. Molnar,

I understand from our Executive Director, Mr. Emmanuel Ze Meka, that similar to the pevious year, you are also in the process of arranging CSAG Members' participation at the Forty-sixth ITTC, sheduled to be held in Yokohama, during 13 to 18 December 2010.

I am now looking forward to receiving the detailed information and cost estimates for the attendance of the CSAG Members. Perhaps, we could have similar arrangements as last year.

With kind regards,

_____

Mahboob Hasan
Assistant Director
Management Services
International Tropical Timber Organization (ITTO)

Sustaining Tropical Forests
http://www.itto.or.jp/

From: Emmanuel Ze Meka <zemeka@itto.int>
Sent: Tuesday, October 19, 2010 9:43 PM
To: Andy White <awhite@rightsandresources.org>
Cc: oed@itto.or.jp <oed@itto.or.jp>; MANSUR Eduardo <mansur@itto.int>
Subject: Strentehning CFMEs

Dear Andy,

I am now back to Yokohama. I would like to refer to our conversation in Addis Ababa to reiterate ITTO's interest to be engaged in any activities aiming at strengthening small scale forest industry in the framework of its Community Forest Management and Enterprise Thematic Programme. I will be going to Nagoya next week and I will sign a MOU with the UNFFF in the same domain of strengthening community forest management. As we discussed, I would appreciate receiving a small concept note on the issue, including some development steps and associated budgets for further reflection and action on this issue.

Sincerely,

Emmanuel Ze Meka

From ITTO Tropical Forest UPDATE special issue, Vol. 19, No. 2
Owning Africa's forests
In West and Central Africa, forest ownership is a source of many problems. for Central and West Africa. The aim was to catalyze new, wide-ranging actions Disputes over it cause conflict; among other things, a lack of it causes by governments and civil-society organizations towards securing land and forest poverty. In most countries the state has claimed legal title since the colonial tenure in Central and West Africa. This special edition of the tfu reports on the
period.Yetthecustomaryownershipofthesameareasdatesbackcenturies,
conference:itskeymessages,discussions,conclusions,andrecommendations.
perhaps millennia. The disconnection between the legal and customary systems results in confusion, misery and lost opportunity.
In May 2009, itto, the Rights and Resources Initiative (rri), and the Cameroon Government combined to host, in Yaoundé, Cameroon, the International Conference on Forest Tenure, Governance and Enterprise: New Opportunities
All conference presentations and working-group notes are available at www.rightsandresources.org.

MONITORING DATA REPORT
SO 3 – UNREDD: Civil Society Advisory and Oversight

DATE: 25 October 2010 REPORTED BY: Jeff Hatcher

OUTCOME REFERENCE: UN-REDD PROGRAM AND THE INDEPENDENT ADVISORY GROUP ON FORESTS, RIGHTS AND CLIMATE CHANGE.

Strategic Objective 3: Key strategic actors at the global level are committed and engaged in promoting major reforms in existing tenure, regulatory and governance arrangements.

INDICATOR REFERENCE: At least five inter-governmental and multilateral institutions (multilateral banks, ITTO, and other UN institutions) alter their position on forest tenure and actively support tenure and related reforms in their narrative and portfolios.

MONITORING HYPOTHESIS: The Independent Advisory Group on Forests, Rights and Climate Change, established and supported by RRI, provides a timely and strategic space for civil society advisory and oversight to the UN-REDD Programme Policy Board, which leads to programmatic actions supporting the rights of forest communities and forest tenure reform.

BASELINE DATA: Established in 2008, the UN-REDD Programme was established to coordinate actions by FAO, UNEP and UNDP on REDD+. The Programme disburses funds for national REDD+ program support to national governments through UN country office. The Policy Board governs the work of the UNREDD Programme. At the outset, the Policy Board members were originally, and exclusively, from UN agencies and national governments (both donors and recipients), thus providing little incentive for critique or strategic thinking. Moreover, the modalities for stakeholder engagement in the UNREDD Program and national programs were weak and poorly defined. These factors concerned many that doubted whether the UNREDD Programme would devote much funding/attention to the issues of land tenure, forest community rights and governance.

MONITORING DATA: The UNREDD Programme keeps very good documentation of program documents on their website (http://www.un-redd.org/PolicyBoard/tabid/588/Default.aspx). Presentations from the UNREDD Programme at RRI events (like the Climate Change Dialogues) also provides good indication of the programs evolution. RRI's presentations on behalf of the IAG to the Policy Board are also useful.

- Documents for First Policy Board meeting: http://www.un-redd.org/PolicyBoard/1stPolicyBoard/tabid/589/Default.aspx
- Report of First Policy Board meeting: http://www.unredd.net/index.php?option=com_docman&task=doc_download&gid=582&Itemid=53
- UNREDD Programme strategic overview: http://www.un-redd.org/Portals/15/documents/events/20090309Panama/Documents/UN-REDD%20Strategic%20Overview%203Ma09.pdf
- Terms of Reference for IAG: http://www.un-redd.org/Portals/15/documents/events/20090309Panama/Documents/UN%20REDD%20IAG%2020Mar09.pdf
- Engagement Guidelines for Indigenous Peoples: http://www.un-redd.org/Portals/15/documents/events/20090309Panama/Documents/UN%20REDD%20IP%20Guidelines%2023Mar09.pdf
- IAG Presentation in Montreux 2nd Policy Board Meeting : http://www.unredd.net/index.php?option=com_docman&task=doc_download&gid=426&Itemid=53
- UNREDD Program Workplan from 2nd Policy Board meeting: http://www.unredd.net/index.php?option=com_docman&task=doc_download&gid=441&Itemid=53
- Operational Guidance on IPs from 3rd Policy Board Meeting: http://www.unredd.net/index.php?option=com_docman&task=doc_download&gid=975&Itemid=53
- IAG presentation to the 4th Policy Board Meeting: http://www.rightsandresources.org/~rightsan/documents/index.php?pubID=1443
- Presentations by UNREDD staff at RRI Dialogues:

    - Washington Oct 2009 Dialogue: http://www.rightsandresources.org/~rightsan/documents/index.php?pubID=1290
    - London meeting report : http://illegal-logging.info/uploads/ForestsGovernanceClimateChange30110.pdf
    - Washington June 2010 http://www.rightsandresources.org/~rightsan/documents/index.php?pubID=1567
- UN-REDD Programme Strategy 2010-2015 (to be presented during 5th Policy Board meeting in November 2010). http://www.unredd.net/index.php?option=com_docman&task=doc_download&gid=3226&Itemid=53
- Emails from Charles McNeill on the utility of the IAG presentations to the Policy Board and the self selection process for the representatives to the Policy Board. (examples attached in Annex 1)
- Requests from the UNREDD staff to the IAG for advice and participation in workshops on issues related to participation and rights in Hanoi, Bangkok and in Nagoya (available on request)

RRI CONTRIBUTION:
RRI's strategy to altering the position and priorities of the UNREDD Programme with regards to the rights of forest communities and forest tenure took three forms:

1**. Advancing and supporting the Independent Advisory Group:**
The IAG was formed as a direct result of the RRI-RFN conference on Rights, Forests and Climate Change, held in October 2008 in Oslo. RRI fostered its creation and provided secretariat services to the group, which is composed of about 10 organizations. The IAG, through advocacy efforts directed at the UNREDD Policy Board, secured a seat at the Policy Board table through an agreed Terms of Reference. The IAG provides regular advice and strategic thinking to the Policy Board Member by intervening during the policy board sessions with a presentation on strategic issues facing the Programme. The IAG also lobbied for the inclusion of civil society and Indigenous Peoples as **full** board members on the policy board.

RRI, acting as the secretariat to the IAG, also facilitated the self-selection process for the civil society representatives to the UNREDD policy board. This process engaged members of civil society from more than 30 countries and provided a robust process to add legitimacy to the positions.

2. **Providing a space for public critique through the RRI Dialogues**
RRI actively engaged UNREDD Programme staff and Policy Board members by inviting them to speak and participate during the RRI Dialogues. They were also included in the smaller RRI convened meeting on social and environmental safeguards.

3. **Direct interactions with key UNREDD staff**
Beyond the interactions through the IAG, RRI staff is in regular contact with UNREDD staff to provide insights and advice on issues facing the UNREDD programme staff working on social and environmental safeguards, on IP engagement, and on land tenure.

DATA ANALYSIS:
Reviewing the changes to the Policy Board structure, participants in the policy board meetings, the content of the UNREDD Programme strategy, the documents show that RRI's involvement in the IAG has contributed to an increase in civil society participation in the policy board, more informed participation, and increased attention to tenure and rights in the programmatic work of the UNREDD Programme (see for example the references to rights and tenure in the 2010-2015 workplan, and the final approved UNREDD country programs).

Annex 1

June 2, 2009

Dear Andy, Arvind, and Jeff,

We are deeply appreciative of the advice given by the Civil Society Advisory Group on the selection process to identify the CSO representatives to serve on the UN-REDD Programme Policy Board. As you know, the second Policy Board meeting is taking place on June 14 & 15 in Montreux, Switzerland and, unfortunately, we have not yet been able to undertake this selection process as advised.

First off, we hope that you and your Civil Society Advisory Group colleagues will be able accept our sincere apologies for being unable to conduct this process within the time before the Policy Board meeting. We remain committed to ensuring the full representation of civil society on the Board and will ensure that the self-selection process is implemented as soon as possible. We are happy to report that we have been able to undergo a process to identify the Indigenous Peoples representatives, who will be present at the June Policy Board meeting. We will continue with interim arrangements for the representation of Civil Society over the short term.

With regard to the recommended self-selection process, we wonder if you or some group or individuals associated with you would be willing to reconsider the role of facilitating the selection process? Without the deadline of the June meeting, there will be ample time to undergo a thorough process and feel that the process will be strengthened if it is conducted independently from UN-REDD Programme staff. The UN-REDD Programme would cover the costs associated with the self-selection process.

Also, we understand that the Civil Society Advisory Group will select which representative will attend the Policy Board meeting at its meeting next weekend in Bonn. Please be sure to notify us as soon as possible so that we can ensure that logistical arrangements are taken care of.

We look forward to discussing this issue in more detail with you and look forward to your views on the facilitation of the self-selection process.

With best regards,

Charles

March 23, 2010

That was a really brilliant and insightful and useful presentation that Arvind and Kyeretwie delivered on behalf of the Independent Advisory Group to the UN-REDD Programme Policy Board.

I heard many comments from Policy Board members about what a substantial and significant contribution the session made to the program.

Thanks so much to all of you for this.

I am sure your presentation will soon be on our website but wondering if you could send it to us now in advance to have it available?

Very best to you all and many, many thanks.

Charles

P.S. Note to Arvind: I mentioned that neither Tim Clairs or I can be with you in London on April 6th due to other prior and major commitments that we can't get out of. Could you send us the latest draft agenda of the meeting so we can assess who else might represent the UN-REDD Programme? Thank you!

Charles Ian McNeill, Ph.D.
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MONITORING DATA REPORT
SO 4 – Tenure Reforms in Brazil

DATE: _____10/26/10_____ REPORTED BY: _____Andy White_____

OUTCOME REFERENCE: Strategic Outcome 4 – Tenure reforms in Brazil

INDICATOR REFERENCE: In six countries were RRI is active, structural tenure reforms (legal, regulatory, policy) are advanced/adopted.

MONITORING HYPOTHESIS: Beginning in 2008 the Brazilian Government has implemented a national policy and program in support of community forestry, which includes both financial and legal support, as well as a national steering committee which includes local community leaders, indigenous peoples and high level Brazilian officials.

BASELINE DATA: As of 2007, the Brazilian Government had limited awareness of the issues and potential benefits of community forestry and did not have a plan to support community forest owners or a policy framework to encourage their sustainable use. Indigenous communities, settlers and users of extractive reserves had not yet organized at a national level to formulate their ideas and agendas regarding the existing policy constraints to their use of the some 200 million hectares of forest over which they were gaining ownership and use rights. There was recognition, on the part of the leadership of the Brazilian Forest Service, that this was an important issue, but they had been focusing on other priorities and had not yet begun to organize their concepts, approaches and plans regarding how to address community forestry in Brazil.

MONITORING DATA:

- Brazil Forest Service website: www.florestal.gov.br/
- Interview Luiz Joels (Brazilian Forest Service); Tasso Azevedo (ex DG, Brazilian Forest Service)
- MegaFlorestais 2010 presentation by Luiz Joels (Director, Ministério do Meio Ambiente). (click here)
    - The presentation states that the Brazilian Forestry Service has been pushing the agenda of Community Forestry over the last 4 years; however, the three most important institutions that work with communities (Funai (Indigenous people); Incra (settlements); and ICMbio (traditional populations in conservation areas) have been reticent on the subject, at best
    - The presentation states that the National Program of Community Forestry was first proposed was an outcome of RRI's 2007 Community Forestry meeting in Rio Branco, Acre; launched in June 2009 and headed by Brazilian Forestry Service and Ministry of Agrarian Reform. The three most important institutions (Incra, Funai and ICMBio are all members of the council) and includes strong civil society participation
    - The presentation highlights the National Program for Community Forestry as a mainstay in the strengthening of community organizations, strengthening of gov't agencies, as well as the key point of contact for:
        - Environmental permits
        - Finance
        - Technical assistance
        - Education
        - Infrastructure
        - Production and markets
    - Additionally, the presentation highlighted that the National Program for Community Forestry was a catalyst for new activities and developments by these institutions over the last 12 months which have taken the first steps in establishing norms for forest management.
- Molnar, Augusta, Megan Liddle, Carina Bracer, Arvind Khare, Andy White and Justin Bull. 2007. "Community-based forest enterprises: Their status and potential in tropical countries." ITTO Technical Series #28. (click here)
    - Includes a declaration made by participants at the International Conference of Community Forest Management and Community Forest Enterprises held in Rio Branco, Acre, Brazil, on 15–20 July 2007, organized by the International Tropical Timber Organization, the Rights and Resources Initiative and the Global Alliance of Community Forestry in cooperation with IUCN –

the World Conservation Union. It was hosted by the Government of Acre and the Government of Brazil through the Brazilian Forest Service. (Annex II, page 72). The declaration affirms that (among other things):

- Government policies and international agreements about forests should be based on the principle that we the local communities and the indigenous peoples are the principal actors in the sustainable management of forest ecosystems.
- Governments should recognize the rights of local communities, and push for legal mechanisms that guarantee land tenure and the sustainable management of forests.
- It is necessary to create a global fund to support community forestry, since it has been demonstrated that the sustainable production of goods and services of forest ecosystems managed by communities contributes in a vital way to the mitigation of climate change and to human development.
- The incipient interchange of experiences and models of conservation and production of goods and services of the forest has proven to generate a human development potential through mutual learning and development of local capacities.

- **Federal Program of Community and Family Forestry** (website)
  - Status prior to The International Conference of Community Forest Management and Community Forest Enterprises
    - "The last three decades have seen an increase in community and family forest management as an alternative source of income for rural communities. By 2006, there were at least 1500 community forest management projects underway throughout the country, but they all fell under the umbrella of government-run IBAMA (Brazilian Institute of Environment and Natural Resources), and were not having a collective impact. However, despite the favorable outlook, the MFCF still faced major challenges to consolidate. Among the main barriers were: lack of land tenure, poor access to specific lines of credit, the fragility of programs of technical assistance and forestry extension, to slow down approval of management plans and inadequate requirements for approval to the reality of community, the small scale of production and the lack of adequate infrastructure to ensure the flow and processing of forest products."
  - Status after The International Conference of Community Forest Management and Community Forest Enterprises held in July 2007 in Acre.
    - Participants presented a letter to the minister at the time, Marina Silva, demanding that the Brazilian government together with community leaders and trade union groups construct a support system for community forest management in order to strengthen this activity.
    - Immediate attention was paid to the demand presented by civil society and it placed on the agenda during the 15th Meeting of the National Forests, August 29, 2007, which approved the creation of a Working Group, composed of representatives of civil society, the federal and state governments in order to discuss and support the National Policy on Family and Community Forest Management.
    - The work of this working group resulted in a draft decree, which had received contributions from members of the National Forests - CONAFLOR and the Committee of Public Forest Management - CGFLOP, as well as gone through public consultation period from September 30 to October 31.
    - The decree was signed by President Luis Inacio da Silva, Decree No. 6874 on June 5, 2009, establishing, under the Ministries of Environment and Ministry of Development Agrarian, the Federal Program of Family and Community Forest (PMCF).
    - Under art. 1 of Decree No. 6.874/09, PMCF aims to organize the actions of management and promote sustainable management in forests that are the object of its use by farmers, agrarian reform settlers and by the people and traditional communities.

RRI CONTRIBUTION: RRI created a venue (The International Conference of Community Forest Management and Community Forest Enterprises held in Rio Branco, Acre, Brazil, on 15–20 July 2007, organized by RRI, the International Tropical Timber Organization, the Global Alliance of Community Forestry in cooperation with IUCN and the Brazilian Government) which catalyzed the first high-level, national interaction of local forest community leaders from across Brazil with the Minister of Environment (Marina Silva at the time) and the head of the

Brazilian Forest Service (Tasso Azevedo at the time). RRI raised funds and ensured the participation of these local leaders from across Brazil in this event and designed the conference so that they could actively participate and create their own, parallel national forum on the conference topics. RRI also worked to ensure the active participation of Marina Silva and Tasso Azevedo – who were then confronted by the community leaders after the opening session of the international conference. RRI has followed up on this interest by putting the Brazilian Forest service leaders in touch with their Mexican counterparts (in MegaFlorestais and other meetings) and helped to foster the contacts for exchange and learning visits, for the Brazilians to learn from the Mexican experience.

DATA ANALYSIS: By deciding to organize this event in Brazil, ensuring the participation of the critical players, and give high-level, global legitimacy to the topic of community forestry, and publicly demonstrating where Brazil had made progress and where there were future opportunities for reform, RRI played a critical role in helping Brazil establish a progressive community forestry policy framework and program. RRI can thus justifiably claim some credit for contributing to the creation and design of this program, which will directly affect the livelihoods of hundreds of thousands of Brazilian forest owners and users and approximately 200 million hectares of forest.

MONITORING DATA REPORT
SO 4 – Tenure Reforms in China

DATE: 10/26/10 REPORTED BY: Andy White

OUTCOME REFERENCE: Strategic Outcome 4 - China

INDICATOR REFERENCE: In six countries were RRI is active, structural tenure reforms (legal, regulatory, policy) are advanced/adopted.

MONITORING HYPOTHESIS: China initiated a national-level reform of collective forest tenure (58% of all forests in China) in 2003. After piloting and discussion a national policy was formally defined and adopted in 2008. The reform is the largest forest tenure reform in modern history, directly affecting between 300 and 400 million people and over 100 million hectares. It is supported by major national investment in land delineation and registration, a new policy framework, and an established impact monitoring system. The government has also initiated reforms of state (government/public) forest tenure.

BASELINE DATA: Prior to 2003 there was no Chinese national reform in collective forest tenure or state forest tenure.

MONITORING DATA:

- Interview Xu Jintao (Peking University); Li Ping (RDI); Li Shuxin (SFA – Head of Policy and Legislation Department); Zhang Lei (SFA – Head of Tenure Reform Department); Uma Lele (Retired World Bank).
- "Collective Forest Tenure Reform in China: What has been achieved so far? Xu Jintao (2008) (article). This draft paper was later be expanded to "China's Forest Tenure Reforms Impacts and implications for choice, conservation, and climate change" by Xu Jintao, Andy White and Uma Lee (2010) (final paper)
    - The report briefly discusses the history of Chinese forest tenure reform and the results from a set of household surveys on the impact of the reforms. There is now clear evidence that the reforms have increased household incomes from forestry at least 10% as well as dramatically increased tree planting.
    - After collective forest tenure reform policy had been implemented through most of the beginning of the decade, the central government announced a national policy in 2008 entitled "Guidelines on Fully Promoting Collective Forest Tenure Reform," which encourages forest owners to reassess and reallocate their forest use rights.
    - Through a discussion with an SFA official, the report states that US$370 million was invested in 2008 for the delimitation, surveying, titling and registration of new plots.
- Draft Background note for the International Conference on Collective Forest tenure and Regulatory Reform in China (2008) (Click here for the Background Note)
    - Discusses how the September 2006 conference hosted by the SFA, RRI, the World Bank and Peking University discussed the preliminary evidence of the reforms and led to the 2008 Conference which ultimately solidified these reforms by convening experts and policy-makers in a forum that would provide opportunities to review the progress of reforms and identify "next steps" in the implementation process.
- "China's Strategy and Financing for Forestry Sustainable Development" (August 2010) (article)
    - This UNFF report, while focusing on overall financing for forestry, mentions that in addition to the issuing of the Resolution to Accelerate Forestry Development (Document No. 9) in 2003, in 2008 the Central Government announced the Notion on Promotion of the Collective Forestry Tenure Reform (Document No. 10), which proposed to conduct collective forest tenure reform so as to promote sustainable forest development.
    - *The report also mentions the 2008 announcement of the Guidelines on Fully Promoting Collective Forest Tenure System Reform, wherein US$370 million was invested in 2008 for delimitation, surveying, titling, and registration of new forest plots.*
    - *According to the report, a total of 1051.26 million yuan were invested for working expenditure for tenure reform (Table 2).*

- Speeches and presentations given by Chinese government officials at the Asia Regional Conference on Forest Tenure Reform, Beijing, September 2010.

RRI CONTRIBUTION: RRI played a key role in encouraging and advising the Chinese Government on collective forest tenure reform (which has impacted 400 million people and over 100 million hectares – the largest forest tenure reform (in terms of people affected) in modern times. Forest Trends co-organized the first international conference on forest tenure and poverty alleviation with the Chinese Forest Administration (SFA) in 2000. After that, RRI continued and dramatically expanded the work on forest tenure, the only international organization to focus on this theme and directly engage high-level policy makers and researchers for a long-term. RRI took a constructive, shared-learning, and rigorous research-based approach to their engagement with the SFA.

RRI used its international reputation to give space and profile to national researchers and advocates to make their arguments for tenure reform – legitimizing their work and the broader reform effort – giving more confidence to the policy makers to proceed, while also exposing the many remaining challenges. RRI presented Chinese leadership with high-level leaders from other countries that have undertaken reforms so that the Chinese leadership could directly learn from credible, independent authorities – as well as understand the competitive edge being gained by countries that had reformed. RRI also funded, co-initiated, designed with Collaborator Peking University, the first national level research program on forest tenure reforms whose results were used to shape policy decisions and improve program design.

RRI, with Peking University, also catalyzed critical thinking on public tenure reform (the other 42% of all forests) in 2006 (at the first international conference on state forest tenure reform in China), contributing to the SFA's initiation of pilot public forest tenure reforms in Northern China in 2007. RRI with Peking University also undertook a baseline survey of tenure and livelihoods in the state-owned areas in 2007, the results which demonstrated to the government the necessity of reforms and some policy options going forward. These are now being entertained by the government.

Additionally, RRI hosted workshops and held events in different, critical regions, to provide international legitimacy for the actions and ideas of the Chinese Government in regard to forest tenure issues. One major example of this was the event in China's Fujian Province in 2008 to review the preliminary findings of the research on the impacts of the collective forest reforms, which was ultimately credited with saving the Chinese reforms by Zhang Lei, who is now the head of the SFA's Land Tenure department. SFA leadership publicly, repeatedly, and profusely thanked RRI for the strong role it has played in China's forest tenure reforms at the close of the SFA-RRI Asia Regional Conference on tenure reforms in Beijing in September 2010.

DATA ANALYSIS: This reform has already led to billions of dollars of increased income to local peasants and to billions of new trees planted, worth who knows how much in terms of carbon capture and mitigated climate change. According to the SFA RRI played a major role in achieving these results. Dfid has already used this outcome as more than sufficient to justify its multi-million dollar investment in RRI on economic terms alone. The impacts attributable to RRI are very large, even if RRI is only responsible for 10% or less of the outcome.

MONITORING DATA REPORT
SO 4 – Nepal: Advocacy for Resource Rights

DATE: 15 Feb 2010 REPORTED BY: Nayna Jhaveri and Ganga Ram Dahal

OUTCOME REFERENCE:

Changes in tenure legislation and regulatory or policy framework in favor of local communities in a subset of countries in Africa, Asia and Latin America

INDICATOR REFERENCE:

In six countries where RRI is active, structural tenure reforms (legal, regulatory, policy) are adopted or advanced.

MONITORING HYPOTHESIS:

The first drafts of Nepal's new Constitution after the Constituent Assembly was elected in 2008 have secured many elements of local community rights over natural resources and established its importance in their sustainable use and management. If enacted, Nepal will be the first nation to guarantee community rights over natural resources at this level.

BASELINE DATA:

Given the fact that creation of the new Constitution itself is a beginning, this opened the door to establishing the highest form of legal instrument for guaranteeing the natural resource rights of the community.

MONITORING DATA:

- Concept note for FECOFUN project "Political Engagement with Constitutional Assembly Members and High Level Functionaries" dated March 11, 2010
- Concept note for Forest Action project "Strategic Input to Constitutional Process on Key Issues of Natural Resource Management" dated March 11, 2010
- Concept note for FECOFUN project "Working with NRM Federations" dated March 11, 2010
- Interim Report on "Political Engagement with Constitution Assembly Members and High Level Political Functionaries" by FECOFUN in May 2010.
- A Briefing Note "Rights at Risk: Emerging Challenges to Local Community Rights over Forest in Nepal" by N S Paudel, H Ohja, H Dhungana and D Khatri from Forest Action presented at the RRI Asia Regional Dialogue on Forests and Climate Change in Kathmandu, August 11-12, 2010
- Policy briefs by Forest Action for Constituent Assembly members (in Nepali)
- Final Progress Report on "Political Engagement with Constitution Assembly Members and High Level Political Functionaries" by FECOFUN in December 1010
- RRI-Forest Action collaboration in 2010 report (Dec 31, 2010)
- Initial Drafts of the new Constitution (in Nepali)

RRI CONTRIBUTION:

RRI's contribution was made in three clear inter-related ways:

Firstly, RRI worked to support Forest Action in gathering regular intelligence and providing updates on new developments in the Constitutional drafting process to all civil society members promoting this community rights agenda. A Nepali-language booklet was created that provided a thematic analysis of the preemptive rights of communities being promoted in the draft. Furthermore their role was to carry out a gap analysis between community demands and the actual provisions in the draft.

Secondly, the important initiatives undertaken by FECOFUN to educate and lobby CA members as well as their political parties received significant support from RRI. This included holding high-level meetings with the 7 major political parties, the constitution draft committee, and regular meetings with the multi-party forum. This was carried out in conjunction with Natural Resources Management People's Parliament (made up of parliamentarians), Forest Action as well as IUCN. Furthermore, a major Forest Caravan 2010 was launched with the slogan "Inclusion and Good Governance Campaign in Community Forestry, Recognizing the Rights of Local Communities over Natural Resources in the New Constitution" in April 2010. This was a huge grassroots mobilization involving major leaders of political parties across the spectrum beginning at the district level and then moving to regional and national level. About 30,000 people participated on the closing date of the caravan.

Thirdly, the Natural Resources Management Confederation that was created in 2008 with RRI support was now mobilized (with a contribution from RRI) to bring together the different independent federations and networks working on varied resources (from forests, water, land, electricity etc) so as to exert a collective and unified voice on the constitution's drafting committee. In doing so, it also strengthened the network's own capacity to advocate change at the national policy and legal level and considerably raised its public profile.

DATA ANALYSIS:

The creation of a new Constitution to govern the new structure of a federal democracy is a momentous development. A Constituent Assembly (CA) was elected (with 601 members) to draft this new Constitution that represents numerous political parties. Strong civil society groups such as FECOFUN (Federation of Community Forestry Users, Nepal), NRM Parliament, Forest Action, and IUCN took this opportunity to push for the inclusion of strong guarantees of local community rights over natural resources. As the drafting process commenced, it became clear that only lobbying CA members who were elected through the public's mandate was insufficient because they were also accountable to their political parties. Hence, the strategy was amended to also educate key political party leaders as well whilst also drawing on the existing multiparty forum to promote a collective dialogue on this critical issue. Forest Action was very well placed to gather intelligence and provide a gap analysis through this long drawn-out process that remains to be completed. While major achievements have been gained in including key provisions for community rights in the constitution, not all the demands of the civil society groups (to secure both pre-emptive and collective rights) have been met as yet. Now that the new government has been formed in January 2011, it is likely that the Constitution will see finalization in the summer.

MONITORING DATA REPORT
SO5 – China Research on Tenure Reform and Small Scale Enterprises

DATE: 2/10/2011 REPORTED BY: Augusta Molnar, Andy White

OUTCOME REFERENCE: Research in China on the Role of Tenure Reform and Small Scale Enterprises on Household Incomes and Livelihoods.

Strategic Objective 5: More equitable forest governance, enterprise and conservation models are identified and disseminated and/or more broadly supported as a viable approach to social and economic development.

INDICATOR REFERENCE: In at least five cases, these models lead to an increase in community access to resources and markets.

MONITORING HYPOTHESIS: RRI-supported Chinese researchers to design and conduct strategic analysis of role of tenure reform and community and small-scale enterprises in poverty reduction in rural forested areas and in the overall forest industrial sector, and the results of this research demonstrate that these new and alternative tenure and enterprise models increase incomes and enhance livelihoods – an argument that has gained the support of policy makers in China. Strategic research carried out with the most reputable Chinese research institution in this domain, has demonstrated the positive impacts of tenure reforms and small-scale enterprises on household incomes and helped shift the Chinese government toward greater appreciation for the major, positive contributions of tenure reforms and community and small-scale forest enterprises to poverty alleviation, the forest sector and local government revenues. This research and the associated national-level conferences and information dissemination has strengthened rationale and government commitment to tenure reform and helped to change policy direction towards encouraging small enterprises and farmer associations.

BASELINE DATA: As in many countries, the Chinese forest sector has lagged behind others in reform – in terms of land policy, business models privileged and regulatory frameworks, and a lack of credible research constrained consideration of reforms. Despite the dramatic benefits of reforming the agricultural sector in the early 1980's, state dominance of forest land and enterprises, command-and-control regulations, and a preference for subsidizing large (over small) enterprises characterized forest policy thinking and practice through the early 2000's, and though there were case studies available, national-level surveys that were compelling to central government and party officials had not been conducted and there was not compelling, national-level evidence of the positive contributions of tenure reform and small-scale enterprises to household incomes and livelihoods.

MONITORING DATA:

- Survey and Analysis on China's Collective Forest Tenure Reform: a systematic program of research based on household surveys in the nine provinces where the collective forest tenure reform has been funded between 2008 and 2010 building on the earlier studies to provide robust data set for use by Chinese institutions. These surveys generate the first quantitative and statistically solid evidence of the impact of the reforms on household income. Report by Xu Jintao of Peking University, Andy White and Uma Lele completed in 2010.
- Small and Medium Wood-processing enterprises in China: an Overview by Xinjian Luo and Xu Jintao at Chinese Academy of Forestry and Peking University document 90% of output value of wood-processing and 70% of employment in China is now small-scale;
- Forests and Incomes in China: Executive summary of report by Eugenia Katsigris, Xu Jintao, Andy White, Xiaojun Yang and Weng Qian. Research findings document the significant contribution of forest-based livelihoods to the incomes of people in rural forested areas in China. Both forest-based contributions and overall incomes are seen to be growing indicating that the same is true of rural China.

RRI CONTRIBUTION: RRG has played a key role by jointly identifying these research topics with respected Chinese researchers, designing the research methodologies and catalyzing broader donor support for the studies, and helping the Chinese institutions to build a coherent research strategy and make the case to donors to contribute to this body of work, complementing the financing from the RRI Framework. The organization of

conferences in China around the findings of the studies has engaged the government because RRI was able to bring international experience to the table and elevate the level of the dialogue, and create a positive policy space for national researchers to formally present their findings, in a compelling context. RRI Partner, Forest Trends, has contributed by conducting parallel studies of trade and markets to the research on small-scale forest enterprises and helping to better frame the questions for each phase of studies. RRI broad engagement in forest tenure and enterprise, over the last two years around climate change as well, has also elevated interested in the research and the findings.

DATA ANALYSIS:
China undertook pilot land reforms in the early 2000, and RRI supported research by Peking University that demonstrated positive effects on income and reforestation played a key role in encouraging them to adopt as a national policy. RRI, along with PKU also examined other national data bases and research to compile the first national numbers examining the relationship between forests and poverty and income. Other, related research has been piloted by RRI and PKU to examine small scale enterprises. A additional national-level survey examines the state forest sector and relationships with household incomes. Both national-level surveys also examine the costs of policy constraints, particularly the harvesting quota – which dramatically limits local rights to harvest timber and community incentives to plant and manage trees. The credible presentation and analysis of this cost data has bolstered the critique of government regulatory policy and strengthened the emerging efforts by government to reform the regulatory framework for collective forest use.

MONITORING DATA REPORT
SO 5 – Nepal: Preventing Roll Back and Advocating Community Conservation

DATE: 23 October 2010 **REPORTED BY**: Ganga R Dahal and Nayna Jhaveri

OUTCOME REFERENCE:
More equitable forest governance, enterprise and conservation models are identified and disseminated and or more broadly supported as a viable approach to support social and economic development

INDICATOR REFERENCE:

RRI partners effort leading to an increase in community access to resources and markets

MONITORING HYPOTHESIS: As a result of strong resistance and continued pressure exerted by RRI partners and collaborators in Nepal, the current government has been unable to either implement their plans to declare new conservation areas and extend national parks, nor to legitimize proposed amendments in existing forest laws and regulations with the aim of curtailing the rights of community forest user groups.

BASELINE DATA: Despite having a progressive Forest Act and Regulation that established community forestry in the mid-1990s, Nepal's community forestry has always faced major challenges and threats by the government authorities as they persistently attempt to revert the legally-created rights of community forest user groups. Since 2000, various regressive attempts have been made by the government to curtail the viability of community forestry. For example, in 2001 the government unilaterally imposed a tax on timber sales and other forest products from the community, whilst also compelling forest user groups to spend at least 40 percent of their income on forest management and development. Similarly in 2008, new Community Forestry guidelines were prepared by the Ministry of Forests and Soil Conservation that sought to give more authority to government officials in decision-making about harvesting and marketing of timber and other forest products from community forestry areas. Following a series of such attempts, the latest governmental moves have emerged at a time when Nepal is undergoing political instability and weak governance due to the lack of a Constitution and a stable elected government.

Firstly, at a landmark cabinet meeting of ministers in Dec 2009 held in Kala Pathar, the government announced its plans to add new conservation areas (such as the Gaurishankar Conservation Area and Api Nampa Conservation Area) as well as national parks (such as extending Bardiya National Park and creating a new Banke National Park). These plans were developed by the government without considering the need for Free Prior and Informed Consent (FPIC) among affected local communities and civil society organizations. These plans are primarily driven by the interest of some of politicians, ministers, and bureaucrats who do not believe in community based forest management established on the principles of decentralization and tenure reform.

Secondly, in 2010 the government has proposed an amendment bill to the Forest Act and Regulations with the clear objective of limiting the existing legal rights of community forest user groups. For example, the proposals include imposing a compulsory tax of 50% on any sale of forest product from community forests as well as introducing more complicated procedural requirements to get permits for timber harvesting and sale of forest products.

Against all these regressive propositions, RRI partners and collaborators in Nepal have been playing strategic roles to make sure that government of Nepal is unable to realize any of its plans to curtail the rights of community forest user groups. (Please see photos where FECOFUN members visited prime minister and chairperson of constituent assembly to influence government decision)

The leading watchdog group in fighting for the rights of community forest users is FECOFUN (Federation of Community Forest Users Nepal). It is Nepal's biggest network of 15,000 community forest user groups. Despite some internal conflicts and institutional problems generated as a result of the broader political instability during the transition, FECOFUN has been very successful at resisting and halting these new governmental attempts at recentralizing control. In early 2010, they organized a Forest Caravan across the country holding numerous

regional and district public meetings, mass rallies, and mobilizing for "Campaign for Inclusion and Good Governance in Community Forestry, Rights of Local Communities over Natural Resource, and their Recognition in the New Constitution." (Please see- FECOFUN press release on Forest Caravan)

Further to this, RRI partners and collaborators in Nepal have also engaged in programs and activities that have raised awareness about governmental intentions:

- Building a national confederation of all the networks working in the natural resource management sector
- Creating awareness about the rights of community forest user groups amongst political parties, parliamentarian, and human rights activists through continued dialogue, interaction, campaigns and media outreach
- Exerting pressure on government to rethink their decision and respect the rights of community people. For this, partners and collaborators have been taking various approaches such as: stage protest, rallies, appeal submission, media mobilization, and press release, and dialogue with government authorities, parliamentarian and political leaders.
- Pursued meetings and interactions with members of the Constituent Assembly and specifically the Constitution Drafting Committee responsible for the natural resource management sector

MONITORING DATA

Some of the key monitoring data to support above hypothesis are presented as below:

- Press release by FECOFUN central committee against the government decision to declare Gaurishankar conservation area, extension of Bardia National Park, and establishment of a new National Park in Banke district in the west of Nepal
- News in national weekly about the cancellation of prime Minister's program to inaugurate Gaurishankar conservation area in Dolakha district
- FECOFUN press release on the schedule of nationwide protest program against government proposal to amend existing Forest Act and Regulation
- News published in various news papers (as attached)
- Photographs related to interaction of FECOFUN team with Prime Minister, and Chairperson of Constituent Assembly
- Submission of letter to the Prime Minister, the Minster of Forests and Soil Conservation, Political Parties and other actors alerting them not to limit the rights of community people by any decision of government authority to declare conservation area and expansion of national park.

RRI CONTRIBUTION: The following lists some of the major forms of RRI support extended to partners and collaborators to deal with the continued attempts of government authority to curtail the rights of community forest user groups in Nepal.

- RRI has been providing intellectual and financial support to the partners and collaborators in Nepal to undertake dialogue with NRM committee, wider civil society groups, journalists and political parties to sensitize them about critical issues such as government attempts to cut down the rights of community forestry user groups.
- Facilitating the process of dialogue and interaction with political leaders and government bureaucrats with the aim of influencing government decisions that are limiting the rights of local communities.
- Facilitating the process of regular communication and sharing amongst RRI partners and collaborators in Nepal, so as to build similar understanding about the emerging issues on community rights and government's move against these rights.

DATA ANALYSIS: The above data reveals that the RRI partners in Nepal (FECOFUN, Inter-cooperation) and other local collaborators (such as Forest Action, COFSUN, Himwanti, NRM People's Parliament, NRM Confederation) have achieved a major success in influencing government decisions to retract their plans to declare conservation areas and expand national parks (please see news about FECOFUN protest against Gaurishanker conservation area). Such achievement is evident as the government of Nepal has postponed formalizing these plans and started thinking of alternative model of community based conservation across national parks and protected areas. Most recently, we have seen a new round of resistance by FECOFUN and

other partners/collaborators to the proposed amendments to forest laws and regulations. (please see news about FECOFUN protest program published on national news paper)

List of evidences

1. CFUG protesting against national park declaration in Banke (news on national daily newspaper)
2. FECOFUN team with chairperson of constituent assembly (photo)
3. FECOFUN team with prime minister of Nepal (photo)
4. FECOFUN against declaration of protected areas (FECOFUN press release)
5. FECOFUN Dolakha against government declaration against Gaurishanker conservation area (press release)
6. Government park expansion plan raises hackles (news on Himalayan news paper)
7. FECOFUN letter to the Prime Minister, Forest Minister, political parties and others (FECOFUN letter)
8. News about curtailing of rights of community forest user groups (news on national daily-Naya Patrika)
9. News about FECOFUN;s protest against Gaurishanker declaration (news on national daily- Annapurna)
10. Forest Caravan 2010 (Press release by FECOFUN)
11. Alerting government to withdraw proposal for legislative amendment (FECOFUN press release)
12. News about protest of forest user groups against opening of national park in Banke (News on local news paper)