

**Rights and Resources Initiative
Annual Progress Report
2009**

Integrated Reporting Framework

February 2010



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 in 2009

The news from around the world in the beginning of 2009 just kept getting worse as the economic crisis spread to developing countries and each new research report on climate change indicated that it was moving faster than most people had accepted, and many of the already empowered actors scrambled to take advantage of the new attention and funding to advance their interests – rather than dealing with the underlying causes and drivers of climate change, poverty, conflict and environmental degradation.

At the same time, of course, there were many positive steps, primarily at the local and national level where communities and civil society actors continued to mobilize and find solutions global issues with local ramifications – what Brzezinski and Scowcroft called the “global political awakening”. RRI Partners and Collaborators did not slow down and were not distracted, rather staying focused on the hard, often not too glamorous, work of supporting local actors changing the rules and systems that restrict their rights and benefits from forests.

And by the end of year it was clear that 2009 was a good year for forest rights and tenure – violent backsliding and continued intransigence in some places for sure, but probably unprecedented global recognition of the issues and unprecedented level of indigenous and community organization, both locally and globally. Political rhetoric and program initiatives across resource sectors and development agendas signal that tenure reform has become accepted as a necessary ingredient for achieving progress on poverty reduction, climate adaptation and mitigation by key institutions and actors. The substantial progress on rights and REDD was a testament to the long and hard work of many advocates and analysts from all over the world, including many RRI Partners and Collaborators who played key roles both before and during the negotiations in Copenhagen. The results of Copenhagen also suggest that 2010 is the beginning of a whole new era - an era in which suddenly everyone has an interest in forests, in which the global market, finance and trading systems make it relatively easy to invest in forest area, and in which governments will have even more incentive to use them as bargaining chips in their geopolitical negotiations.

This report indicates the type of work underway on these issues in the 12 countries where RRI focuses and the global activities that open policy and advocacy spaces empowering actors at local level.

Major achievements of RRI in 2009 can be summarized in the following areas:

1. Achieving substantial progress on moving the tenure and rights agenda in a majority of RRI countries despite the shifting attention of policy-makers, particularly in the finance and planning ministries, to economic crisis and climate change;
2. Leveraging the renewed global attention on forests induced by climate concerns to refocus the forest debate to the fundamental questions of tenure, rights and governance, and strengthening the local organizations and institutions that are key to effective, representative and equitable governance in the long run;
3. Establishing collaborative, strategic planning and evaluation platforms of coalition Partners and Collaborators in 12 countries and 3 regions where they share information and learning, review political landscapes, identify emerging opportunities, and craft work-plans to exploit those opportunities.

Each of these three achievements is substantial on their own; the direct and positive impacts of RRI in rights and tenure are already being felt in many countries; the strengthening of local organizations and community voice is essential for sustained, locally-led democratic governance; and the RRI platforms enable not only increased impact on the RRI agenda, but more enhanced ODA effectiveness and efficiency across the forest and development realm of action. And together they not only combine to mean that RRI made solid progress towards its global goals in 2009, but established an institutional foundation for more effective, more efficient, and scaled-up action in 2010.

1.1 Substantive and demonstrable steps taken in majority of Tier 1 countries

Despite 50% curtailment in program size due to uncertain estimates of funding in the beginning of the year Country teams operated effectively, strategically leveraging climate change initiatives, and strengthening links

with strategic networks to advance tenure reforms in 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 2009 achievements and activities in each region are presented here.

Africa

Building on the analytical foundations laid in 2008, country and regional teams in Africa began to directly influence the legal forest enactment processes, continued the work of strengthening communities through rights mapping and legal analysis, developed and strengthened networks, and struck a big blow for community land and forest rights in **Central and West Africa** through a major conference in Yaoundé in May that also mounted a major challenge to the industrial forest concession model. For the first time in Central and West Africa, representatives of governments, civil society, local communities, traditional authorities, regional and other international organizations, and donors assembled in one conference to set out a time-bound plan for systematically expanding community forest tenure, management and enterprise in Africa to agreed, achievable targets by 2015. More than 250 people from Angola, Benin, Burkina Faso, Burundi, Cameroon, the Central African Republic, Congo, Côte d'Ivoire, the Democratic Republic of the Congo, Gabon, Ghana, Kenya, Liberia, Mali, Nigeria, Togo, Rwanda, Senegal, Sierra Leone, Tanzania and Zimbabwe as well as from Europe, Asia, and North and Latin America participate in the conference titled *International Conference on Forest Tenure, Governance and Enterprise: New Opportunities for Central and West Africa*. The conference has catalyzed new commitments to strengthen rights in C&W Africa and establish alternatives to industrial logging concessions. Amongst other outcomes of the conference, women participants organized amongst themselves into a women's network *African Women's Network for Community Management of Forests* (Réseau des femmes africaines pour la gestion communautaire des forêts - REFACOF) which immediately elicited support from various organizations and governments present in the conference.

The **ITTO**, who were co-sponsors of the conference with the Cameroon government and RRI Partners, produced a special edition of Tropical Forest Update that is exclusively devoted to the conference; its key messages, discussions, conclusions, and recommendations and is titled "Owning Africa's Forests". This product, the first time in its existence the ITTO has dedicated such focus tenure reform, sends a strong signal to its member countries that tenure reform is not only a legitimate issue for forest governments to tackle, but an urgent priority. The ITTO also sponsored the RRI-produced Tropical Tenure Assessment, the first global review of forest tenure in tropical forest countries – meaning that the ITTO has now adopted the RRI analysis of tenure as legitimate and the leading source of up-to-date understanding of tropical forest tenure.

Cameroon and Liberia: RRI partners and collaborators are now firmly involved in the processes that are revising laws and establishing new laws on community forest rights. Simultaneously they are also strengthening grassroots movements by rights mapping, legal analyses, convening multi-stakeholder fora, and by developing new narratives to establish REDD based alternatives to commercial logging.

Mali and Burkina Faso: Beginning with a regional meeting and a workshop, collaborators and communities in Sahel region are beginning to assert the potential of local conventions to legally guide decentralized resource management as well as to get them recognized as Tier 1 countries in RRI.

During 2009 in Africa, RRI organized 5 conferences/workshops on national, sub-national, and regional levels on tenure implementation, forest governance and REDD, undertook 4 community mapping projects, initiated 5 pilots on implementation of tenure and regulatory reforms, and prepared 5 analyses on legal and market reforms and on customary rights.

Asia

In Asia, RRI is employing a combination of strategies that range from supporting grassroots movements to organizing specifically tailored forums to orchestrating a series of analyses that analyze rights and tenure issues from different angles for maximum impact. Tactics to deal with these problems in giant nations of Asia like China, Indonesia, and India are vastly different than the ones employed in Nepal and Laos but all of them have yielded positive results in 2009. In brief, there is a major movement underway to get constitutional guarantees for community forest rights in Nepal to deepening of tenure reforms in China leading to a new forest law by 2012, to bringing together the thinking heads of India and its large bureaucracy to come out with a new narrative

on India's forestry and catalyzing action on effective implementation of Forest Rights Act. Key highlights of 2009 are mentioned here.

China: Leading institutions and analysts of China are working with Partners and collaborators of RRI to analyze the impact of ongoing forest tenure reforms revealing the gap between policy and law, regulatory restrictions adversely impacting households and communities, lack of reforms in state owned forests, and regulatory takings that harm the interests of farmers. Two major outcomes of these analyses are: (1) an analytical framework has been established for new legal and institutional reforms laying the foundations for a new forest law by 2012, and (2) experimentation with alternate legal redress mechanism opening the possibility of reforms where farmers would be able to enjoy jurisdictional forest rights.

Nepal: RRI Partners and collaborators have pursued a two-pronged strategy of mobilization of a large number of right-holders and other stakeholders and equipping them with analysis of contribution of community forests to rural social sectors of Nepal, to carbon stocks and to livelihood of communities. As a result, a confederation of federations of natural resource user groups has been established which brings together a vast majority of Nepal's rural communities under one banner to negotiate their rights and get them enshrined in the constitution. This confederation has convened multi-party forums to apprise them of their claims and has also established a forum for members of constituent assembly where they are regularly briefed about analytical results and provided the text for insertion in the constitution to ensure their rights will be honored. At the same time, Federation of Community Forest User Groups along with members of other natural resource user groups continues to mobilize their members across 75 districts of Nepal to keep up the pressure on political representatives.

Indonesia: RRI Partners and collaborators organized themselves during the year to begin a campaign for transparency in public and private sectors by training a group of key actors in FPIC and legal pluralism.

During 2009 in Asia RRI organized 3 international conferences/workshops (India and Nepal); established 2 national level fora; brought out 2 publications which were extensively circulated among government, civil society and community organizations; conducted 14 new analyses; produced regular tracking report on the implementation of Forest Rights Act in India; and submitted a book outline for publication.

Latin America

Beginning with substantive interventions in two strategic countries in two key tropical forest sub-regions - the Amazon basin and Mesoamerica - RRI also catalyzed pilot actions by about a dozen communities in six other countries. RRI Partners and collaborators are strategically bringing together the civil society and indigenous and peasant organizations in ethnically diverse areas, actively engaging in a second generation of forest (and social) reforms, creating a demand from government reformers and organized social movements for guidance on policies and regulations and economic models that strengthen tenure and rights.

Bolivia: Advocacy for adapting NNRR laws to the new constitution in 2010 is being pursued by bringing together the analysts from highlands and lowlands and by establishing a national level working group of key NGOs. The government has begun to support the community enterprise organizations in the North. The new authorities are keen to design and implement policy instruments and programs that secure forest tenure of indigenous peoples, traditional forest dwellers and colonists, that rationalize agrarian tenure reform and forest development, and enable forest communities to more adequately promote viable community enterprises and access promising markets for varied forest products and services.

Guatemala: The RRI Guatemala strategy for 2009-2012 builds on the outcomes of the CIFOR Governance Research project using a methodology of self-systemization with community members in research sites. Fifteen years after the peace accord, there is now widespread participation of principal social organizations in the implementation of the Communal Lands Registry and cadastre law. Improvements in communication and consultations by government have begun to link highland and Petén social organizations. An alliance of forest community organizations has been established increasing their visibility and voice in policy deliberations.

During 2009 in Latin America, RRI produced 3 new analyses, organized 6 workshops/meetings, promoted 1 regional learning exchange, and undertook community tenure mapping exercise in 6 countries.

1.2 Leveraging the renewed global attention on forest resources

The renewed world attention on forest resources induced by climate concerns alerted RRI Partners and collaborators to craft a strategy to ensure that (1) investments in climate change mitigation and adaptation in forest areas do not undermine human rights and development, and (2) substantive investment is made in tackling the fundamental governance, tenure, and rights issues in forest areas. There is now a wide acceptance amongst global decision-makers that tenure and governance reforms will play a critical role in achieving REDD+ goals. RRI contributed to this consensus in a very substantive manner. At the same time, RRI continued to monitor global forest tenure dynamics, building narrative and arguments for national and international leaders to address forest tenure to achieve national development goals. RRI used a mix of conventional and non-conventional methods and fora to achieve these two fundamental objectives. Key activities are highlighted here.

Leveraging forest climate nexus to promote rights, tenure, and governance

RRI used a combination of dialogues, analysis, creation of platforms for opening political spaces, and global engagement and outreach to fully leverage the refocused global attention on forests due to climate change. RRI Partners and collaborators facilitated better informed dialogue on the role of rights, tenure and governance in achieving forest-climate goals. Building on the initial success of the conference on “Rights, Forests and Climate Change”, RRI collaborated with Chatham House to hold a Dialogue series on Forests, Governance and Climate Change, with an event in London and Washington DC. At the same time it continued to use existing fora like the MegaFlorestais meeting (Canada 2009) and the Yaoundé ITTO-RRI conference featuring dedicated sessions on REDD, bio-energy and tenure. RRI and TERI (India) organized a south-south dialogue in Delhi in August 2009 on the links between community rights and climate change with representation of government and civil society from Nepal, India, Indonesia, Malaysia, Ghana, Tanzania, and Papua New Guinea.

RRI Partners and Collaborators are deeply embedded in these debates in various countries (e.g. Africa Community Rights Network) while also creating opportunities for community groups to use the international political space (e.g. supporting the Global Alliance of Community Forestry to participate in the UN Forum on Forests). In addition RRI provided guidance by undertaking technical analyses of the assumptions underlying national REDD strategies to support civil society and governments in Liberia and Nepal.

RRI has also led the creation of the Independent Advisory Group on Forests, Rights and Climate Change. The group, which is currently composed of RRI, RFN, FPP, FERN, ACICAFOC, Civic Response, InterCooperation, RECOFTC, TEBTEBBA, and WRI has made an official link through an agreed Terms of Reference with the UN-REDD program. The link gives the IAG the opportunity to bring in civil society experts to raise strategic design issues and concerns with the UN-REDD Policy Board. RRI is currently the secretariat of the IAG and in this capacity it was invited to conduct the election of UN-REDD CSO observers. RRI has been reviewing and advising the work of the UN-REDD Programme and FCPF on how to address governance and tenure, including advocacy around the implementation of safeguards by FCPF.

Most of the above-mentioned platforms and dialogues are informed by robust analysis of issues critical to addressing forest-climate linkages like “who owns forest carbon” and “restoration without REDD”.

Bringing these issues to a global audience, RRI has attracted media attention from major media outlets like Reuters, the Guardian, the Economist, BBC, and others, which have covered the Oslo Conference, the Yaoundé Conference and also sought RRI comment on REDD design. RRI also facilitated Partners and Collaborators in connecting with the media to advocate their positions and findings regarding REDD.

Promoting forest tenure reforms

During 2009 RRI not only continued but also vastly increased monitoring of global forest tenure dynamics and has now become a frequently cited resource for leading research and analysis on forest governance and tenure. A major analysis “Tropical Forest Tenure” was completed and has since been published by ITTO. This was supplemented by preparation of three briefs on Africa, Asia and MegaFlorestais countries. Most of these briefs are translated into multiple languages. In addition, we have begun to prepare policy briefs on operational

guidance for recognizing and strengthening tenure rights. Three such briefs were prepared on the tenure reform experiences of Bolivia, Brazil, and Mozambique.

These analyses are extremely important tools for advocacy for our Partners and collaborators working in various countries and have also been used to develop support amongst policy makers at global (ITTO, MegaFlorestais, CC dialogues) level and regional level (RRI-TERI conference in Delhi and Mesoamerican dialogue).

Parallel to tenure reforms RRI is also supporting Alternate Tenure and Enterprise models (ATEMS). During 2009, 16 ATEMS briefs were prepared analyzing experiences and lessons from community forest enterprises.

As planned in 2009, and as part of RRG's responsibility to monitor and report on global progress towards the RRI goals, the first "annual report" was prepared on the status of rights and resources globally – and the issues that affect them - in 2009. Titled as "The end of hinterland: forests, conflicts and climate change" the report was designed to both review the status and issues of 2009 and a preview of what to watch for in 2010.

1.3 Strengthened Planning Process: Leveraging the power of coalition

Building on the initial success achieved in 2008 the planning process was further consolidated and is finally beginning to leverage the complementary skills of Partners and collaborators. In 2008 the planning process was strengthened by establishing a system and structure and by developing guidelines for implementation of the planning process. This was further strengthened in 2009 by further elaboration of guidelines, providing upper and lower limits of available funds for each region and country (largely facilitated by more stable funding situation), and participation of the entire partnership in global planning process.

During 2009, 5 planning meetings were held in Asia, 6 in Africa and 3 in Latin America followed by a global planning meeting in Washington D.C. (Please see box below) This was one of the largest bottom up planning exercise where local collaborators working with RRI Partners developed specific strategies to achieve the desired outcomes and planned for an investment of more than 9 million dollars which they reduced to 7 million dollars by prioritizing and leveraging other funds.

This is the year when the promise of RRI has been largely converted into a defined program of action and synergistic achievements of partnership are likely to be visible in 2010.

Strategy and Planning Meetings held in 2009

- **11-12 August 2009:** Kathmandu, Nepal: **RRI Nepal** strategy and planning meeting
- **21 August, 2009:** Beijing, China: **RRI China** strategy and planning meeting
- **7-8 September 2009:** Petén, Guatemala: **RRI Guatemala** strategy and planning meeting
- **10-11 September 2009:** Bogor, Indonesia: **RRI Indonesia** strategy and planning meeting
- **20-21 September 2009:** Pokhara, Nepal: **RRI Asia** Regional strategy and planning meeting
- **22-23 September 2009:** Santa Cruz, Bolivia: **RRI Bolivia** strategy and planning meeting
- **15 October 2009:** Bamako, Mali: **RRI Mali** strategy and planning meeting
- **19-20 October 2009:** Monrovia, Liberia: **RRI Liberia** strategy and planning meeting
- **24-26 October 2009:** Buenos Aires, Argentina: **RRI Latin America** Regional strategy and planning meeting
- **27-28 October 2009:** Kribi, Cameroon: **RRI Cameroon** strategy and planning meeting
- **2-3 November 2009:** Accra, Ghana: **RRI Ghana** strategy and planning meeting
- **4-6 November 2009:** Accra, Ghana: **RRI Africa** Regional strategy and planning meeting
- **10 November 2009:** Vientiane, Laos: **RRI Laos** strategy and planning meeting
- **19-20 November 2009:** Washington DC, USA: **Global Program** Planning Meeting
- **16 December 2009:** Ouagadougou, Burkina Faso: **RRI Burkina Faso** strategy and planning meeting

II. RRI Summary Report: Key Outcomes and Products in 2009

Table 1: Key outcomes and Products in 2009

| Overarching Goals for 2009 | | Overarching Accomplishments in 2009 | |
|--|--|--|--|
| 1) Make substantive, demonstrable steps forward in majority of Tier 1 countries 2) Consolidate coalition as effective strategic planning and delivery mechanism, in three regions, globally, at all levels; and 3) Complete and initiated strategic plans to reach global targets by 2015, engaging in and leveraging climate change initiatives | | 1) Yes, RRI played key roles in taking demonstrable steps forward in 5 of 7 Tier 1 countries (Cameroon, Liberia, China, Guatemala and Nepal) and significant progress in other Tier 1 and Tier 2 countries 2) Yes, strategic planning and collaborative program delivery substantially improved at all levels; dramatically increased collaborators at national and global level and spread influence of RRI. 3) Yes, completed strategic plans for each country, effectively engaged and influenced climate change initiatives | |
| Priority Outcomes Identified in 2008 for 2009 | Key Outcomes/Indicators of Achievement for 2009 | Key Products of 2009 | |
| Country/Regional Initiatives | | | |
| <ul style="list-style-type: none"> • <i>Substantive, demonstrable steps towards legal and policy reform in Tier 1 countries</i> • <i>Country teams of Partners and Collaborators operate effectively, and strategically engage in climate change initiatives to advance reforms;</i> | <p>Africa</p> <ul style="list-style-type: none"> • <u>Cameroon</u>: RRI country team invited to 1994 Forest Law revision on tenure and rights, bringing advocacy from rights mapping, legal analysis on land and forests, and stakeholder workshops engaging parliamentarians, multiple govt. agencies, and communities. • <u>Liberia</u>: Communities Rights Law passed with strong rights language, but challenges for equitable implementation. Pitsawyers union supported to implement planned policy reforms in pitsawing; REDD-based alternatives to commercial logging studied with CS and presented to Government. • <u>Yaoundé conference</u>: Catalyzed new commitments to strengthen rights in C&W Africa among forest and land agencies, parliamentarian regional commissions and decentralized government authorities. • <u>Sahel/Regional meeting</u> and Mali Sikasso workshop elevated potential of local conventions to legally guide decentralized natural resource management and empower pastoralists, women, and other marginal populations. • <u>Key civil society networks met to discuss REDD</u>, rights and tenure in Yaoundé, Cameroon <p>Asia</p> <ul style="list-style-type: none"> • Nepal: National-level confederation of natural resource user groups | <p>Africa</p> <ul style="list-style-type: none"> • 5 conferences/workshops on national, sub-regional and regional levels on tenure implementation, forest governance and REDD. (Cameroon, Mali, Sahel, Central & West Africa) • 4 community mapping projects to support communities' tenure recognition (Cameroon, Liberia) • 5 catalytic projects/investments in pilots on implementation of tenure & regulatory reforms (Cameroon, Liberia, Ghana, DRC) • 5 analytic products (briefs, case studies, papers) focused on legal and market reforms and customary rights (Cameroon, Liberia, Mali, Regional) <p>Asia</p> <ul style="list-style-type: none"> • 3 international conferences/workshops | |

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| <ul style="list-style-type: none"> Country teams initiate/strengthen links to strategic networks/constituencies The few, selected, strategic activities at the regional level catalyze and build momentum for reforms in Tier 2 countries and across region | <p>multi-party constituent assembly forum established and is using RRI analysis to advocate for constitutional guarantee to community rights on natural resources. RRI Technical support for REDD and rights adopted by government.</p> <ul style="list-style-type: none"> <u>China</u>: Effectively introduced concepts of regulatory takings and need for grievance redress mechanisms to key policy makers. Analytical framework established for institutional and new legal reforms. <u>Lao PDR</u>: Government agreed to new plan to study and learn from tenure reforms in other countries to promote tenure reforms supported by key government institutions and research organizations. <u>Indonesia</u>: A new group of actors trained in FPIC and legal pluralism to begin campaign for transparency. <u>India</u>: Catalyzed new high-level discussion on implementation of FRA, engaging and bringing divergent parties together. RRI recognized as key convener. Indian scholars presented their analysis on key trends of Indian forestry in a multi-stakeholder conference which recommended establishment of a forest forum by Government of India. <p>Latin America</p> <ul style="list-style-type: none"> <u>Bolivia</u>: National level working group of key NGOs established – linking highlands analysts to lowland analysts and practitioners- to help the key indigenous and peasant organizations analyze and advocate for adapting NNRR laws to new Constitution in 2010. Community enterprise organizations in the North are working together (ATEMS) now receiving government support. <u>Guatemala</u>: First alliance of forest community organizations from highlands & lowlands is constituted, increasing visibility and voice in national policy issues related to forest rights; initial group enabled the creation of the larger National Forest Alliance promoted by the GFP. Widespread participation of principle social organizations (15 years after the Peace Accords) in the implementation of the Communal Lands Registry and Cadastre law. <u>Latin America</u>: More than a dozen pilot communities in six countries are positioned to take their tenure and management claims to a higher level of dispute, with clear data, maps and assessment of management capacity to back them up. Key indigenous and community organizations and NGOs in 5 countries informed on REDD policy process and begin to inform national strategies for CC adaptation and mitigation. | <p>(India, Nepal); 2 national-level fora established and meeting regularly (Nepal); Workshop on FPIC and legal pluralism held with indigenous groups and civil society.</p> <ul style="list-style-type: none"> 2 publications extensively circulated among government, civil society, and community organizations Tracking report on implementation of Forest Rights Act in India 14 new analyses (China – 6; Nepal – 2; India –8) focused on community forestry and national reforms Workshops on FPIC and legal pluralism held with indigenous groups and civil society Book outline on key trends and drivers of Indian forestry prepared by Indian analysts; submitted to publisher <p>Latin America</p> <ul style="list-style-type: none"> 3 new time series Landsat imagery & analysis for deforestation trends -North of Bolivia. 3 new analyses: regional forest economy; NTFP production; comparison of community enterprises. 4 workshops to formulate proposals for regulatory reform. 6 workshops/meetings and 1 regional learning exchange on Community Tourism & enterprises. (Guate, Nicaragua, Mexico). 6 meetings w/ members of national working group on communal lands: agreements for formal legal reviews and 20 local workshops & training for community dissemination. Community tenure mapping in 6 countries (CA) to support tenure claims. 6 country reports on current tenure trends & obstacles, with proposed priority themes for future work in Tier 2 countries & region. |
| <p>Networking Support (Regional & Global)</p> | | |

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| <ul style="list-style-type: none"> • Existing RRI-supported networks more effectively advance rights reform agenda in Tier 1 and 2 countries • New advisory group established on climate change to sensitize global and national decision-makers | <ul style="list-style-type: none"> • MegaFlorestais Agency leaders demonstrated great interest in learning from tenure reforms in Brazil and China and regulatory reforms in USA. Indonesia committed to recommend tenure reform as top priority to new government. • ITTO CSAG: New governance structure established with CSO leadership from Asia and Africa and effectively advocated for dramatic increase in budget support for community programs, inclusion of gender and tenure in ITTO's next biennial work program • GACF: Supported the expansion of the GACF into Asia and member participation in key global fora; ie: UNFF, World Forest Conference (Argentina) and COP 15 (Copenhagen). • Independent Advisory Group on Forests, Rights and Climate Change: Tenure and rights foundations shape overall REDD dialogue and UNREDD begins to prioritize investment in tenure and governance issues and agrees to include civil society representatives on its Policy Board and create a resource mechanism. | <ul style="list-style-type: none"> • Brought community voices to 6 international events • Supported civil society networking in all three regions around ATEMs, realizing tenure, and REDD • 2 workshops (Asia, Africa) on lessons of community forest networking • Significantly advanced 3 existing networks; reached out to new land tenure and new climate change networks • IAG held 3 governance meetings meeting and participated in 2 UNREDD Policy Board Meetings. As secretariat of the IAG, RRI conducted the self-selection for the civil society representatives on behalf of UNREDD. |
| Strategic Analysis (Regional & Global) | | |
| <ul style="list-style-type: none"> • New, operational analyses of experience implementing tenure reform and technical assistance influence design and implementation in Tiers 1 and 2 • New findings and narratives on critical cross-cutting themes begin to influence strategic constituencies • Review of WB and UN climate change programs help shape criteria and investment strategies • RRI tenure data and target tracking easily accessible on the web and begins to be used as a reference • Key global institutions active | <ul style="list-style-type: none"> • Global decision-makers and thinkers on forests and climate have increasingly asserted the fundamental role that tenure and governance play in achieving REDD+ goals, especially key governments (Norway, eg), negotiators (Norway, EU, United States, Switzerland, Tanzania, Bolivia, etc), funds (UNREDD and FCPF) and new allies (environmental groups like Friends of the Earth). • National forest authority leaders demonstrated increased understanding of the need to address forest tenure to achieve national development goals at global (ITTO, MegaFlorestais, Chatham House-RRI dialogues), regional (RRI-TERI Delhi conference, RRI-ITTO Yaoundé Conference, Mesoamerican Dialogue) and national levels (Indonesian forest agency leaders prioritize tenure reform). • RRI's Continued and expanded monitoring of global forest tenure dynamics have become frequently-cited points of reference for leading research and analysis on forest governance and climate change. FAO has committed to deeper analysis of forest tenure in its Forest Resources Assessment. • Catalyzed new, forward looking thinking on issues critical to addressing forest-climate linkages like "who owns the carbon" and "restoration without REDD." RRI work influenced the reshaping and communication of research agendas to include more rigorous and | <ul style="list-style-type: none"> • Held 2 RRI-Chatham House Dialogue Series on Forests, Governance and Climate Change in London and Washington DC contributed to resituating the REDD debate • Launched 1 major updated tenure assessment; 3 tenure briefs in English, French, Spanish and Indonesian; <ul style="list-style-type: none"> • <i>RRI-ITTO Tropical Forest Tenure Assessment</i> • <i>Africa, Asia and MegaFlorestais tenure briefs</i> • Provided 5 technical analyses of the assumptions underlying national REDD strategies to support civil society and government agencies in Liberia and Nepal • Produced 16 ATEMS briefs analyzing experiences and lessons from community forestry enterprises and LLSL learning. • Produced and translated 3 short policy briefs on operational lessons for recognizing |

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| <p><i>in climate change prioritize investments in implementing tenure and governance reform</i></p> | <p>policy oriented examination of the role of tenure in livelihoods, forest condition and poverty (U of Michigan, IASC, UBC, eg).</p> <ul style="list-style-type: none"> • Laid the groundwork for scaling-up critical thinking on ATEMS channeling learning into multiple international events and country level dialogue with government and communities. | <p>and strengthening tenure rights in Bolivia, Brazil and Mozambique</p> <ul style="list-style-type: none"> • Collaboratively produced 1 edited volume, 1 global info-brief and 8 country level policy briefs with CIFOR on tenure reform implementation and outcomes from cross-country comparative research. Presented at multiple events. |
| <p>Communications and Outreach</p> | | |
| <ul style="list-style-type: none"> • <i>Partners and Collaborators communications on rights and tenure reforms more effective, and supported by RRI, with more cross-initiative exchange of ideas and learning</i> • <i>Proactive outreach to new, non-RRI constituencies catalyzes new champions and initiatives</i> | <ul style="list-style-type: none"> • Presented tenure rights perspective to conservation, climate, UN, community-level, government representatives, and various other policy-engaged audiences • RRI strategic analysis outputs increased significantly including new briefs and reports • New narratives and analyses translated to/from several key languages including English, Spanish, French, Indonesian and Portuguese. • RRI strategic analysis outputs have been recognized and covered as insightful and credible by Reuters, BBC, Economist, The Guardian, Mongabay.com, BBC Brazil, Chatham House, and UK House of Commons • Engaged U.S. climate, development and forest policy audience through the RRI-Chatham House Dialogue • Frequently updated English, French and Spanish RRI websites and news products continue to establish RRI as hub for knowledge on forest tenure/policy reform | <ul style="list-style-type: none"> • RRI Tenure rights perspective shared through 30+ presentations (with colleagues including CI, WWF, UNFCCC, World Bank, FAO, MegaFlorestais, Community Forestry groups, etc) • RRI strategic analysis outputs include 34 short policy briefs, 8 full reports, and frequently updated online analysis • 26 translated publications disseminated to key meetings/audiences around the world • RRI strategic analysis acknowledged and/or quoted in 40 earned media stories across 15 countries in 10 languages, many focused on the International Yaoundé conference • RRI supplied story on rights and climate change issues from PNG earned 2 awards for most influence in climate change (Earth Journalism Climate Change and Forest Award and the UN Correspondents Association Global Prize for coverage of Climate Change Bronze Award) • Quarterly email update reached an average of 1700+ readers in 3 languages (54% increase over 2008); Website: 3300 + visits per month from 169 countries (27% increase over 2008) and Tenure Trends reached 2500+ readers in 3 languages |
| <p>Coordination/Operations</p> | | |

| | | |
|---|---|---|
| <ul style="list-style-type: none"> • <i>Regional planning structure assessed and adjusted to ensure optimal functioning, strategic thinking and prioritization</i> • <i>MEL system established, adopted by Partners and operational</i> • <i>Strengthen the administrative structure of RRG and staff to more effectively support RRI and deliver commitments under the framework proposal</i> | <ul style="list-style-type: none"> • Effective Governance and Planning Meetings held • Strengthened regional and sub-regional strategic thinking and planning structure for the coalition • RRG administrative systems strengthened to provide reports and analysis for informed management decisions and document compliance with donor requirements • Designed and implemented a simple system for planning, tracking and monitoring our outcomes at country and regional level programs. (Initiated the same for Global Programs) • Independent Monitor team hired and effectively engaged with Partners and Collaborators to create 2009 IM report. • Fundraised extra amount to close gap between planned activities and available funds | <ul style="list-style-type: none"> • 3 Governance meetings held in Maryland, Yaoundé and Washington D.C. • First Global Programs planning meeting successfully held. • 85 – Number of new agreements/contracts in 2009 (18% increase over 2008) • 120 – Total number of agreements/contracts managed in 2009 • \$7,126,000 USD – Total amount fundraised in 2009 |
|---|---|---|

III. 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, and monitored at a level tailored to the scale of the intervention.

Four proposals were supported through this mechanism in 2009. Uncertainty of funding at the beginning of 2009 resulted in small allocation for SRM. This resulted in supporting smaller interventions that included travel of key individuals from civil society to travel as part of government delegation, opportunistic intervention to support participation of local communities in the forest reclassification process accompanied by a robust mapping process and a rapid analysis of violation of laws in farmland acquisition resulting in violent incidents with a purpose to establish a dispute resolution mechanism.

A brief description of projects supported through SRM in 2009 is provided in the box below.

Strategic Response Mechanism Activities Initiated in 2009

1. Nepal: Free Strategic Support to Nepali Delegation to UNFF8

April – May 2009

Funding from RRI: \$10,000 USD approved for life of project

RRI supported FECOFUN to coordinate the Nepal delegation to the United Nation Forum on Forests (UNFF) 8, under the leadership of Forest Minister Kiran Gurung. FECOFUN representatives were included in the official Nepal delegation in order to share their experience in forest management, community forestry, livelihood improvement, and biodiversity conservation with the international community, and to gain insight from the international community which will enable them to develop new forest policies in Nepal's forthcoming constitution. Side events and dialogues with other UNFF delegations were also held to facilitate learning and exchanges.

2. Cameroon: Processus de classement des UFA 09026, 09027 et 09028 du Département de l'Océan

April 2009 – January 2010

Funding from RRI: \$36,871 USD approved for life of project

RRI supported the organization Cameroon Ecology to mobilize resources to ensure meaningful and effective participation of local populations, following the April 2009 reclassification process for Forest Management Unit (FMU) 09026, a commercial timber license area. Cameroon Ecology is advocating for local populations' access to the forest and land resources which they depend upon for livelihoods and incomes, empowering them to demand rights and recognition from the State, setting a precedent for community participation in forest classification processes.

3. Cameroon: Support to Consultations with Bagyeli Communities affected by the Reclassification of 09026, 09027 and 09028 in Ocean Department, Cameroon

September 2009 – February 2010

Funding from RRI: \$40,000 USD approved for life of project

RRI supported Forest Peoples Programme (FPP) to undertake a consultation and mapping activity that will ensure meaningful and effective participation of Bagyeli communities affected by the reclassification of Forest Management Unit (FMU) 09026, 09027 and 09028. In coordination with local collaborators, FPP is training cartographers in data collection methods and worked with communities to collect data, in an effort to document local views about what reclassification should mean for their communities and enabling active and informed Bagyeli participation in discussions with local government and other stakeholders.

4. China: A Case Study on Large-Scale Forestland Acquisitions in China by International Companies: Issues, Impacts and Recommendations

October 2009 – February 2010

Funding from RRI: \$24,000 USD approved for life of project

RRI supported the organization Rural Development Institute (RDI) to complete a case study of alleged violations of the law in the process of farmland acquisition in Guangxi Autonomous Region by the Stora Enso paper company. RDI is conducting field research interviewing affected farmers, local officials and Stora Enso employees concerning land transactions and dispute resolution, and will produce an analytical review of existing policies on forestland rights transactions and developed recommended approaches based on Chinese laws and international corporate social responsibility norms.

IV. State of RRI in 2009

4.1 Performance of the Coalition in 2009

For RRI, 2009 began with the 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 2009. The content and conduct of the meeting speaks to the health and status of the coalition and was notable for three reasons: 1) the session dedicated to collective strategic analysis of the global situation recalled and reaffirmed a key founding logic and added value of the coalition; 2) the annual plans and budgets contained an ambitious yet realistic set of complementary and strategic interventions – demonstrating a level of engagement and strategy only possible via the strong collaboration and buy-in of Partners and Collaborators at the country and regional levels – a major step forward; and 3) fluctuations in currency and uncertainties and delays in funding commitments meant that we unfortunately had to cut our budget and activities 50% during the meeting – and this rapid and drastic reduction was conducted with objective and balanced collaboration – signaling that the coalition could manage in bad conditions as well as good: a strong and positive comment on the maturity and resilience of the coalition.

As the year proceeded there continued to be uncertainty over funding and though debilitating to effective and timely administration of funds and implementation of program, this uncertainty and these delays were handled, by and large, in good spirit and tolerance. Despite the uncertainties and delays, the coalition came together and managed to deliver the majority of its overarching goals in 2009: 1) playing a key role in advancing tenure and rights in a majority of Tier 1 countries; 2) dramatically improving the strategic planning process and collaborative delivery of program at all levels; and 3) completing strategic, outcome-based plans in each country and effectively engaging in and influencing climate change initiatives – and in particular played a key role in putting tenure and governance at the center of debates over REDD.

There have been two independent evaluations of RRI performance and impacts, one reviewing 2008 and the second just completed, reviewing 2009. Both evaluations found that RRI was meeting or exceeding its programmatic priorities and had rapidly risen to become an influential institution in the global forestry arena.

The level of financial support for the coalition is another indicator of its performance. In 2008, the total budget for RRI activities was \$3.1 million USD and in 2009 it increased to \$4.5 million. The budget for 2010 is 7.1 million, and these funds are almost 100% secured at the date of this report. This growth reflects a steady confidence in ability of RRI to perform, and perform efficiently as well as administer and account for its funds. About \$5.0 million a year is secured for 2011 and 2012. (For more information on budget and expenditure, please see the financial report submitted with this document.)

4.2 Composition and Governance of the Coalition

As of December 31, 2009 there were 12 Partner organizations in the Rights and Resources Initiative coalition (see table 2 below), with the Samdhana Institute joining in 2009. There were also over 70 formal Collaborators – NGOs, community organizations and other national and international organizations that collaborated on RRI activities.

Table 2: RRI Partners in 2008

| ORGANIZATION | HEADQUARTERS | PARTNER SINCE |
|--|----------------------------------|----------------------|
| CIFOR – CENTER FOR INTERNATIONAL FORESTRY RESEARCH | BOGOR, INDONESIA | 2005 |
| IUCN – WORLD CONSERVATION UNION | GLAND, SWITZERLAND | 2005 |
| RECOFTC – REGIONAL COMMUNITY FORESTRY TRAINING CENTER FOR ASIA AND THE PACIFIC | BANGKOK, THAILAND | 2005 |
| FOREST TRENDS | WASHINGTON, DC | 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 |

Governance of the coalition strengthened in 2009 with effective guidance from the Board of Directors and the evolution of complementary governance structures. 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 2008; executed its plan of increasing representation of increasing female and Indigenous Peoples representation on the Board by bringing on Vicky Tauli-Corpuz in January 2009; rotated Board membership and leadership per the agreed rotation schedule; and established a new audit committee, whistle blower and crisis management policies and regularly reviewed the performance of the Coordinator of RRI/President of RRG.

In January 2009, Partners and the Board met in Washington DC for the annual RRI Governance Meeting, again in Yaoundé in May, and again in Washington DC in November. In addition to the country-level strategic planning meetings the coalition held its first ‘global programs’ planning meeting in November. This meeting enabled RRG to share its preliminary plans for the global programs – its area of programmatic responsibility in

the coalition – and receive input from Partners both on the selection and design of programs and the areas of interest in collaboration. There were also regular meetings of Partners in the January, May and November governance meetings and these are opportunities for Partner representatives to identify and discuss coalition issues and make recommendations to the Board of Directors. Preparatory materials and minutes for all of these meetings are available on the internal RRI website.

In addition to the independent evaluation of RRI performance in 2009 we also conducted an evaluation of the performance of the RRI MOU in 2009 – the first independent review of the internal structure and functioning of the coalition to date. This exercise was called for in the RRI MOU, which was signed in 2007. The MOU comes to term in June 2010, at which point it can be extended, amended or allowed to expire. The purpose of the mid-term review was to inform the coalition debate on the MOU and how to move forward in this next phase. The review exercise was led by two independent members of the Board of Directors using a methodology that included a questionnaire for Partners, interview with collaborators, donors, others, a review of inputs from RRG's internal impact monitoring questionnaire, and a review of documents and discussions with RRG staff. The Partner questionnaire was based on explicit responses of 10 partners; 2 Partners provided no explicit response though comments from 1 indicated concerns, complementing the numerical findings with information gained from the interviews.

The findings were presented to the November 2009 Partner and Board meetings and the key findings included:

- a. To the question of whether Partners achieved more with RRI than they could have expected to have achieve on their own: 9 Partners answered "yes" and 1 Partner answered "partly." Regarding whether Partners have been harmed or disadvantaged: 9 Partners answered "no" and 1 Partner answered "yes."
- b. The most important benefit noted by Partners was the strategic analysis from RRG, followed by access to important / strategic forums and expanded networks, more exposure and access to influence.
- c. The most important issue noted by Partners was the role of RRG, with several Partners feeling that RRG was overstepping its mandate and that RRI was too RRG-driven. This was followed by the issues of resource allocation and cost sharing and information flow within the coalition and within partner organizations.
- d. The weighted average among the Partners for the question of whether benefits of RRI membership outweigh the costs was 2.25 out of 5.0 (which in the scaling degree of agreement/disagreement is between Benefits Incrementally Greater than Costs (2) and Benefits and Costs Even Out (3).
- e. Nine of the Partners noted that they would remain as coalition Partners after the current MOU expires and 2 noted that they would remain in the coalition subject to conditions. Both plan to remain as Partners but one requires approval of their board; the other would like issues addressed.
- f. Seven of the Partners recommended extending the current MOU; 5 recommended that the MOU be amended/changed and renegotiated. Four of those 5 recommended a time-bound process; light edits and use of footnotes and annotations. One recommended changing the MOU.

The Partners and Board held discussions to agree on a process to review and prepare a revised MOU in 2010 with the aim of achieving consensus between Partners, RRG and the Board by June 10th, 2010. And given the strong, majority support for the coalition decided that "In the event that agreement is not reached the current MOU will be extended with willing Partners for a further three years, or until such a time as a revised MOU is negotiated and agreed. Partners may of course choose to become "collaborators" without leaving the initiative." The Partners with the most concerns over the role of RRG and scope of action were international organizations, with the local NGO and community organization members generally strongly supportive of the existing mode of operations.

Challenges, and areas of improvement, identified by the Partners, Board and RRG, included the need to: improve communications and information sharing between Partners, within large Partner organizations and between RRG and the Partners on global program activities and coalition matters; clarify the roles and responsibilities of RRG and Partners in planning and conducting work; continue to strengthen the strategic planning and administration of funding passed on to Partners and Collaborators; and encourage RRI Partners to jointly fundraise for their RRI-related work, strengthening their own activities and reducing focus and pressure on RRG for fundraising.

In addition to these coalition management issues, the coalition faced substantive differences over desired policy outcomes and approaches to reach those outcomes in some countries in 2009. While it is relatively easy to

agree to generic goals and strategies at the global level, the options and choices become much more complicated at the local and national level – and there are of course legitimate differences of opinion over course of action, and indeed different Partners have different vested interests and political positions in different countries – all challenging the RRI goal of strategic collaboration in the Tier 1 countries. In Liberia in 2009, for example, there were substantive differences between RRI Partners, and between RRI Partners and RRG, over both the content and advocacy strategy of the proposed Community Rights Law, and the question of industrial logging concessions – and whether or not their restart was timely and appropriate.

Both the governance and the content challenges experienced by RRI in 2009 are all predictable ones in managing an ambitious, rapidly growing, global coalition of a diverse set of actors. In Liberia and in other countries where differences have emerged, the approach has been to aggressively pursue consultation and the sharing of information between Partners, and privileging adherence to the perspectives and desires of our local Collaborators whom we are all committed to support. During the January 2010 global RRI governance meeting it was agreed that the 4th key priority of 2010 (in addition to the three programmatic priorities) was to strengthen the coalition – by addressing the issues identified and encouraging stronger Partner collaboration.

4.3 State of RRG in 2009

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 2009 are described earlier in the report. This section focuses on the organization, program coordination, internal staffing and administrative functions of RRG.

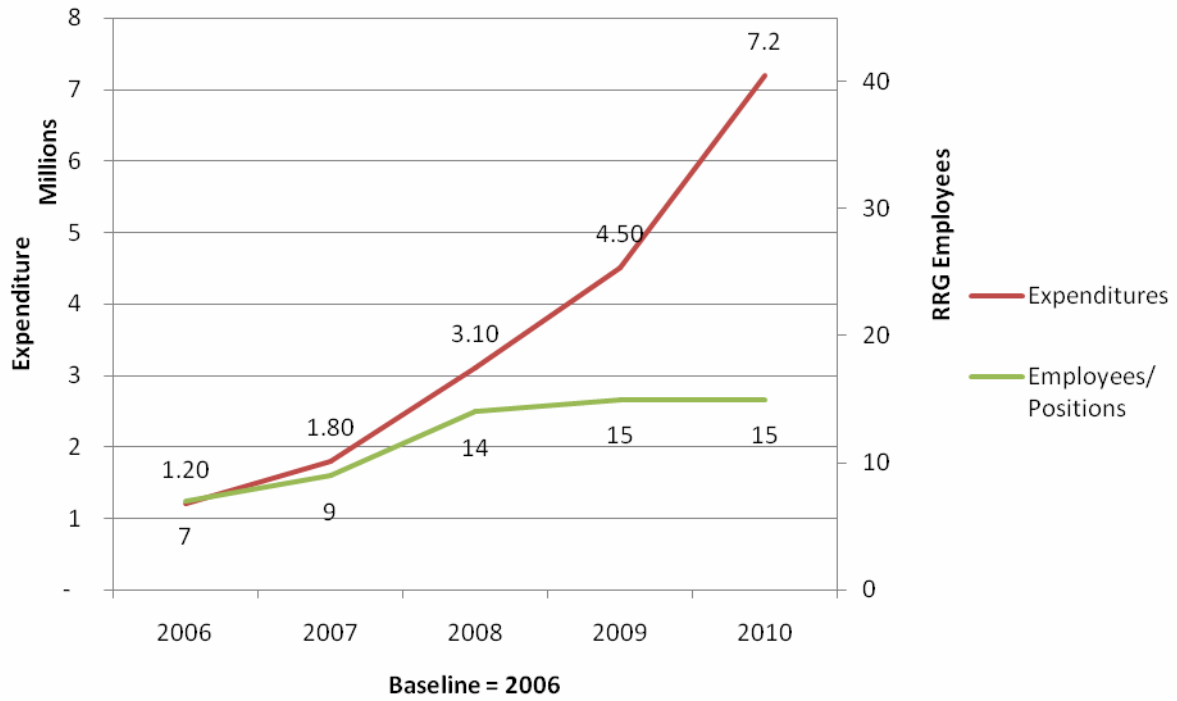
Figure 1, below, displays the overall budget of RRI and the number of RRG staff between 2006 and 2010. In this period the budget has grown roughly six times, from 1.2 to 7.2 million a year and the number of RRG staff has roughly doubled, from 7 to 15 regular staff. Because roughly 60% of all funds that come into RRG are subsequently disbursed to Partners and Collaborators, the work entailed in administering these funds has increased dramatically as well, shown in the second figure below. This figure shows that the number of contracts administered increased from 29 in 2006 to 85 in 2009, and we estimate approximately 120 new agreements in 2010. Since a substantial portion of contracts initiated in one year continue to the next (approximately 30%), the total number of contracts under management in 2010 is estimated to reach about 150.

These two 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.

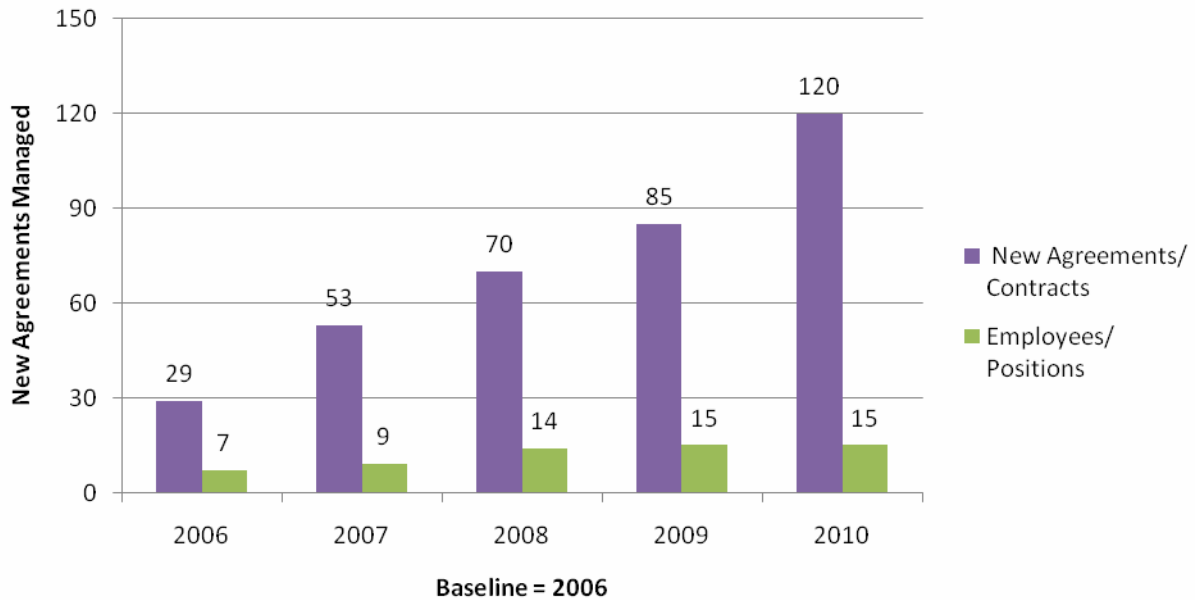
To increase our administrative and financial management capacity we hired an Accountant in 2009 – a Chinese national that has completed her exams to become a Certified Public Accountant and is now awaiting her certificate. A second major change during the year hiring a new Communications and Coordination Manager to replace Megan Liddle, who had been with RRG since the beginning and had relocated. A third change was at the Senior Management level, where Deborah Barry began to take on management responsibilities along with Andy White, Augusta Molnar and Arvind Khare.

In 2010 RRG plans to take additional steps to increase its capacity – particularly on the administration and financial management side, to adequately manage RRI's growth and increase in RRG support to RRI Partners and Collaborators. In addition, RRG will increase management and staff time dedicated to supporting and liaising with coalition Partners – towards achieving not only our programmatic priorities for 2010 but our goal of strengthening the coalition as well.

Growth of Expenditures & RRG Employees



Growth of Agreements Issued & RRG Employees



V. Looking Ahead

2009 was predicted to be a “pivotal” year for RRI for two reasons: 1) it would be a test if RRI as a coalition have substantial impact in countries and on a global level; and 2) whether it proved its collective ability to analyze, plan and collaborate. Our sense in reviewing the work presented above is that RRI delivered and succeeded in achieving both aspirations – and the final report of the Independent Monitor for 2009 supports this finding. It now seems that 2010 could also be described as a pivotal year – not for RRI but far more important for the people and forests in the developing countries where we work. The \$3.5 billion announced for REDD in Copenhagen will more than double ODA for forests; the new flush of finance from the private carbon market, and the steadily growing demands for food, fuel and fiber, now surging with ending of the recession, all spell much, much greater pressure on forests, and probably more market and political speculation that any of us have ever witnessed in our lifetimes. The era of forest as hinterland is over. Forests will remain remote, but they will be carved up, controlled and used as global political bargaining chips like never before. This makes the prospects for conflict and violence much greater.

But this unprecedented pressure on forests will be met with unprecedented levels of community organization, capacity, and indeed resistance. And the new flush of money and attention to the world’s forests also brings opportunity: to raise incomes, raise real political power of the forest communities, and raise the recognition of rights. But, as witnessed in Copenhagen, seizing these opportunities will not happen without a struggle. The vested interests of industrial loggers, recalcitrant government agencies, conventional conservation organizations, and the agro-industrial sector, and now the newly engaged northern carbon emitters, will not give this money and this political moment a pass.

In this context, RRI is more vital than ever. 2010 will be a pivotal year in determining who we are and how we deliver in times of major global crises and major global opportunity. This is reflected in a new set of priorities for 2010 and a scaled-up set of activities at the country, regional and global level.

RRI has four strategic priorities for 2010. First, the coalition’s country and regional work and their impact will be scaled up. This will be achieved through new dialogues and action at regional level and stronger planning and collaboration amongst Partners and collaborators.

Second, now that the climate action shifts from global to country level (with or without an international agreement) RRI will ensure that climate change strategies, policies, and implementation in majority of Tier 1 countries demonstrate that rights, tenure and governance concerns are addressed.

Third, advocacy on tenure reforms will be sharpened and scaled up to increase and broaden our influence at national, regional and global level by engaging new constituencies.

And fourth, as we begin to see the results of value addition, a sustained effort to strengthen the coalition and improve our internal communication will be undertaken on a priority basis.

The table that follows (see Table 3, below) presents a concise summary of the major activities and initiatives that RRI will undertake in 2010. A majority of coalition engagement will be focused on the first goal, increasing our impact at country and regional level.

In Asia, RRI will continue to strengthen our work in China and Nepal. In China RRI will work to ensure that key policy makers appreciate and begin to consider new legal framework, incorporating grievance redress mechanisms, regulatory takings, and begin to make conservation policies consistent with human and property rights. Analytical work to support this strategy was initiated in 2009 and will be available for advocacy during 2010. With the State Forestry Administration of China, RRI will organize a major regional conference in Beijing on forest tenure reform – towards using the Chinese experience to help propel stronger efforts to reform across the region. In Nepal the RRI strategy focuses on ensuring that the new constitution fully guarantees community forest rights (in all forest lands), and that subsequent legal, institutional, and regulatory changes support these rights; that climate policies and investments strengthen community rights and these rights are enhanced in

Protected Areas (PAs). Advocacy with Constituent Assembly members (the body responsible for devising the new constitution), mobilizing media, grassroots mobilization, networking and building alliances with NR federations will be the key methods employed in 2010 to achieve the strategic objectives. In Indonesia, RRI Partners are active at all levels of political governance and types of landscapes and agree that a strengthening of legal framework to recognize the rights of local and indigenous peoples as well as a rationalization and improved participation in local spatial planning processes are the priorities which define collaboration among partners in the creation of synergies to achieve our common objectives.

In Africa, RRI partners and collaborators have planned to intervene and influence the unfolding legal processes. In Cameroon, they would intervene to ensure that revision of 1994 forest law is broadened to address more fundamental concerns through community engagement and outreach to parliamentarians. In Liberia RRI country team will take steps to strengthen/implement the recently passed Community Rights Law. These legal interventions will be supported by new legal analysis to strengthen the campaign and will involve multi-stakeholder dialogues. More effective steps will be taken in Mali to legalize local conventions, and make them more equitable and gender appropriate. Enthusiastic collaborators of RRI also plan to catalyze reform of decentralization policies in Burkina Faso and across Sahel region.

In Latin America, Partners and collaborators have planned to actively support local communities through robust analysis for adoption of natural resources legislation in the new constitution in Bolivia. In Guatemala work will be undertaken with Community forest concessionaires about their legal and political options for changing tenure agreements to secure rights in the Petén. At a regional level, Partners and collaborators will be active in 2010 to ensure national strategies for climate change mitigation include rights agenda.

In 2010, RRI global activities will focus on forest-tenure-climate agenda, new advocacy for reform of industrial concessions and promotion of their alternatives, strengthening of its tenure data monitoring and making it more accessible to a wider community, and on demand technical support to RRI priority countries on the development and review of national REDD strategies. RRI will deliver these outcomes by strengthening its strategic analysis and by using the established network like MegaFlorestais, CSAG-ITTO, IAG, and GACF.

Table 3: RRI Strategic Priorities for 2010 Priority Outcomes/Program

Key Deliverables/Indicators of Achievement

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

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: Revision of 1994 forest law is broadened to address more fundamental concerns through community engagement and outreach to parliamentarians; new legal analysis strengthens campaign for land tenure and regulatory reforms to enable community enterprise.
- Liberia: Steps to strengthen/implement CRL undertaken by RRI country team and multi-stakeholder dialogue effectively engages FDA and land commission to advance community rights, and reform regulatory framework for pit sawyers & forest communities.
- Mali and the Sahel: Steps taken in Mali to legalize local conventions, and make more equitable and gender appropriate, catalyze reform of decentralization policies in Burkina Faso and across Sahel region.
- Strategic regional institutions in C and W Africa, (economic, political bodies, parliamentarians, CSOs) advance actions as agreed in the Yaoundé 2009 conference declaration.

Asia

- Nepal: Rights agenda is effectively included in constitution, via new analysis and mobilization by newly established national confederation of natural resources user group organizations, and multi-party Constituent Assembly caucus;
- China: Key policy makers appreciate and begin to consider new legal framework, incorporating grievance redress mechanisms, regulatory takings, and begin to make conservation policies consistent with human and property rights;
- Indonesia: Increased state recognition and support of community and indigenous rights, FPIC, and ATEMs; government policy and action on climate change respect rights
- Laos: Policy briefs prepared by government and research institutions promote new strategies and plans to reform forest tenure

| | |
|--|--|
| | <p>Latin America</p> <ul style="list-style-type: none"> • <u>Bolivia</u>: Natural resources legislation adapted to new constitution on the basis of robust analysis and informed by community proposals. Lowlands CBOs capacity for local governance of selected number of territories is strengthened • <u>Guatemala</u>: Community forest concessionaires understand legal and political options for changing tenure agreements to secure rights in the Petén. New forest alliance becomes key for shaping national forest policy. Communal land laws are adequately implemented. • <u>Nicaragua</u>: Professionals and technicians are better prepared for implementation of tenure and governance reforms underway. • <u>Latin America</u>: CBOs, key NGOs and government's national strategies for CC mitigation include rights agenda. Analysis of discourse and practice in community/indigenous governance of large territories is disseminated and debated in RRI countries. |
|--|--|

| Network Support (Regional & Global) | |
|--|---|
| <ul style="list-style-type: none"> • Existing networks strengthened and strong linkages established with emerging networks, particularly of communities | <ul style="list-style-type: none"> • <u>MegaFlorestais</u>: all agency leaders more knowledgeable of rationales, strategies and operational dimensions of tenure reform; leaders from Indonesia, DRC, and Brazil more confident in promoting reforms, network of next generation of agency leaders introduced to global experiences in tenure and governance reform; • <u>ITTO-Civil Society Advisory Group</u>: community organizations effectively present proposals to new thematic programs; new governance team strengthened with integration of Latin America focal points. • <u>Advisory Group on Climate Change</u> effectively engages UNREDD and broader climate community on implementation of tenure and governance reforms, including influencing thinking in COP16 (to be determined by IAG). • Robust program of horizontal exchanges and case studies among community enterprise leaders and among policy-makers carried out, prioritizing GACF interests. • RRI identifies and forges strategic linkages to networks outside existing relationships, including research networks involving themes and topics relevant to RRI. |

| Strategic Analysis (Regional & Global) | |
|--|--|
| <ul style="list-style-type: none"> • Global-level thinking, narratives and assessments that include civil society perspectives shape and guide debate around key forest-related policies (e.g., tenure reform, climate change, enterprise and trade policy) • Regional and country programs are supported with ongoing global-level assessment of implications of global trends for local people and their livelihoods. • Real-time analysis capability is improved with better integration of country/regional programs, | <ul style="list-style-type: none"> • <u>ATEMs: New advocacy for reform of industrial concessions</u> and promotion of their alternatives through more robust critique of concessions, expansion of ATEMs work to other countries, exchange visits of leaders to other countries, responding to demands for support to regional analysis, and strengthening advisory group. • <u>Realizing Rights</u>: Deeper understanding generated within RRI and among key constituencies on the different rights and strategies for gaining tenure rights through coalition-wide analysis of rights-based approaches, mapping experiences, internal symposia, tenure briefs, and scoping studies on cutting-edge issues for future RRI engagement • <u>Rights and climate change</u>: The forest-tenure-climate agenda is informed by analysis of emerging trends and lessons through the initiation of major regional meetings, continuing global meetings, the establishment of an analyst network across 8-12 countries, and |

| | |
|--|--|
| <p>Partners and Collaborators with global programs.</p> <ul style="list-style-type: none"> • Networks of analysts and specialists are encouraged and supported to develop analysis that can contribute to RRI advocacy and pro-poor policy decisions. • New strategic analyses disseminated to key civil society, government and international institutions helps ensure that their REDD policy design and implementation supports the rights of Indigenous Peoples and Local Communities. | <p>several analyses of key issues like carbon finance, biofuel/commodity expansions, adaptation strategies and REDD, equitable benefit sharing and forest inventories.</p> <ul style="list-style-type: none"> • <u>Tenure monitoring and reporting</u>: RRI strengthens its tenure data monitoring and makes it more accessible to a wider community through regular updates of tenure data tables, improvements to the RRI website, and engagement with the International Land Coalition web portal to mount a global forest tenure monitoring system. • <u>On-demand technical support</u>: Assistance is provided to RRI priority countries on the development and review of national REDD strategies, including technical assistance on specific issues such as tenure reform legislation, community tenure mapping and forest inventory in 3-4 countries. |
| <p>Communication & Outreach</p> | |
| <ul style="list-style-type: none"> • Coalition wide communications strategy is created and adopted by Partners • Communications capacity of Collaborators and other strategic local actors is developed • A more streamlined and cost-effective line of production is established for strategic analysis and communication products. • Audience-tailored outreach familiarizes non-forestry actors with key RRI messages and analysis. • RRI becomes the premiere, trusted global source for forest tenure policy and reform analysis | <ul style="list-style-type: none"> • <u>First Coalition wide communication strategy workshop held</u>; regional communications scoping activities accomplished. • <u>RRG in-house production capacity expanded</u>; quality and volume of translation and editing increased through higher utilization of consultants. • <u>Successful engagement with new constituencies</u> including: Private sector; Indigenous Peoples; University faculty, students, and libraries; U.S. policy community; and National government representatives (i.e. African parliamentarians) • <u>Short updates of ongoing reforms and key findings</u> prepared, translated and proactively circulated to key audiences in region. • <u>RRI and Tenure Data websites</u> consistently updated and improved. |
| <p>Coordination/Operations</p> | |
| <ul style="list-style-type: none"> • 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. | <ul style="list-style-type: none"> • <u>Three RRI Governance Meetings & one Global Program Planning Meeting are held.</u> • <u>Effective strategic planning process</u> carried out at the country and regional level. • <u>Internal Monitoring system</u> is consolidated at all program levels with adoption by Partners. • <u>Independent Monitoring</u> of 2010 program is completed. • <u>Contracting process</u> streamlined and accelerated from identification to flow of funds. |

Logical Framework Progress Report 2009

| Deliverables | Activities | 2008 | | | | Completed | Not attempted | Under implementation |
|--|---|------|----|----|----|-----------|---------------|----------------------|
| | | Q1 | Q2 | Q3 | Q4 | | | |
| Outcome One: Key strategic actors at the global level are committed and engaged in promoting major reforms in existing tenure, regulatory and governance arrangements. | | | | | | | | |
| <ul style="list-style-type: none"> - New forward-looking analytical studies to shape global thinking and agendas developed - Synthesis of issues, lessons, and best practices in implementing key policy reforms undertaken - Global monitoring system on targets established which is used by key organizations to reflect on own progress towards RRI goals | RRI prepared and disseminated new analysis to raise global awareness of forest tenure and its relationship to major global challenges: poverty, conflict, climate change, and conservation. | | | | | | | |
| | <ul style="list-style-type: none"> • RRI prepared <i>Rights and Resources 2009-2010 -The End of the Hinterland: Forests, Conflict and Climate Change</i>, its first annual review of the progress on rights and tenure. The report reviewed major developments in 2009 regarding forest tenure and rights, and looks forward at the issues facing forests, forest communities and the international community in 2010. | | | | X | X | | |
| | <ul style="list-style-type: none"> • RRI Partners and Collaborators prepared a series of briefs examining the role and contribution of small-scale and community forest enterprises to national and local development as part of the <i>Alternative Tenure and Enterprise Models</i> cross-cutting theme of work. The briefs were first presented during the RRI-ITTO Yaoundé Conference. | X | X | X | | X | | |
| | <ul style="list-style-type: none"> • ITTO dedicated a special edition of its Tropical Forest Update to the issue of forest tenure <i>Owning Africa's Forests</i> based on the deliberations and issues raised during the RRI-ITTO Yaoundé conference. | | | | X | X | | |
| | <ul style="list-style-type: none"> • Partners and a growing set of Collaborators are continuing to use RRI generated arguments and analysis in presentations and dialogue around the world. | X | X | X | X | | | X |
| | <ul style="list-style-type: none"> • RRI presented arguments and analysis to key institutions and audiences around the world, including the World Bank, Forest Carbon Partnership Facility, UNREDD Program Policy Board, Forest Agency leaders, WWF, Conservation International, the World Social Forum, Indian Forestry Community, UN Forum on Forests, and the UNFCCC. | X | X | X | X | X | | |

| Deliverables | Activities | 2008 | | | | Completed | Not attempted | Under implementation |
|--------------|--|------|----|----|----|-----------|---------------|----------------------|
| | | Q1 | Q2 | Q3 | Q4 | | | |
| | | | | | | | | |
| | RRI continues monitoring progress and interpreting forest tenure reforms underway around the world. | | | | | | | |
| | <ul style="list-style-type: none"> RRI prepared and launched the RRI-ITTO Tropical Forest Tenure Assessment expanding RRI's tenure assessment to 98% of the world's tropical forests. The report analyzed forest tenure dynamics, quantitatively and qualitatively, in the world's tropical forests for the period 2002-2008. | | X | | | X | | |
| | <ul style="list-style-type: none"> The RRI-ITTO report and key findings were published and disseminated at the International Conference on Forest Governance, Tenure and Enterprise New Opportunities for Livelihoods and Wealth in Central and West Africa held in Yaoundé, Cameroon. | | X | | | X | | |
| | <ul style="list-style-type: none"> RRI produced a series of briefs and reports analyzing the process and implications of recognizing tenure rights in Bolivia, Brazil and Mozambique to highlight the operational and political lessons learned from these tenure reforms. RRI customized tenure data into regionally specific tenure briefs on Asia, Africa and the MegaFlorestais countries. RRI and Peking University prepared a major analysis of the impacts of China's forest tenure reform: <i>China's Forest Tenure Reforms: Impacts and Implications for choice, conservation, and climate change.</i> | | X | X | X | X | | |
| | <ul style="list-style-type: none"> Partners and a growing set of Collaborators have adopted the metrics from <i>From Exclusion</i> and the <i>Tropical Tenure Analysis</i> and are adapting the data and arguments to support regionally- and nationally-focused advocacy campaigns in countries prioritized for tenure reform. | | X | X | X | | | X |
| | RRI stimulated critical reflection on the links and opportunities between forest tenure and climate change. | | | | | | | |
| | <ul style="list-style-type: none"> RRI convened two major international dialogues on the links between forest tenure, governance and climate change in London and Washington DC. The <i>RRI-Chatham House Dialogues on Forests, Governance and Climate Change</i> convened leading thinkers on REDD, forest | | | X | X | X | | |

| Deliverables | Activities | 2008 | | | | Completed | Not attempted | Under implementation |
|--|--|------|----|----|----|-----------|---------------|----------------------|
| | | Q1 | Q2 | Q3 | Q4 | | | |
| | governance and international climate negotiations to advance the operational thinking on protecting the rights of forest communities and make links between the international negotiations and US climate policy. | | | | | | | |
| | <ul style="list-style-type: none"> RRI collaborated with the Center for International Environmental Law (CIEL) to draft text submissions on REDD, tenure and rights to inform country negotiators and civil society representatives on ways to address these critical issues with the UNFCCC SBSTA and AWG-LCA texts. | | X | | X | X | | |
| | <ul style="list-style-type: none"> RRI supported Collaborators in Liberia and Nepal examine the underlying technical assumptions and rights implications guiding the REDD debates in their countries. The report, An Assessment of Liberian Forest Area, Dynamics, FDA Concession Plans, and their Relevance to Revenue Projections, spurred national discussion on forest land use policy in the context of REDD and community forest rights. | | | X | X | X | | |
| <p><i>Comments: Elements from these global arguments began to be included in the country and regional level work, as the publications and presentations circulated more widely particularly in Latin America and Africa.</i></p> | | | | | | | | |

| Deliverables | Activities | 2008 | | | | Completed | Not attempted | Under implementation |
|---|--|--|----|----|----|-----------|---------------|----------------------|
| | | Q1 | Q2 | Q3 | Q4 | | | |
| | | Outcome Two: More equitable tenure, governance and business systems are established in priority countries in East and South Asia, Central and West Africa, Mesoamerica and the Amazon | | | | | | |
| <ul style="list-style-type: none"> - RRI collaborative platforms established — regular meetings among Partners to strategize, share information, identify gaps and opportunities as they arise - New research and analysis undertaken, led by RRI research Partners and Collaborators - Policy-makers engaged at multiple locations, via formal and informal dialogues | <ul style="list-style-type: none"> • RRI strengthened the country and regional system for strategizing and planning in priority countries in Asia, Africa and Latin America, consolidating partner participation and extending the number of collaborators. This includes focusing RRI activities on: <ul style="list-style-type: none"> (1) Tier 1: RRI will engage in full strategic involvement in countries where the right strategic opportunity exists to advance reforms and demonstrate globally significant impact toward RRI goals; (2) Tier 2: RRI will engage in selected strategic activity in countries where the opportunity exists to encourage incremental change at the national level. | X | X | X | X | | | X |
| | <ul style="list-style-type: none"> • Regional planning teams composed of Partners created strategies for advancing change in target countries in Asia, Africa and Latin America. In each region, teams designated 3-year strategic goals to be met and detailed 2009 activities in support of these strategic plans. | X | X | X | X | | | X |
| | <ul style="list-style-type: none"> • Country planning teams composed of national-level NGOs, grassroots organizations and Partners convened in Tier 1 countries in Asia and Africa. These teams created country-level strategies and implementation plans for China, Nepal, Cameroon, and Liberia. | | | X | X | | | X |
| | ASIA | | | | | | | |
| | <ul style="list-style-type: none"> • Tier 1 countries are China, Nepal and Lao PDR. | | | | | | | |
| | CHINA | | | | | | | |
| | <ul style="list-style-type: none"> • Established analytical foundation for institutional and legal reform in China's forest sector that will help ensure respect community land rights. This analysis explored the regulatory framework and a combination of subsidies and regulatory takings that currently impact millions of hectares of collective forests, and raised questions about the security of rights of millions of people, despite investment of billions of RNB on a variety of subsidy programs. | X | X | X | X | | | X |
| | <ul style="list-style-type: none"> • Analysis of forest program impacts on environment and ecology. Outputs will serve as inputs to 10 years of Tenure Reform conference in 2010 | | | X | X | | | X |
| | <ul style="list-style-type: none"> • Socioeconomic analysis of ecosystem protection programs' impacts on rights and livelihoods to help prepare for 2010 conference | | | X | X | | | X |
| | <ul style="list-style-type: none"> • Established case for market and policy reform through SME survey and analysis of determinants of growth, especially tenure reform; market development, and related government policies. | | X | X | X | X | | |
| NEPAL | | | | | | | | |

| Deliverables | Activities | 2008 | | | | Completed | Not attempted | Under implementation |
|---|---|---------------------|----|----|----|-----------|---------------|----------------------|
| | | Q1 | Q2 | Q3 | Q4 | | | |
| | | Outcome Two: | | | | | | |
| More equitable tenure, governance and business systems are established in priority countries in East and South Asia, Central and West Africa, Mesoamerica and the Amazon | | | | | | | | |
| | <ul style="list-style-type: none"> Community Forestry contribution to Nepal social sectors quantified for the first time. | | | X | X | | | X |
| | <ul style="list-style-type: none"> Analysis of CFUGs' investment policies and plans to identify and analyze gaps and alternative uses, exposed uneven application of forest rights in different regions of Nepal. | | X | X | X | | | X |
| | <ul style="list-style-type: none"> The Confederation of Natural Resource user groups was established and functioning; multi-party forum of CA members established and holding regular meetings | | X | X | | X | | |
| | <ul style="list-style-type: none"> Nepali handbook and DVD on climate change produced by Nepal partners, is now being used and cited by drafters of the new constitution | | X | | | X | | |
| | <ul style="list-style-type: none"> Strategic Response Mechanism: Strategic support to FECOFUN representatives in UNFF8 as part of Government of Nepal delegation for \$10,000 investment in this event generated \$500,000 of investment in Community Forestry in Nepal. | | X | | | X | | |
| | INDONESIA | | | | | | | |
| | <ul style="list-style-type: none"> Community and CSO groups better positioned/equipped to demand transparency from government and private sector | | | X | X | X | | |
| | ASIA REGIONAL ACTIVITIES AND ACTIVITIES IN NON-TIER 1 COUNTRIES | | | | | | | |
| | <ul style="list-style-type: none"> GACF-Asia: Strengthened and increased legitimacy of GACF among communities, NGOs and policymakers in region. | | X | X | | X | | |
| | INDIA | | | | | | | |
| | <ul style="list-style-type: none"> Tracking reports on social and ecological impacts of India's Forest Dwellers Act keep more than 2,500 civil society and community organizations informed on FRA implementation in India. <p>Workshop established RRI as a key convener of multi-stakeholder processes in India.</p> | X | X | X | X | X | | |
| | AFRICA | | | | | | | |
| | <ul style="list-style-type: none"> Tier 1 countries are Cameroon and Liberia. | | | | | | | |
| | CAMEROON | | | | | | | |
| | <ul style="list-style-type: none"> Communities and customary forest rights holders in Permanent and non-Permanent Forest Estate gained broader understanding of different types of collective rights granted to their | | | X | X | | | |

| Deliverables | Activities | 2008 | | | | Completed | Not attempted | Under implementation |
|---|---|---------------------|----|----|----|-----------|---------------|----------------------|
| | | Q1 | Q2 | Q3 | Q4 | | | |
| | | Outcome Two: | | | | | | |
| More equitable tenure, governance and business systems are established in priority countries in East and South Asia, Central and West Africa, Mesoamerica and the Amazon | | | | | | | | |
| | communities, and typology of actors and institutions involved in exercising rights. Recommendations are in preparation to orient Cameroonian policy and legislative reforms | | | | | | | |
| | <ul style="list-style-type: none"> RRI coalition established presence and ongoing participation in Law Revision thematic groups on community forestry, NTFP, and around issues of communities, tenure and rights, and community consultations and dialogue initiated with land agencies as well as engagement of parliamentarians. | | | | X | | | X |
| | <ul style="list-style-type: none"> Reclassification of three forest licenses (UFA 09026, 09027 et 0928) in Department of Ocean, Cameroon: communities advanced negotiations with private sector and departmental authorities and successfully negotiated to redefine boundaries of UFAs to recognize more of their community rights. | | | | X | | | X |
| | <ul style="list-style-type: none"> Rights mapped in four regions of Cameroon and in different forest zones (state forest reserves, protected areas, concessions), multi-stakeholder dialogue workshops took place in each region, and summary briefs disseminated at Yaoundé conference | X | | | | | | |
| | <ul style="list-style-type: none"> Initiated mapping of rights and ongoing dialogue to ensure that communities of Bagyeli with established customary rights in and around the UFAs will not lose rights as a result of rezoning or new commercial activities | | | | X | | | X |
| | <ul style="list-style-type: none"> Land and forest tenure legislative analysis for input into the Revision of the 1994 Forest Law informed working groups and allowed them to take forest reform beyond sector to include broader land tenure options | | | | | | | |
| | <ul style="list-style-type: none"> Community forest networks workshop held in Yaoundé with learning exchange with networks from Burkina, CAR, Guatemala, Kenya, Tanzania and Nepal shared networking lessons with agro-forestry and CFM networks | | | | | | | |
| | LIBERIA | | | | | | | |
| | <ul style="list-style-type: none"> Community Rights Law, (CRL) the most progressive legislation in region, officially signed into law. Campaigns and dialogue continue to reach out to FDA/Land Commission around the Law; advocates continue public awareness campaigns and community dialogue/capacity-building initiatives | X | | | | | | |
| | <ul style="list-style-type: none"> Civil society activists engaged Liberian government and policymakers and influenced various versions of the CRL | | | | | X | | |
| | <ul style="list-style-type: none"> Continued capacity-building and provision of institutional support for pit sawyers; to empower pit sawyers for new planned policies resulting from new IUCN/WB study and on-going dialogue | | | | X | | | |
| | <ul style="list-style-type: none"> FPP/Helvetas pilot community mapping in areas of approved logging contracts became new | | | | | | X | |

| Deliverables | Activities | 2008 | | | | Completed | Not attempted | Under implementation |
|---|---|---------------------|----|----|----|-----------|---------------|----------------------|
| | | Q1 | Q2 | Q3 | Q4 | | | |
| | | Outcome Two: | | | | | | |
| More equitable tenure, governance and business systems are established in priority countries in East and South Asia, Central and West Africa, Mesoamerica and the Amazon | | | | | | | | |
| | negotiating tool for community use. | | | | | | | |
| | MALI | | | | | | | |
| | <ul style="list-style-type: none"> Community rights (conservation, settlement, production and usage/access rights) were identified and typified across four convention zones: Fama, Finkolo Gnadougou, Siwaa and Kambo. Local populations gained valuable insights into their rights over community land. | | | X | X | | | |
| | <ul style="list-style-type: none"> Workshop held in which multiple stakeholders exchanged experiences regarding practices, key legal issues, approaches and tools for formulation of local conventions across three regions of Mali. Stakeholders enhanced capacity-building capabilities and are now better equipped to advocate for implementation of new reforms. | | | | X | | | |
| | SAHEL | | | | | | | |
| | <ul style="list-style-type: none"> Workshop on Moving Beyond Forestry Laws through collective learning and action fostered multi-stakeholder dialogue where stakeholders gained further understanding of local conventions, agroforestry and forestry tenure and rights advancing forest management and decentralization for Mali, Burkina, Niger and Senegal | | X | | | | | |
| | GHANA | | | | | | | |
| | <ul style="list-style-type: none"> Supported three general meetings of Forest Watch Ghana networking; held 5 capacity building/consultation/strategy meetings for VPA contract group consultants; established one vision and capacity building event for midlevel and senior staff of Forest Commission | | | | | | X | |
| | <ul style="list-style-type: none"> Briefing notes prepared for policymakers on all aspects of the reform process; encounters for Forest Commission and parliamentarians with civil society arranged to enhance advocacy for REDD and lay groundwork for VPA in 2010 | | | | | | X | |
| | DEMOCRATIC REPUBLIC of CONGO | | | | | | | |
| | <ul style="list-style-type: none"> RRG coordinated expert advisor participation in series of roundtables organized with Govt. of DRC advancing design of forest and policy reforms for community forestry in DRC on decentralization, FPIC, CFM, legal issues, and rights mapping experiences | | X | X | X | | | |
| | AFRICA REGIONAL ACTIVITIES | | | | | | | |
| | <ul style="list-style-type: none"> Regional Yaoundé conference brought 250 participants; created platform and declaration for accelerating forest reforms and action by land and forest policy-makers. ATEMs policy briefs disseminated (FAO, ITTO, MINFOF, MINDAF) | | X | | | | | |

| Deliverables | Activities | 2008 | | | | Completed | Not attempted | Under implementation |
|---|--|---------------------|----|----|----|-----------|---------------|----------------------|
| | | Q1 | Q2 | Q3 | Q4 | | | |
| | | Outcome Two: | | | | | | |
| More equitable tenure, governance and business systems are established in priority countries in East and South Asia, Central and West Africa, Mesoamerica and the Amazon | | | | | | | | |
| | <ul style="list-style-type: none"> Country cases prepared and presented in Yaoundé conference, 5 mapping indigenous peoples rights and 5 profiling legal status of indigenous peoples | X | X | | | | | |
| | <ul style="list-style-type: none"> Africa Community Rights Network, and other civil society network leaders trained in REDD and prepared for engagement with governments on readiness planning | | X | | | | | |
| | LATIN AMERICA | | | | | | | |
| | <ul style="list-style-type: none"> Tier 1 countries are Bolivia and Guatemala. | | | | | | | |
| | BOLIVIA | | | | | | | |
| | <ul style="list-style-type: none"> ATEMS Policy dialogues are established between representatives of the three major community Brazil nut producing organizations and central government agencies, informed by a solid understanding of their role in the market and generation of family benefits; improved administration and management of production systems. | X | X | X | | | | |
| | <ul style="list-style-type: none"> A multi-organizational collaborative is established linking those working with lowland tropical forest communities and indigenous to highlands policy think tank, increasing the advocacy capacity for adapting legislation to new Constitution | | | | X | | | |
| | <ul style="list-style-type: none"> A 'mapping' of the current actors, programs and initiatives to influence the adaptation of forestry, land and autonomy laws to the new constitution. A set of proposals being produced and debated with social organizations, revised and will form the basis of their advocacy strategies. | | | | X | | | |
| | GUATEMALA | | | | | | | |
| | <ul style="list-style-type: none"> First alliance of forest community organizations from highlands & lowlands is constituted increasing visibility and voice in national policy issues related to forest rights; initial group enabled the creation of the larger National Forest Alliance promoted by the GFP. | | X | | | X | | |
| | <ul style="list-style-type: none"> The country's largest tropical forest association of communities engages with central government to initiate the design of a regulatory framework for tourism & and related enterprise development in the buffer zones of the Mayan Biosphere Reserve. | X | X | | | | | |
| | <ul style="list-style-type: none"> Leadership of the 12 major tropical forest community enterprises developed capacity to design new enterprise options to include forest-based tourism, from the perspective of forest-based community tourism. | | | X | X | | | X |
| | <ul style="list-style-type: none"> 12 community forestry enterprise organizations unite with the members of the national | | | | X | | | X |

| Deliverables | Activities | 2008 | | | | Completed | Not attempted | Under implementation |
|---|--|---------------------|----|----|----|-----------|---------------|----------------------|
| | | Q1 | Q2 | Q3 | Q4 | | | |
| | | Outcome Two: | | | | | | |
| More equitable tenure, governance and business systems are established in priority countries in East and South Asia, Central and West Africa, Mesoamerica and the Amazon | | | | | | | | |
| | Community Tourism Network to craft new regulations on tropical tourism. | | | | | | | |
| | <ul style="list-style-type: none"> The largest indigenous community forestry group (over 60 members) is recognized as part of National Strategy group; the National Commission of Protected Areas (CONAP recognizes their customary practices in management, conservation and subsistence needs | | | X | | | | X |
| | <ul style="list-style-type: none"> Work plan for engagement of the major social organizations with customary collective land ownership with the national Registry & Cadastre implementation of the communal lands law in selected regions of the country was produced. | | X | | | | | X |
| | <ul style="list-style-type: none"> Work plan established for review of legal and technical specifications for defining communal lands, criteria for recognition of local authorities, mechanisms for community participation with government and social organizations. | | | X | | | | X |
| | LATIN AMERICA REGIONAL ACTIVITIES | | | | | | | |
| | <ul style="list-style-type: none"> In Central America, more than a dozen pilot communities across the region are better positioned to take their tenure and management claims to a higher level of dispute, with clear data, maps and assessment of management capacity to back them up. | X | X | X | | | | |
| | <ul style="list-style-type: none"> New collaborators and a number of indigenous territorial organizations were identified in six countries to become collaborators for 2010. Exercise was used to update regional analysis of tenure reforms. | X | X | X | X | X | | |
| | <ul style="list-style-type: none"> A scoping identified the most important dissemination/communication networks, programs and medium used by grassroots organizations in Central and South America, interested in receiving support issues such as REDD/PES and with a concern for community tenure and rights. | | | X | | | | |
| | <ul style="list-style-type: none"> Monitoring of tenure reforms underway led to a decision to begin more intensive work in Nicaragua and incorporate learning and design training for indigenous leaders and government officials managing newly titled indigenous territories | | | X | X | | | X |
| <i>Comments:</i> | | | | | | | | |

| Deliverables | Activities | 2008 | | | | Completed | Not attempted | Under implementation |
|--|--|--|----|----|----|-----------|---------------|----------------------|
| | | Q1 | Q2 | Q3 | Q4 | | | |
| | | Outcome Three: Strong and informed constituencies and networks for reform are active in key countries in Asia, Africa and Latin America and are networked globally. | | | | | | |
| <ul style="list-style-type: none"> - Global strategic networks established and effective - Regional strategic networks established and effective | <ul style="list-style-type: none"> • RRI supported the fourth annual meeting of forest agency leaders at MegaForestais, effectively establishing the platform as an opportunity for frank discussion and exchange among top government representatives from major forested countries. The fourth meeting was hosted by the Canadian Forest Service and the British Columbia Ministry for Forests and Range in Whistler Canada with forest agency leaders from China, Russia, Brazil, USA, Canada, and Indonesia. | | | X | X | X | | |
| | <ul style="list-style-type: none"> • RRI supported the establishment and governance of the Independent Advisory Group on Forests, Rights and Climate Change which has provided a space for civil society and UNREDD Policy Board members to discuss strategic issues facing the UNREDD Programme related to rights, tenure and forest governance. The group includes organizations from Africa, Asia and Latin America. | | | X | X | X | | |
| | <ul style="list-style-type: none"> • RRI supported strong participation from the Civil Society Advisory Group to the International Tropical Timber Organization. Civil society leaders from Liberia, Indonesia, Papua New Guinea, Malaysia and Cameroon advised the ITTO on their proposed thematic program on Community Forest Management and Enterprise. | | | X | | X | | |
| | <ul style="list-style-type: none"> • RRI supported the strengthening of the Global Alliance of Community Forestry and facilitated their participation and side event during the UN Forum on Forests in New York. RRI also supported the GACF Yaoundé Governance meeting for its expansion to African civil society organizations. | X | X | X | X | X | | |
| <i>Comments:</i> | | | | | | | | |

(Logical Framework continued)

| Deliverables | Activities | 2008 | | | | Completed | Not attempted | Under implementation |
|--|--|--|----|----|----|-----------|---------------|----------------------|
| | | Q1 | Q2 | Q3 | Q4 | | | |
| | | Outcome Four: More strategic, effective and efficient approaches to strengthening local rights and tenure are adopted among key actors and institutions in forestry and rural landscapes. | | | | | | |
| <ul style="list-style-type: none"> - Strategic opportunities identified and responded to in timely and effective manner - Coalition reach and resources effectively coordinated - Communication mechanisms established and effective at multiple levels for range of actors - RRI an information hub on tenure and forest policy reform and alternative trade and business models and global shifts - Effective governance and coordination of the initiative | <ul style="list-style-type: none"> • RRI utilized the Strategic Response Mechanism in Nepal, Cameroon and China to enable rapid response to strategic windows of political opportunity to strengthen local rights and increase participation of civil society in policy and tenure reforms. | | X | X | X | | | X |
| | <ul style="list-style-type: none"> • RRI convened Governance Meetings of Partners and members of the Board of Directors in January, May and November 2009. During the Governance Meetings, RRI coalition members modified and approved budgets and work plans, set guidelines for the review of the MOU and fundraising, addressed Partners' recommendations, constituted an audit committee and approved the hiring of an Independent Monitor. | X | X | | X | X | | |
| | <ul style="list-style-type: none"> • RRI circulated the RRI Quarterly Email Update, a regular communication mechanism with coalition members, stakeholders and the wider global public. The Updates reached over 1700 recipients in English, Spanish and French – all having individually requested subscription. Readership for the RRI Quarterly Email Update grew by 7.5 percent in 2009. | X | X | X | X | X | | |
| | <ul style="list-style-type: none"> • RRI engaged strategically with media to raise the profile of the RRI rights agenda through national and international media outlets. RRI strategic analysis was acknowledged and/or quoted in 40 earned media stories across 15 countries in 10 languages. RRI supplied investigative leads on rights and climate change issues in Papua New Guinea which lead to two journalism awards for most influence in climate change reporting. | | X | X | X | X | | |
| | <ul style="list-style-type: none"> • RRI convened the first Global Programs planning meeting in November 2009 to increase Partner input and collaboration on RRI Global Programs and Global Strategic Themes. | | | | X | X | | |
| | <ul style="list-style-type: none"> • RRI developed and implemented a more robust country and regional strategic planning process by starting earlier in the year and increasing participation of Partners and local Collaborators. | | | X | X | X | | |
| | <ul style="list-style-type: none"> • RRI established Tenure Trends, a new strategic analysis email product focused on highlighting timely research on pertinent land tenure issues. Initial dissemination in English, French and | | | | X | X | | |

| Deliverables | Activities | 2008 | | | | Completed | Not attempted | Under implementation |
|--|--|------|----|----|----|-----------|---------------|----------------------|
| | | Q1 | Q2 | Q3 | Q4 | | | |
| Outcome Four: More strategic, effective and efficient approaches to strengthening local rights and tenure are adopted among key actors and institutions in forestry and rural landscapes. | | | | | | | | |
| | Spanish reached over 2,600 recipients. | | | | | | | |
| | <ul style="list-style-type: none"> RRI utilized its English, French and Spanish websites to champion the work of the coalition and feature the most up to date information on land tenure issues, analysis and reform. 2009 saw the growth of the RRI online platform including a broader online library showcasing products by RRI and Partners, a fuller online calendar of key RRI events, and up-to-date news on RRI activities and rights and tenure issues from around the world. Increased website functionality allows visitors to access information about RRI activities and content by region, country, and key issue (keyword). The English, Spanish and French websites collectively received over 3300 visits per month from 169 countries (27% increase over 2008). | X | X | X | X | X | | |
| <i>Comments:</i> | | | | | | | | |

ANNEX I. Approved Annual Budget and Work Plan for 2009

Included in the following pages:

RRG 2009 Budget, as approved January 2009 and modified in May 2009 that includes

- Rights and Resources Initiative 2009 Revenue Allocation Summary
- Rights and Resources Initiative Estimated Secure Revenue for 2009
- Rights and Resources Initiative Budget by Components for 2009
- Rights and Resources Initiative Funding Allocations 2009

**Table 1 - revised
Rights and Resources Initiative
Estimated Secure Revenue for 2009**

| (USD) | | Confirmed Revenue Jan 16, 2009 | New Confirmed Revenue | Prospective Revenue | Total Confirmed Revenue | Currency Hedge | Hedged Total |
|--|-----------------|--------------------------------------|--------------------------|------------------------|-------------------------------|-------------------|------------------|
| Framework Grants | | | | | | | |
| DFID ¹ | (£1,000,000) | 1,503,000 | | | 1,503,000 | 10% | 1,352,700 |
| SIDA ¹ | (SEK 6,000,000) | 771,000 | | | 771,000 | 10% | 693,900 |
| NORAD INGO ¹ | (NOK 5,000,000) | | 755,000 | - | 755,000 | 10% | 679,500 |
| Ford Foundation | (USD) | 200,000 | | - | 200,000 | - | 200,000 |
| SDC | (CHF?) | | | 200,000 | - | 10% | - |
| Subtotal | | 2,474,000 | 755,000 | 200,000 | 3,229,000 | | 2,926,100 |
| Other Grants | | | | | | | |
| NORAD Climate Change ¹ | (NOK 7,000,000) | | 1,000,000 | | 1,000,000 | - | 1,000,000 |
| FINNIDA | (~€ 500,000) | | | 700,000 | - | - | - |
| IDRC India Forestry Studies ¹ | (~CAD 18,000) | 15,000 | | | 15,000 | 10% | 13,500 |
| Subtotal | | 15,000 | 1,000,000 | 700,000 | 1,015,000 | | 1,013,500 |
| Contracts & Other Income | | | | | | | |
| ITTO Yaoundé | (USD) | 100,000 | 64,000 | | 164,000 | - | 164,000 |
| CIFOR - RRG Staff | (USD) | | 105,000 | | 105,000 | - | 105,000 |
| Other | (USD) | | | | - | - | - |
| Subtotal | | 100,000 | 169,000 | - | 269,000 | | 269,000 |
| Total Revenue | | 2,589,000 | 1,924,000 | 900,000 | 4,513,000 | | 4,208,600 |

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.

Table 2
Rights and Resources Initiative
2009 Budget by Components

| Component | | Full Budget (USD) | Revised Budget May 2009 | | |
|---|--|------------------------------|------------------------------------|------------------|------------|
| RRG | Regular Staff, Salaries and Benefits | 1,294,074 | | 1,406,346 | |
| | Travel | 124,500 | | 127,660 | |
| | Workshops and Conferences | 192,500 | | 125,532 | |
| | Communications and Outreach | 171,000 | | 118,085 | |
| | Office and Other Costs | 313,134 | | 282,992 | |
| | Sub-total | 2,095,208 | 34% | 2,060,614 | 49% |
| Partners & Collaborators | Collaborative Agreements with Partners and Collaborators | 2,734,300 | | 1,306,651 | |
| | Strategic Response Mechanism Agreements | 306,950 | | 163,005 | |
| | Collaborating Program Consultants | 408,342 | | 366,871 | |
| | Participant Travel Expenses | 650,500 | | 322,000 | |
| | Sub-total | 4,100,092 | 66% | 2,158,527 | 51% |
| Total: | | 6,195,300 | | 4,219,142 | |

Rights and Resources Initiative
2009 Funding Allocations

| RRI 2009 Proposed Activities | | | | Proposed | | | | | | | |
|---|-----------|----------------------|-------------------------------|-----------------------|---------------------|-------------------------|--|--------------------|----------------|----------------|------------------|
| Activity | Due Date | Lead | Funds Committed by partners * | Requested RRI funding | Revised RRI Funding | Funding Approved Jan 16 | Priority for Conditional Approval, if additional funding available | Restore RRG Budget | Revised Budget | | |
| TOTAL | | | | 562,000 | 9,046,293 | 6,195,300 | | 3,260,100 | | 959,042 | 4,219,142 |
| Total Country Initiatives | | | | 562,000 | 5,581,263 | 3,199,878 | | 1,669,369 | | 238,609 | 1,907,978 |
| Asia | | | | - | 2,380,472 | 1,212,472 | | 613,982 | | 109,390 | 723,372 |
| Tier 1: China | | | | - | 482,000 | 321,000 | | 167,000 | | - | 167,000 |
| <i>Program 1: Legal & Policy Reform in Collective Forests</i> | | | | | | | | | | | |
| Legal analysis of regulatory framework for collective forest transactions | | RDI | | 70,000 | 50,000 | | | 50,000 | | | 50,000 |
| Survey of economic impact of forest harvesting | | RECOFTC | | 35,000 | 25,000 | | 1st | | | | - |
| Analysis of forest policy impacts on rights and livelihoods | | ICRAF | | 50,000 | 30,000 | | | 30,000 | | | 30,000 |
| Socio-economic analysis of ecosystem protection programs' impacts on rights & livelihoods | | FT | | 98,000 | 40,000 | | | 40,000 | | | 40,000 |
| Analysis of alternative legal redress mechanisms to forest regulations | | RDI | | 45,000 | 45,000 | | 1st | | | | - |
| Article on China's tenure reform in professional journals | | PKU, RRG | | - | 2,000 | | 2nd | | | | - |
| <i>Program 2: State Forest Reform</i> | | | | | | | | | | | |
| Analysis of customary rights & fit within statutory law & regulations | | PKU, FPP | | - | 15,000 | | 2nd | | | | - |
| Analysis of state forest reforms underway and livelihoods in SW China | | ICRAF | | 47,000 | 47,000 | | 1st | | | | - |
| Analysis of forest SME & contributions to jobs & livelihoods | | PKU | | 47,000 | 47,000 | | | 47,000 | | | 47,000 |
| Analysis of forest tenure reform and climate change mitigation policy options | | IUCN-China | | 90,000 | 20,000 | | 2nd | | | | - |
| Survey of climate change activities (linked to above activity) | | FT | | - | - | | Not approved | | | | - |
| Tier 1: Nepal | | | | - | 1,053,000 | 350,000 | | 199,000 | | - | 199,000 |
| <i>Program 1: Assessment of Rights and Mobilization</i> | | | | | | | | | | | |
| Status of forest rights in Nepal: lack of progress in Terai / Himal | September | CIFOR, Forest Action | | 30,000 | 30,000 | | | 30,000 | | | 30,000 |
| Review of collaborative forest management program - impact on rights, security | September | CIFOR | | 15,000 | 15,000 | | 1st | | | | - |
| Social mobilization for community forestry expansion / constitutional recognition | | FECOFUN | | 70,000 | 70,000 | | 1st | 50,000 | | | 50,000 |
| Community forestry national resource center | | FECOFUN | | 300,000 | - | | Not approved | | | | - |
| <i>Program 2: Natural Resource Rights - Enlarging Political Base</i> | | | | | | | | | | | |
| Natural Resource Management Rights Working Group for CA | | FECOFUN | | 20,000 | 20,000 | | | 20,000 | | | 20,000 |
| Dialogue with networks / political actors for CA | | FECOFUN | | 38,000 | 20,000 | | 1st | | | | - |
| <i>Program 3: Climate Change - Respecting Rights</i> | | | | | | | | | | | |
| Assessment of CF contribution to carbon sequestration | September | IUCN | | 185,000 | 30,000 | | | 30,000 | | | 30,000 |
| Building knowledge on existing climate change schemes: impact on rights | December | RECOFTC | | 80,000 | 20,000 | | 1st | | | | - |
| Nepali handbook and dvd on climate change | July | FECOFUN | | 12,000 | 12,000 | | | 12,000 | | | 12,000 |
| International workshop on climate change options for Nepal | May | RECOFTC | | 150,000 | 35,000 | | | 35,000 | | | 35,000 |
| <i>Program 4: Poverty Reduction - Effectiveness</i> | | | | | | | | | | | |
| Analysis of CF contribution to development | December | Forest Action | | 30,000 | 30,000 | | 1st | | | | - |
| Alternative investment options for community funds | December | IC | | 10,000 | 10,000 | | | 10,000 | | | 10,000 |
| ATEMs in Nepal | | ANSAB | | 70,000 | 25,000 | | 2nd | | | | - |
| <i>Program 5: Networking and Communication</i> | | | | | | | | | | | |
| Bring federations and networks together | | FECOFUN | | 12,000 | 12,000 | | | 12,000 | | | 12,000 |
| Promote and activate multi-stakeholder policy processes | | IC | | 25,000 | 15,000 | | 1st | | | | - |
| Donor advocacy in support of community rights | | FECOFUN | | 6,000 | 6,000 | | 2nd | | | | - |
| Tier 1: Lao PDR | | | | - | 10,000 | 16,000 | | 10,000 | | - | 10,000 |
| Rubber plantations study | | RECOFTC | | - | 6,000 | | 1st | | | | - |
| Recommendations for strategy in Lao PDR | | RRG | | 10,000 | 10,000 | | | 10,000 | | | 10,000 |

* Current figure only includes committed funding reported during the 2009 Planning process. Partners contribute additional funding and in-kind staff time for RRI activities which have not yet been estimated and reported to RRI.

| RRI 2009 Proposed Activities | | | | Proposed | | | | | | |
|---|--|-----------|-------------------|-------------------------------|-----------------------|---------------------|-------------------------|--|--------------------|----------------|
| | Activity | Due Date | Lead | Funds Committed by partners * | Requested RRI funding | Revised RRI Funding | Funding Approved Jan 16 | Priority for Conditional Approval, if additional funding available | Restore RRG Budget | Revised Budget |
| Country Initiatives - Asia | Tier 2 Activities | | | - | 85,000 | 35,000 | 35,000 | | - | 35,000 |
| | Indonesia | | | | | | | | | - |
| | Workshop on conflict resolution and FPIC | December | FPP, RECOFTC | | 30,000 | 30,000 | 30,000 | | | 30,000 |
| | Thailand | | | | | | | | | - |
| | Strengthen network of CF for legal support in conflict situations | | RECOFTC | | 30,000 | - | | 2nd | | - |
| | India | | | | | | | | | - |
| | Tracking social & ecological impacts of India's Forest Dwellers Rights Act | | Kalpavriksh | | 5,000 | 5,000 | 5,000 | | | 5,000 |
| | Philippines | | | | | | | | | - |
| | Strengthen national community forest organizations | September | CIFOR | | 20,000 | - | | 1st | | - |
| | Regional Activities | | | - | 546,300 | 286,300 | 95,000 | | - | 95,000 |
| | Activate Asia policy network on forest governance and tenure reforms | | RECOFTC | | 60,000 | 40,000 | | 1st | | - |
| | Regional forest tenure conference in China | | RRI and China SFA | | 150,000 | 75,000 | 20,000 | | | 20,000 |
| | GACF: Asia: Strengthen forest community networks in region | | FECOFUN | | 90,000 | 45,000 | 45,000 | | | 45,000 |
| | Analysis of rights - dimensions of land allocations for economic concessions | | Forest Trends | | 50,000 | 30,000 | | 1st | | - |
| | Regional workshop on legal pluralism | December | FPP, RECOFTC | | 50,000 | 30,000 | 30,000 | | | 30,000 |
| | Regional networking on palm oil threats | | FPP | | 56,300 | 56,300 | | 1st | | - |
| | Rights, climate change and conflict - analysis to influence policy | | RECOFTC | | 40,000 | - | | 2nd | | - |
| | Capacity building for media advocacy | | FECOFUN | | 50,000 | 10,000 | | 1st | | - |
| Regional Facilitation & RRG Asia Program Coordination & Support | | | - | 204,172 | 204,172 | 107,982 | | 109,390 | 217,372 | |
| Regional facilitation | | RECOFTC | | 75,000 | 75,000 | 39,823 | | 35,177 | 75,000 | |
| RRG Asia Program Coordination & Support <i>Includes RRG staff time, travel, and other expenses to support Asia program management: coordination, technical assistance, contract development, M&E</i> | | RRG | | 129,172 | 129,172 | 68,160 | | 74,213 | 142,372 | |

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| RRI 2009 Proposed Activities | | | | Proposed | | | | | | |
|--|----------|---------------------------------|-------------------------------|-----------------------|---------------------|-------------------------|--|--------------------|----------------|--|
| Activity | Due Date | Lead | Funds Committed by partners * | Requested RRI funding | Revised RRI Funding | Funding Approved Jan 16 | Priority for Conditional Approval, if additional funding available | Restore RRG Budget | Revised Budget | |
| Africa | | | 562,000 | 2,194,367 | 1,240,982 | 659,000 | | 58,982 | 717,982 | |
| Tier 1: Cameroon | | | - | 570,335 | 343,000 | 28,000 | | - | 28,000 | |
| <i>Workshops</i> | | | | | | | | | | |
| Experience sharing workshop between communities in Community Forest Enterprises | | Cameroon Ecology | | 30,000 | 30,000 | | 1st | | - | |
| 4 local consultative workshops with communities for their input on legal revisions | | CED | | 67,100 | 60,000 | | 1st | | - | |
| Informative & consultative civil society workshop on REDD | | CED, IUCN | | 54,235 | 40,000 | 28,000 | 1st | | 28,000 | |
| 4 advocacy/ awareness-raising workshops with political and administrative decision makers | | Cameroon Ecology | | 134,000 | 40,000 | | 1st | | - | |
| <i>Advocacy & Lobbying</i> | | | | | | | | | | |
| Advocacy & lobbying with parliamentarians & government leaders | | IUCN, CED, CamEco, CIFOR, ICRAF | | 58,600 | 40,000 | | 1st | | - | |
| Advocacy & lobbying with MINFOF partner/ donor network (CCPM) | | IUCN, CIFOR | | 3,000 | - | | | | - | |
| Informal consultation with MINFOF partner/ donor network (CCPM) | | Cameroon Ecology, CED | | 3,000 | - | | | | - | |
| <i>ATEMs</i> | | | | | | | | | | |
| Support 3 pilot Community Forest Enterprises models | | ICRAF | | 53,000 | - | | 1st | | - | |
| Analysis of forest tenure effects on the performance, structure, and functioning of ATEMS | | ICRAF | | 13,000 | - | | 1st | | - | |
| <i>Research</i> | | | | | | | | | | |
| Legal & political analysis of community rights in Cameroon forest & land legislation | | CIFOR, CED, ICRAF, FPP | | 61,200 | 50,000 | | 1st | | - | |
| Cost/ Benefit analysis of the lack of cohesiveness between the forest law & land law | | CED | | 13,000 | 13,000 | | 1st | | - | |
| <i>Communication</i> | | | | | | | | | | |
| RRI Cameroon coalition communication strategy for a better recognition of community rights through media and visibility of RRI work in Cameroon | | Chantal Wandja/ IUCN | | 30,200 | 20,000 | | 1st | | - | |
| <i>Community Mapping</i> | | | | | | | | | | |
| Land Use Review of existing data on community land use in forest areas | | FPP, CED, ICRAF, CIFOR | | 30,000 | - | | | | - | |
| Land Use Analysis + workshop: The draft report summarizing findings of the Cameroon Land Use Review will be analyzed with partners from other Congo basin countries during a workshop in Yaoundé in early 2010 | | FPP, CED, ICRAF, CIFOR | | 20,000 | - | | | | - | |
| Tier 1: Liberia | | | - | 649,050 | 250,000 | 200,000 | | - | 200,000 | |
| <i>Community Rights Law Campaign</i> | | | | | | | | | | |
| Preparation for the implementation of the Law: advocacy | | Green Advocates & SDI | | 120,000 | 120,000 | 80,000 | 1st | | 80,000 | |
| <i>Community Mapping country-wide</i> | | | | | | | | | | |
| Phase II of a three year program: publications, dialogue, and negotiations | | FPP, Green Adv., SDI | | 164,050 | 60,000 | 60,000 | | | 60,000 | |
| <i>ATEMs/ Pit-sawing</i> | | | | | | | | | | |
| Organizational Analysis & Institutional support to pit sawyers to become a legal entity | | Green Advocates | | 60,000 | 50,000 | 40,000 | 1st | | 40,000 | |
| Pit-sawing study on the production, marketing and social and environmental impacts | | IUCN | | 40,000 | 20,000 | 20,000 | | | 20,000 | |
| Multi-stakeholder platform on pit-sawing to provide means of communication and dialogue on pit-sawing issues and for implementation of the study results | | IUCN | | 30,000 | - | | | | - | |
| <i>Advocacy, Networking, & Support</i> | | | | | | | | | | |
| Forest Democracy Initiative: building and strengthening the involvement of multi stakeholder in forest tenure reform | | Green Advocates & SDI | | 200,000 | - | | | | - | |
| Advocacy with Legislators & Government leaders | | Green Advocates | | 35,000 | - | | | | - | |

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| RRI 2009 Proposed Activities | | | | Proposed | | | | | | |
|--|----------|-----------------------------|-------------------------------|-----------------------|---------------------|-------------------------|--|--------------------|----------------|--|
| Activity | Due Date | Lead | Funds Committed by partners * | Requested RRI funding | Revised RRI Funding | Funding Approved Jan 16 | Priority for Conditional Approval, if additional funding available | Restore RRG Budget | Revised Budget | |
| Tier 2 Countries | | | 502,000 | 291,000 | 104,000 | 24,000 | | - | 24,000 | |
| Mali | | | 26,000 | 184,000 | 64,000 | 24,000 | | - | 24,000 | |
| <i>Dialogue and consultations</i> | | | | | | | | | - | |
| Workshops to inform and discuss decentralized natural resources management legal issues | | Intercooperation | | 40,000 | 20,000 | | 1st | | - | |
| Dialogues and consultations among the key actors involved in natural resources management | | ICRAF, IC, CIFOR, IUCN, RRG | | 40,000 | 20,000 | | 1st | | - | |
| <i>Local Conventions (LC)</i> | | | | | | | | | - | |
| Promotion of Local Conventions in natural resources management | | Intercooperation | | 24,000 | 24,000 | 24,000 | | | 24,000 | |
| Development of agroforestry management tools and mechanisms linked to Local Conventions & community rights | | ICRAF | | 40,000 | - | | | | - | |
| <i>Research</i> | | | | | | | | | - | |
| Analysis of agriculture law (Loi d'orientation agricole) and draft forest law | | Intercooperation | | 20,000 | - | | 1st | | - | |
| Analysis of gender opportunities and constraints in forest and non-timber forest resources | | Intercooperation | | 20,000 | - | | 1st | | - | |
| <i>Listening Learning & Sharing (LLS)</i> | | | | | | | | | - | |
| Training for local elected officials & communities in Kelka forest on forest resources and legal framework. | | IUCN | 15,000 | | | | | | - | |
| Support of Kelka Local Conventions, translation into local language, dissemination, and monitoring of the implementation | | IUCN | 11,000 | | | | | | - | |
| Burkina Faso | | | - | 107,000 | 40,000 | - | | - | - | |
| Research of rights and decentralization (proposed by regional team) | | CIFOR | | - | 40,000 | | 1st | | - | |
| 4 Dialogue and consultation meetings | | CIFOR | | 37,000 | - | | | | - | |
| Drafting national forest management plan guide | | CIFOR | | 33,000 | - | | | | - | |
| Influence the process of the drafting of forest decentralisation laws | | CIFOR | | 37,000 | - | | | | - | |
| Ghana | | | 476,000 | - | - | - | | - | - | |
| <i>Policy Research</i> | | | | | | | | | - | |
| Comparative study on forest and local government policies and legislation + workshop presentation | | CR & IUCN | 40,000 | - | | | | - | - | |
| Consolidation (research papers and pilot projects) and re-evaluation of CFE | | IUCN & FWG | 40,000 | - | | | | - | - | |
| <i>Networking</i> | | | | | | | | | - | |
| Support 3 General Meetings for Forest Watch Ghana (FWG) | | CR | 18,000 | - | | | | - | - | |
| 6 capacity building / consultation / strategy meetings for VPA Contact Group constituents | | CR & IUCN | 50,000 | - | | | | - | - | |
| 2 visioning & capacity building events for Forestry Commission Middle Level / Senior Staff | | IUCN & CR | 10,000 | - | | | | - | - | |
| <i>Media and Public Awareness creation</i> | | | | | | | | | - | |
| Analysis of public awareness of forest governance issues (especially urban middle class) | | CR | 40,000 | - | | | | - | - | |
| Develop and implement stakeholder communication plan for VPA implementation & REDD | | IUCN | 40,000 | - | | | | - | - | |
| 2 high profile / media events | | CR, IUCN, FWG | | | | | | - | - | |
| <i>Advocacy & Official Engagement</i> | | | 238,000 | - | | | | - | - | |
| Prepare briefing notes for policymakers on all aspects of the reform process | | CR & IUCN | | | | | | - | - | |
| Arrange encounters for CG members with FC managers, ministry staff & parliamentarians | | IUCN & CR | | | | | | - | - | |

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| RRI 2009 Proposed Activities | | | | Proposed | | | | | | | |
|---|--|----------|---|-------------------------------|-----------------------|---------------------|-------------------------|--|--------------------|----------------|----------------|
| | Activity | Due Date | Lead | Funds Committed by partners * | Requested RRI funding | Revised RRI Funding | Funding Approved Jan 16 | Priority for Conditional Approval, if additional funding available | Restore RRG Budget | Revised Budget | |
| Country Initiatives - Africa | Tier 3 Countries | | | 120,000 | - | - | - | - | - | - | |
| | Republic of Congo | | | | | | | | | - | |
| | Democratic Republic of Congo | | | | | | | | | - | |
| | Gabon | | | | | | | | | - | |
| | Sierra Leone | | | | | | | | | - | |
| | Gabon, Sierra Leone, and/or Tanzania | | | | | | | | | - | |
| | Regional Activities | | | 60,000 | 450,000 | 335,000 | 232,000 | | - | 232,000 | |
| | Yaounde international conference | | RRG, ITTO, FAO, MINFOF | 60,000 | 200,000 | 160,000 | 160,000 | 1st | | 160,000 | |
| | Africa regional activities: | | | | 100,000 | 50,000 | 22,000 | 1st | | 22,000 | |
| | Civil society pre-event to Yaounde conference: Review of AU / AfDB land policy process | | CR, RRG | | | | | | | - | |
| | Study on AU/ regional entities interface with African Civil Society on NR policymaking | | CR, IUCN | | | | | | | - | |
| | Parliamentarians capacity building: Develop curriculum & programme for training CWA parliamentarians on NR rights issues | | CR, FPP, IPA/ CIDA | | | | | | | - | |
| | Support regional CSO REDD advocacy meetings & promote "Foundations" support | | CR, RRG, CARE, OSIWA | | | | | | | - | |
| | Sahelian sub-regional workshop: "Moving Beyond Forestry Laws through collective learning and action (Mali, Burkina, Niger, and Senegal)" | | ICRAF, IC, CIFOR, IUCN, RRG preparation, meeting & beyond | | 50,000 | 50,000 | 50,000 | | | 50,000 | |
| | Africa Resource Rights Campaign Network: engagement and strengthening of national RRCNs in priority countries | | CR | | 100,000 | 75,000 | | 1st | | - | |
| | Regional Facilitation & RRG Africa Program Coordination & Support | | | | - | 233,982 | 208,982 | 175,000 | | 58,982 | 233,982 |
| | Regional facilitation | | CR | | | 100,000 | 75,000 | 75,000 | | 25,000 | 100,000 |
| RRG Africa Program Coordination & Support <i>Includes RRG staff time, travel, and other expenses to support Africa program management: coordination, technical assistance, contract development, M&E</i> | | RRG | | | 133,982 | 133,982 | 100,000 | | 33,982 | 133,982 | |

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| RRI 2009 Proposed Activities | | | | Proposed | | | | | | |
|---|----------|--------------------------|-------------------------------|-----------------------|---------------------|-------------------------|--|--------------------|----------------|--|
| Activity | Due Date | Lead | Funds Committed by partners * | Requested RRI funding | Revised RRI Funding | Funding Approved Jan 16 | Priority for Conditional Approval, if additional funding available | Restore RRG Budget | Revised Budget | |
| Latin America | | | - | 1,006,424 | 746,424 | 396,387 | | 70,237 | 466,624 | |
| Tier 1: Bolivia | | | - | 133,000 | 133,000 | 113,000 | | - | 113,000 | |
| ATEMs continued Research | June | CIFOR, Bolivian gov't | | 83,000 | 83,000 | 83,000 | | | 83,000 | |
| ATEMs exchange with Brazil | December | CIFOR, Bolivian gov't | | 50,000 | 50,000 | 30,000 | 1st | | 30,000 | |
| Tier 1: Guatemala | | | - | 100,000 | 100,000 | 80,000 | | - | 80,000 | |
| Peten and/or highlands activities | | ACOFOP/U'tz Che' | | 100,000 | 100,000 | 80,000 | 1st | | 80,000 | |
| Tier 2 Activities | | | - | 160,000 | 130,000 | - | | - | - | |
| Brazil, Peru, Ecuador | | | | | | | | | | |
| Amazon Regional Tenure Meeting | Nov | CIFOR, IC, IUCN, IDRC | 25,000 - 50,000 Euro | 20,000 | 20,000 | | 1st | | - | |
| Central America | | | | | | | | | | |
| Collaborative community action - cc adaptation | April | ACICAFOC | | 60,000 | 50,000 | | 2nd | | - | |
| Community Dialogue on REDD | Dec | ACICAFOC | | 20,000 | 20,000 | | 2nd | | - | |
| Nicaragua, Honduras, Panama | | | | | | | | | | |
| ATEMs and Community Forestry Dialogue | Dec | ACICAFOC | | 60,000 | 40,000 | | 2nd | | - | |
| Regional Activities | | | - | 430,000 | 200,000 | 110,000 | | - | 110,000 | |
| PES/REDD Regional Workshop | August | IC, FPP | | 60,000 | 60,000 | 40,000 | 1st | | 40,000 | |
| PES/REDD Community Information and Training | August | ACICAFOC, IC, IUCN, FPP | | 40,000 | 20,000 | 20,000 | | | 20,000 | |
| PES/REDD Dissemination outside Tier 1 countries | | FPP | | 100,000 | - | | 3rd | | - | |
| Tracking REDD (Suriname, Peru, Panama) | | FPP | | 100,000 | - | | | | - | |
| "Beyond Tenure Mapping" | | IUCN, RRG | | 25,000 | 25,000 | | 1st | | - | |
| Brazil, Peru, Bolivia, Nicaragua, Panama, Honduras Territorial Governance Studies | March | IC, CIFOR, ACICAFOC, RRG | | 75,000 | 75,000 | 50,000 | 1st | | 50,000 | |
| Latin America Regional event at World Forest Congress | Oct | all regional partners | | 30,000 | 20,000 | | 1st | | - | |
| Regional Facilitation & RRG Latin America Program Coordination & Support | | | - | 183,424 | 183,424 | 93,387 | | 70,237 | 163,624 | |
| Regional facilitation | | ACICAFOC | | 75,000 | 75,000 | 39,829 | | 35,171 | 75,000 | |
| RRG Latin America Program Coordination & Support <i>Includes RRG staff time, travel, and other expenses to support Latin America program management: coordination, technical assistance, contract development, M&E</i> | | RRG | | 108,424 | 108,424 | 53,558 | | 35,066 | 88,624 | |

* Current figure only includes committed funding reported during the 2009 Planning process. Partners contribute additional funding and in-kind staff time for RRI activities which have not yet been estimated and reported to RRI.

| RRI 2009 Proposed Activities | | | | Proposed | | | | | | | |
|------------------------------|---|--|----------|-------------------------------|-----------------------|---------------------|-------------------------|--|--------------------|----------------|--------|
| | Activity | Due Date | Lead | Funds Committed by partners * | Requested RRI funding | Revised RRI Funding | Funding Approved Jan 16 | Priority for Conditional Approval, if additional funding available | Restore RRG Budget | Revised Budget | |
| Networks | Total Networks | | | - | 575,013 | 475,013 | 224,975 | | 75,039 | 300,013 | |
| | Existing RRI-supported Networks | | | - | 225,000 | 135,000 | 60,000 | | - | 60,000 | |
| | MegaFlorestais | | | - | 95,000 | 95,000 | 50,000 | | - | 50,000 | |
| | | MegaFlorestais Meeting in British Colombia, Canada | October | RRG | | 95,000 | 95,000 | 50,000 | 1st | | 50,000 |
| | ITTO CSAG | | | - | 30,000 | 20,000 | 10,000 | | - | 10,000 | |
| | | Informal ITTO CSAG Meeting in Yaoundé | April | RRG | | 10,000 | 10,000 | 5,000 | 2nd | | 5,000 |
| | | Formal CSAG participation and engagement at ITTC Meeting in Yokohama | November | | | 20,000 | 10,000 | 5,000 | 2nd | | 5,000 |
| | Exchanges | | | - | 100,000 | 20,000 | - | | - | - | |
| | | World Forest Congress participation, other exchanges | Ongoing | RRG | | 100,000 | 20,000 | - | 1st | | - |
| | New Strategic Networks | | | - | 190,000 | 180,000 | 80,000 | | - | 80,000 | |
| | Climate Change CSAG | | | - | 190,000 | 180,000 | 80,000 | | - | 80,000 | |
| | | Climate Change Civil Society and Advisory Group meetings and consultations | February | RRG | | 20,000 | 20,000 | 20,000 | 1st | | 20,000 |
| | | Thematic meetings on strategic rights and climate change issues; including REDD program design | Ongoing | RRG | | 50,000 | 40,000 | - | 1st | | - |
| | | Annual conference on climate investments in Oslo | October | RRG, CSAG-FLCC | | 120,000 | 120,000 | 60,000 | 1st | | 60,000 |
| | RRG Networks Program Coordination & Support | | | | 160,013 | 160,013 | 84,975 | | 75,039 | 160,013 | |
| | <i>Includes RRG staff time, travel, and other expenses to support Networks program: coordination, technical assistance, contract development, M&E</i> | | | | | | | | | - | |

* Current figure only includes committed funding reported during the 2009 Planning process. Partners contribute additional funding and in-kind staff time for RRI activities which have not yet been estimated and reported to RRI.

| RRI 2009 Proposed Activities | | | | Proposed | | | | | | |
|---|---------------------|-----------------------------|-------------------------------|-----------------------|---------------------|-------------------------|--|--------------------|----------------|--|
| Activity | Due Date | Lead | Funds Committed by partners * | Requested RRI funding | Revised RRI Funding | Funding Approved Jan 16 | Priority for Conditional Approval, if additional funding available | Restore RRG Budget | Revised Budget | |
| Total Strategic Analysis | | | - | 1,050,170 | 694,170 | 368,482 | | 134,388 | 502,870 | |
| Realizing Rights | | | - | 347,000 | 126,000 | 45,000 | | - | 45,000 | |
| Technical briefs on lessons for clarifying, recognizing and strengthening rights | | | | | | | | | - | |
| Examples: Brazil Terras Indigenas, Mozambique delimitations, Bolivia TCOs, Dryland forests, Tanzania PFM and Village Land Act, CIFOR analyses | June | RRG, FPP, IUCN, CIFOR, ISA | | 50,000 | 50,000 | 24,000 | 2nd | | 24,000 | |
| Analyses of recent forest/tenure reforms and their impacts | | | | | | | | | - | |
| Examples: Liberia CRL, India Forest Rights, China tenure reform, Brazil Family and Community Forestry | May | RRG, PKU | | 30,000 | 30,000 | 8,000 | 1st | | 8,000 | |
| Analyses of critical cross-cutting issues and experiences | | | | | | | | | - | |
| Rights and Tenure - Beyond tenure, bundle of tenure rights, regional briefs | June, September | FPP, CIFOR, RRG | | 29,000 | 29,000 | 2,000 | 2nd | | 2,000 | |
| Regulations | September | RRG | | 5,000 | 5,000 | 5,000 | | | 5,000 | |
| Working groups - RRI learning (gender, mapping, zoning/regulations) | December | TDI, FPP, RRG | | 12,000 | 12,000 | 6,000 | 2nd | | 6,000 | |
| Land grabs - Advisory on ILC commercial pressures on land program | February, September | RRG | | - | - | - | | | - | |
| New conservation models study | | FPP | | 221,000 | - | - | | | - | |
| Pilot | | | | | | | | | - | |
| Pilot forest tenure mapping, documenting tenure systems, and land-use conflict resolution capacity building | | RRG | | | - | - | | | - | |
| Rights, REDD and Climate Change | | | - | 261,000 | 151,000 | 140,500 | | - | 140,500 | |
| REDD | | | | | | | | | - | |
| Report: Update to Seeing REDD?: Forests, Climate Change Mitigation and Rights | January | FPP | | 5,000 | 5,000 | 5,000 | | | 5,000 | |
| Policy brief on Rights and REDD: Efficiency, Effectiveness and Equity | June | CIFOR | | 10,000 | 10,000 | - | 1st | | - | |
| Carbon rights | | | | | | | | | - | |
| Analysis of Who Owns the Carbon? And follow-on regional perspectives workshops | January, April | UoF, RRG, FPP | | 90,000 | 40,000 | 39,500 | | | 39,500 | |
| Legal analysis and briefs on Forest Carbon Transactions | September | FT, IUCN | | 90,000 | 30,000 | 30,000 | | | 30,000 | |
| Carbon funds | | | | | | | | | - | |
| Analysis of program design of UN and WB forest-climate funds | October | FPP, IC, RRG | | 36,000 | 36,000 | 36,000 | | | 36,000 | |
| Review of WB RPINs and RPLANS and how they address tenure and rights (survey with national and local partners) | October | FPP, ACICAFOC, RECOFTC, RRG | | 20,000 | 20,000 | 20,000 | | | 20,000 | |
| Drivers of Deforestation and Degradation | | | | | | | | | - | |
| Comparative assessments in target countries of the drivers of deforestation and degradation | | RRG | | | | | | | - | |
| UNFCCC | | | | | | | | | - | |
| Preparation of optional text addressing tenure rights for UNFCCC | March | RRG, CIEL | | 10,000 | 10,000 | 10,000 | | | 10,000 | |
| ATEMS and economic models | | | - | 106,600 | 81,600 | 26,000 | | - | 26,000 | |
| Concept note and methodology for analysis of industrial concession models in Central Africa | May | UBC, RRG | | 15,000 | 20,000 | - | 2nd | | - | |
| Initiate work on concession industry sector analysis | July | UBC, RRG | | 30,000 | - | - | | | - | |
| Summary of ATEMS Africa for Yaounde | April | RRG | | 10,600 | 10,600 | 10,000 | | | 10,000 | |
| Publish 4 ATEMS country analyses (Cameroon, Gambia, Ghana and Liberia) | April | RRG | | 16,000 | 16,000 | 16,000 | | | 16,000 | |
| Expert meeting on reforming regulations and policy brief | September | RRG | | 35,000 | 35,000 | - | 2nd | | - | |
| Conflict | | | - | 9,000 | 9,000 | 4,800 | | - | 4,800 | |
| Initiate work on REDD and Conflict Management Capacity-building | June | RECOFTC and RRG | | 5,000 | 5,000 | 4,800 | | | 4,800 | |
| Concept note and affinity group on conflict | September | RECOFTC and RRG | | 4,000 | 4,000 | - | 1st | | - | |
| Tracking RRI Targets (on tenure and poverty) | | | - | 40,000 | 40,000 | - | | - | - | |
| Website architecture developed, tested and put online | September | RRG, CIFOR | | 20,000 | 20,000 | - | 1st | | - | |
| First results inserted, county list expanded and updated | November | RRG, CIFOR | | 20,000 | 20,000 | - | 1st | | - | |
| RRG Program Support for Strategic Analysis | | | | 286,570 | 286,570 | 152,182 | | 134,388 | 286,570 | |
| <i>Includes RRG staff time, travel, and other expenses to support Strategic Analysis program: coordination, technical assistance, contract development, M&E</i> | | | | | | | | | | |

* Current figure only includes committed funding reported during the 2009 Planning process. Partners contribute additional funding and in-kind staff time for RRI activities which have not yet been estimated and reported to RRI.

| RRI 2009 Proposed Activities | | | | Proposed | | | | | | | |
|--|---|---|--------------------------|-------------------------------|-----------------------|---------------------|-------------------------|--|--------------------|----------------|--------|
| | Activity | Due Date | Lead | Funds Committed by partners * | Requested RRI funding | Revised RRI Funding | Funding Approved Jan 16 | Priority for Conditional Approval, if additional funding available | Restore RRG Budget | Revised Budget | |
| Global Campaign | Total Global Campaign | | | - | 461,662 | 461,662 | 205,479 | | 126,784 | 332,262 | |
| | Representation & Outreach | | | - | 110,000 | 110,000 | 22,000 | | - | 22,000 | |
| | | Seminars and public meetings with UNFCCC; REDD Contact Group; UNREDD; World Bank on forest-climate program design | April, June and December | RRG | | 20,000 | 20,000 | 10,000 | 1st | | 10,000 |
| | | Washington training workshop on tenure rights for REDD-engaged conservation organizations | November | RRG | | 15,000 | 15,000 | 12,000 | 1st | | 12,000 |
| | | Washington high-level conference on accelerating tenure reforms in context of climate change initiatives | | RRG | | 75,000 | 75,000 | - | 2nd | | - |
| | Communication | | | - | 129,500 | 129,500 | 65,500 | | - | 65,500 | |
| | Support Partner communication efforts | | | - | 55,500 | 55,500 | 20,500 | | - | 20,500 | |
| | | Advocacy scoping workshop in Africa | May | RRG | | 30,000 | 30,000 | - | 2nd | | - |
| | | Communications working group | April | RRG | | 500 | 500 | 500 | | | 500 |
| | | REDD Media | | RRG | | - | - | - | | | - |
| | | Media/advocacy materials | Ongoing | RRG | | 25,000 | 25,000 | 20,000 | 1st | | 20,000 |
| | Maintain active online presence for RRI | | | - | 31,000 | 31,000 | 15,000 | | - | 15,000 | |
| | | Communicate RRI activities and impacts | Ongoing | RRG | | 6,000 | 6,000 | 5,000 | | | 5,000 |
| | | RRI Targets website launch | December | RRG, CIFOR | | 5,000 | 5,000 | - | 1st | | - |
| | | RRI Climate website | | RRG | | - | - | - | | | - |
| | | Manage multi-lingual web platform | | RRG | | 20,000 | 20,000 | 10,000 | 2nd | | 10,000 |
| | Communications Products & Publications | | | - | 43,000 | 43,000 | 30,000 | | - | 30,000 | |
| | RRI Print Representation & Products | | | | | | | | | | |
| | | RRI Brochure and general print outreach | February - March | RRG | | 4,000 | 4,000 | 3,500 | | | 3,500 |
| | Publication Design & Printing | | | | | | | | | | |
| | | Short briefs standard design, layout & printing | Ongoing | RRG | | 13,000 | 13,000 | 7,000 | 1st | | 7,000 |
| | | Long report standard layout & printing | Ongoing | RRG | | 14,000 | 14,000 | 12,500 | | | 12,500 |
| | Publication Dissemination | | | | | | | | | | |
| | Report Distribution - Shipping to Partners & general distribution postage | Ongoing | RRG | | 12,000 | 12,000 | 7,000 | 2nd | | 7,000 | |
| RRG Program Support for Global Campaign | | | | 222,162 | 222,162 | 117,979 | | 126,784 | 244,762 | | |
| | <i>Includes RRG staff time, travel, and other expenses to support Global Campaign program: representation, coordination, technical assistance, contract development, M&E</i> | | | | | | | | | | |
| SRM | Strategic Reponse Mechanism | | | - | 334,923 | 334,923 | 170,432 | | 20,545 | 190,978 | |
| | Collaborative Agreements under the SRM | | | | 306,950 | 306,950 | 163,005 | 1st | | 163,005 | |
| | RRG Program Support for SRM | | | | 27,973 | 27,973 | 7,427 | | 20,545 | 27,973 | |
| | <i>Includes RRG staff time, travel, and other expenses to support Strategic Response Mechanism: assessment, coordination, technical assistance, contract development, M&E</i> | | | | | | | | | | |

* Current figure only includes committed funding reported during the 2009 Planning process. Partners contribute additional funding and in-kind staff time for RRI activities which have not yet been estimated and reported to RRI.

| RRI 2009 Proposed Activities | | | | Proposed | | | | | | |
|---|----------|----------------------|-------------------------------|-----------------------|---------------------|-------------------------|--|--------------------|----------------|--|
| Activity | Due Date | Lead | Funds Committed by partners * | Requested RRI funding | Revised RRI Funding | Funding Approved Jan 16 | Priority for Conditional Approval, if additional funding available | Restore RRG Budget | Revised Budget | |
| Total Coordination & Operations | | | - | 1,043,262 | 1,029,654 | 621,363 | | 363,678 | 985,041 | |
| Coordination | | | - | 721,519 | 716,519 | 381,204 | | 320,844 | 702,049 | |
| Governance | | | - | 60,000 | 60,000 | 28,000 | | 5,000 | 33,000 | |
| January Governance Meetings | January | RRG | | 30,000 | 30,000 | 28,000 | | (3,000) | 25,000 | |
| Mid-year Governance Meetings | August | RRG | | 30,000 | 30,000 | - | 2nd | 8,000 | 8,000 | |
| Regional Planning | | | - | 119,000 | 119,000 | 60,000 | | 59,000 | 119,000 | |
| Africa Regional & Tier 1 Country Planning | Ongoing | Civic Response & RRG | | 42,000 | 42,000 | 20,000 | 1st | 22,000 | 42,000 | |
| Asia Regional & Tier 1 Country Planning | Ongoing | RECOFTC & RRG | | 55,000 | 55,000 | 25,000 | 1st | 30,000 | 55,000 | |
| Latin America Regional & Tier 1 Country Planning | Ongoing | ACICAFQC & RRG | | 22,000 | 22,000 | 15,000 | 1st | 7,000 | 22,000 | |
| Monitoring, Evaluation & Learning System | | | - | 197,242 | 197,242 | 130,571 | 1st | | 130,571 | |
| <i>Includes Independent Monitor consultants PSS staff time, travel for assessment visits to select partners and events, and other expenses.</i> | | | | | | | | | - | |
| RRG Program Costs for Coordination & Operations | | | | 345,277 | 340,277 | 162,633 | | 256,844 | 419,477 | |
| <i>Includes RRG staff time, travel, and other expenses to support Coordination program and operations: coordination, technical assistance, contract development, M&E, financial management, fundraising, institutional management, facilities & IT, HR, donor relations</i> | | | | | | | | | - | |
| Operations | | | - | 321,742 | 313,134 | 240,158 | | 42,834 | 282,992 | |
| <i>Facilities (Rent, utilities, cleaning, insurance, depreciation)</i> | | | | 110,158 | 110,158 | 110,158 | | | 110,158 | |
| <i>Financial Services & Fees (Accountant, audit, bank, payroll, legal, tax filing)</i> | | | | 69,850 | 69,850 | 62,000 | 2nd | 7,850 | 69,850 | |
| IT & Communications | | | | | | | | | - | |
| <i>Recurring costs (Phone lines, fax, cell phones, IT support, internet)</i> | | | | 49,984 | 49,984 | 42,000 | 2nd | 7,984 | 49,984 | |
| <i>Computer & peripherals replacement & basic software</i> | | | | 8,000 | 8,000 | 4,000 | 2nd | 4,000 | 8,000 | |
| <i>Technology Upgrades</i> | | | | 48,750 | 40,142 | 5,000 | 1st | 5,000 | 10,000 | |
| <i>Other equipment & furniture</i> | | | | 6,000 | 6,000 | | 2nd | 6,000 | 6,000 | |
| <i>Office supplies, postage, shipping, subscriptions, etc.</i> | | | | 24,000 | 24,000 | 15,000 | 2nd | 9,000 | 24,000 | |
| <i>Other costs</i> | | | | 5,000 | 5,000 | 2,000 | 2nd | 3,000 | 5,000 | |
| | | | | | | | | | - | |

* Current figure only includes committed funding reported during the 2009 Planning process. Partners contribute additional funding and in-kind staff time for RRI activities which have not yet been estimated and reported to RRI.

**Rights and Resources Initiative
2009 Revenue Allocation Summary**

| | |
|---------------------------------|------------------|
| Revenue | |
| Total Confirmed Revenue* | 4,208,600 |

Expenses

| | |
|---------------------------------|-----------|
| Board-approved expenses, Jan 16 | 3,260,100 |
|---------------------------------|-----------|

| | |
|-------------------------|---------|
| Restore RRG core budget | 959,042 |
|-------------------------|---------|

| | |
|-----------|-----------|
| sub-total | 4,219,142 |
|-----------|-----------|

| | |
|------------------------------|---------|
| Priority: Yaoundé Conference | 214,000 |
|------------------------------|---------|

| | |
|---------------------------------------|--------|
| Commitments to NORAD / Climate Change | 70,000 |
|---------------------------------------|--------|

| | |
|-------------------------------|------------------|
| Revised total expenses | 4,503,142 |
|-------------------------------|------------------|

| | |
|----------------------------|------------------|
| Unallocated Revenue | (294,542) |
|----------------------------|------------------|

* with currency hedge

Annex II. Minutes from the 2009 Governance Meetings

Included in the following pages are Board and Partner minutes from the following meetings

- January 2009 Governance Meetings
- May 2009 Governance Meetings
- November 2009 Governance Meetings

RRI Board Meeting Minutes, January 2009

To: The Board of Directors of the Rights and Resources Group
From: Marcus Colchester, Secretary
Date: January 23, 2009
Re: Board Meeting, Royal Oak Maryland, United States

The 9th Board Meeting of the Rights and Resources Group took place January 14-16 2009 in Royal Oak Maryland, United States. Meetings were held at the Osprey Point Retreat Center from 7:00 – 9:00am on Thursday January 15th and from 12:00 – 5:00pm on Friday January 16th. Present were Board members Doris Capistrano (Chair), Marcus Colchester (Secretary), Kyeretwie Opoku (Executive Committee), Jürgen Blaser, Alberto Chinchilla, Yam Malla, Ghan Shyam Pandey, Don Roberts and Andy White.

At the open session on Thursday January 15th, Stephen Kelleher (IUCN), Edmund Barrow (IUCN) and Ujjwal Pradhan (ICRAF) observed as representatives of Partner Organizations. John Hudson, Anna Nilsson, and Margareta Nilsson observed the open session as donor representatives. Rights and Resources Group (RRG) staff present at the open session included Arvind Khare, Megan Liddle, James Christopher Miller and Augusta Molnar.

The session on Friday January 16th was closed to observers and included Board Members only, with Augusta Molnar attending for one hour as a translator for Alberto Chinchilla.

The Board met during the January 2009 RRI Governance Meetings, which took place January 14-16 2009 at the Osprey Point Retreat Center in Royal Oak Maryland, United States. The Board meeting was preceded by a meeting of RRI Partners. Minutes from the Partner meeting are presented separately.

Doris Capistrano convened the meeting of the Board at 7:00am on Thursday January 15th. Doris extended a warm welcome to the two new members of the Board, Don Roberts and Ghan Shyam Pandey. Doris thanked departing Board members Yati Bun, Michael Jenkins and Stewart Maginnis for their valuable service and dedication to the Rights and Resources Initiative.

Andy White welcomed all to Osprey Point and thanked those who had traveled far to join the meeting. He recalled that the governance structure for RRI has continued to mature, as demonstrated by the Partner meeting on the afternoon prior and which has now been established as an integral part of RRI governance. Andy recalled that in the Partner meeting, representatives from Partner institutions represent the interests of their organizations as members of the coalition. In the Board meeting, Board members serve as individuals not as formal representatives of their organizations.

The agenda for the board meeting is attached as Annex I.

Resolutions

1. Marcus Colchester (Secretary) reviewed the minutes and resolutions from the 8th Board meeting held in Cheltenham, United Kingdom in July 2008. Kyeretwie Opoku motioned to approve the minutes, Don Roberts seconded, and the minutes were unanimously approved by the Board.
2. The Board made slight modifications to the RRI 2009 work plan, budget and prioritization of activities revised during the Governance Meetings and submitted to the Friday afternoon Board Meeting by RRG.
 - a. The modified \$3.2m budget was unanimously approved. Kyeretwie Opoku motioned and Yam Malla seconded. The final approved work plan and budget are presented separately.
 - b. The Board granted approval to the \$6.2m work plan and budget prepared during the governance meetings should additional funding become available, with adoption of this plan and budget conditional

upon a majority vote by the Board at a later date. (For more detail, see Note 2).

3. The Board unanimously resolved to approve The Samdhana Institute as a Partner in the RRI. Marcus Colchester recused himself from the decision. Ghan Shyam Pandey motioned and Yam Malla seconded the resolution.
4. The Board unanimously resolved to invite Victoria Tauli-Corpuz to the Board of Directors, starting immediately. Kyeretwie Opoku initiated the motion and Marcus Colchester seconded.
5. The Board recorded its appreciation for the service of Stewart Maginnis in serving on the Board of Directors and his enthusiasm and dedication to the creation of the Rights and Resources Initiative. The Board determined to fill this newly vacant seat consistent with the approved schedule, keeping the seat available for the next independent Board member.
6. The Board unanimously resolved to invite Doris to extend her term as Chair of the Board for one more year, in anticipation of the identification of a new Chair in the next year. The Board recorded deep appreciation to Doris for her service above and beyond the call of duty and her dedication to the Rights and Resources Initiative. Marcus initiated the motion and Kyeretwie seconded. Doris accepted the invitation.
7. The Board unanimously resolved to invite Don Roberts to serve as Treasurer, to begin full responsibilities at the next meeting of the Board. Doris initiated the motion and Marcus seconded. Don accepted the invitation.
8. The Board unanimously resolved to establish Audit and Governance Committees. The committees will include the Treasurer as chair, and at least one independent member of the Board. Marcus motioned and Kyeretwie Opoku seconded the resolution.
9. The Board unanimously resolved to request that RRG develop a "Crisis Management" plan explaining steps it would undertake if the President or Directors were suddenly not available to undertake their responsibilities. Don initiated the motion and Kyeretwie seconded.
10. The Board unanimously resolved to approve the Whistleblower policy proposed by RRG. Yam initiated the motion and Don seconded. The policy will go into effect immediately.
11. The Board unanimously resolved to approve the Record Keeping policy proposed by RRG. Ghan Shyam initiated the motion and Marcus seconded. The policy will go into effect immediately.

Notes

1. 2008 Finances

In the absence of the Treasurer Stewart Maginnis, Andy invited Arvind Khare to present to the Board a brief review of the financial status of RRG in 2008. Arvind presented the draft Profit & Loss statement for FY 2008 and draft Balance Sheet statement as of 31 December 2008. He noted that the statements reflect the delayed availability of funds and subsequent delayed planning process for RRI activities in 2008 and thus implementation of activities crunched into the last two quarters of 2008. Arvind noted that the audit of 2008 statements will begin in the next few weeks for completion in March.

Andy noted that due to currency fluctuations, RRG received approximately \$330,000 USD less than anticipated in 2008 because of the rapid rise of the US \$ relative to the currencies of donor commitments.¹ Board members noted that RRG is now greatly exposed to the financial crisis and fluctuations in exchange rates. The Board decided that this issue should be considered when discussing the budget for 2009.

2. 2009 Finances & Budget

Andy introduced the Estimated Revenue for 2009 for RRI and noted that the current requests for funding from Partners far exceed committed funding. Total requests from country and regional meetings totaled \$8.73m. Current confirmed revenue for RRI in 2009 is \$2.58m. Including

¹ This amount has now reached \$500,000 USD.

prospective funding commitments not yet confirmed, estimated secure revenue for RRI in 2009 is likely to be \$3.58m. Prior to the RRI Governance meetings, RRG adjusted the budget requested by regional teams down to a total of \$6.2m, the maximum amount of estimated revenue RRG felt it would be likely to raise.

During the first session of the Board meeting on Thursday morning, the Board identified the need to hedge against the risk of the US \$ appreciating further against donor currencies, and suggested that the agreed budget should be 10% less than the estimated secure revenue for 2009. The Board asked that RRG and Partners prepare a budget not to exceed \$3.2m (equivalent to a 47% cut) and a second, conditional budget and work plan for activities totaling \$6.2m if additional funding is secured.

During the second session of the Board meeting on Friday, the Board considered the revised budgets and work plans totaling \$3.2m and \$6.2m.

- a. Reviewing the cuts identified by RRG to reduce its own budget 47%, a view was expressed the proposed cuts in RRG staff, benefits and strategic reflection, risked the viability of RRG. There was a question whether the full RRG budget was an increase, and Andy clarified not. The Board concurred that if funding to RRG remained so limited it would risk undermining the value and progress of the coalition.
- b. Members of the Board noted that in the future the coalition should hold an explicit discussion and make a decision regarding the distribution of funding among programs and between regions. Members of the Board also recommended that if additional funding is secured, replenishment of the Strategic Response Mechanism should precede that of program activities.

3. Recommendations from the Partner Meeting

Yemi Katerere, Chair of the Partner group, reported to the Board on the discussion and recommendations in the Partner Meeting on the previous day. Partners recommended:

- a. That Samdhana be accepted as a Partner in the RRI
- b. That Partners will focus on improving effectiveness in collaboration through RRI. This will include:
 - i. Identifying (when appropriate) a lead person for any RRI activities in-country. Clearly identifying activity leads may help to avoid confusion, improve communication, and facilitate clear and strategic responses to unexpected issues and obstacles;
 - ii. Improving documentation of the process of designing and establishing activities in each country, especially to avoid the problem of different Partners having different recollections of what happened and when. We may want to consider establishing some kind of web-based system to make this information easily accessible; and
 - iii. Conducting rigorous advance planning to identify gaps in information and differences of opinion over substance and strategy.
- c. That Partners need to improve communication within their own organizations about RRI and the RRI agenda and programs – especially better briefing of staff new to RRI before they attend RRI planning meetings or engage in RRI activities. RRG can also help support better communication to Partner staff working in the field.
- d. That Partners active in the Asia region should meet and make a recommendation on Indonesia as a Tier 1 or Tier 2 country. [This was later carried out and it was agreed that Indonesia should become a Tier 1 country].

Partners also considered four strategic issues that arose in the Global Scan opening brainstorm on the previous day. There was not sufficient time to fully discuss these issues, and the Board and Partners may want to revisit these at a later date:

- e. How can we leverage the full potential of RRI? There was a sense that we've improved our collaboration at the country level but not yet taken full advantage of the power of the coalition at the global level. Given our collective recognition of the urgency to focus on REDD and climate change, there was active discussion on how we can leverage our potential to make a difference in the REDD agreement and climate change responses.
 - f. How do we balance advocacy and analysis?
 - g. How do we better adhere to the opinions and agendas emerging from community groups and social movements? For example, many of these groups are opposed to carbon markets.
 - h. Should we expand beyond our current scope, bringing in other natural resource themes such as water?
 - i. How can we engage more effectively with conservation organizations, which are increasingly seen as an unwelcome intermediary between local organizations and development processes?
4. The Board thanked Yemi for volunteering to serve as Chair of the Partner meeting and for facilitating and reporting back so thoroughly. On behalf of the Board, Doris noted with pleasure that the Partner Meeting is consolidating as a mechanism for Partners to discuss and help govern the coalition.

5. Strategic Planning and Budgeting

The Board reviewed recommendations arising during the Partner and regional team meetings regarding how to improve the strategic planning process in 2009, and agreed that the coalition should focus more on improved collaboration and strategic synergy, and less on funding activities from RRI Framework funds. It was agreed that there was a need to better leverage Partner funding, technical contributions and collaborative energy to result in greater collaboration and synergies. It was also agreed that longer-term planning should be instituted.

There was also lengthy discussion during the Partner and regional team meetings regarding the allocation of funds raised for the work of the coalition. It was recommended that, in future: clear guidance should be given to Partners about the sums available for collaborative work; the regional planning meetings should be held earlier in the year (September was suggested); the RRG should confer iteratively with Partners before adjustments were made to proposed activities and budgets; there's a need to strengthen Partner involvement in the prioritization of global level activities, and the process established should ensure a sense of "procedural justice" in the preparation of plans and budgets for RRI.

The Board considered whether to set parameters for fund distribution among Programs and among regions within Country Initiatives. This will be revisited at the next meeting, before the start of the next planning cycle. Funding distribution (and all guidelines) must be based on strategic goals.

6. Fundraising

In response to misunderstanding between several Partners and a donor, the Board reviewed the fundraising rules detailed in the Memorandum of Understanding (MOU) between Partners. The Board recalled that only proposals developed in collaboration with RRG can be denominated RRI proposals and can bear the RRI logo on the cover. Partners are of course free to mention that they are Partners of RRI in their proposals that are independent of RRI, but should circulate their independent proposals to other Partners if those Partners are implicated in the proposal.

7. Collaboration and Information-Sharing across Institutions

Board members commented that all need to do more to involve and inform Partner staff and encourage learning and sharing across organizations, regions and levels.

It was recognized that there is a need to better engage local staff of Partners in RRI planning and strategy. At the same time, it was recognized that even if individuals are present in countries

where RRI is working, individuals on staff in Partner organization may not necessarily have the capacity or the inclination to support the RRI agenda.

Rather, it is often representatives of local organizations that are not involved, informed and embedded in the policy reform process, and that RRI has decided it is these actors that we need to support and listen to. Planning and collaborative activities need to take this into account and the coalition cannot rely overly on local representatives in Partner organizations to drive the process. Country-level strategies and regional teams must prioritize engagement with social movements and local constituencies who should (and can) drive the reform process.

8. Coalition Business

- a. Regarding the application for Partnership from The Samdhana Institute, the Board reviewed the long history of collaboration between Samdhana and RRI and reviewed the strong endorsement from Partners that Samdhana be admitted to the partnership. The Board resolved to invite Samdhana to become a Partner (see Resolution #3.)
- b. Regarding CARE-Denmark, the Board discussed their standing request to become a Partner and determined that the precondition for collaboration with existing RRI activities and Partners has not yet been met.
- c. In compliance with the clause in the Memorandum of Understanding among Partners (clause 17):

“After eighteen (18) months from the date of initial execution and again after three (3) years, the Board of Directors of the RRG will conduct a review to monitor and assess the effectiveness of this Memorandum of Understanding and recommend modifications or extensions for consideration, and approval by all Parties. This review will be led by an RRG Board member, external to Partner organizations.”

The Board agreed to begin the process of reviewing the effectiveness of the MOU at the next Board meeting. The Board agreed to explore the willingness of the Independent Monitor team to collect this input and package it for collective review at the next Board meeting. In compliance with the text of the MOU, this process will be overseen by independent Board member Don Roberts.

- d. The Board endorsed the decision to invite Madhu Sarin and Xu Jintao to become Fellows of the Rights and Resources Initiative.

9. Board Business

- a. The Board reviewed the roles of Treasurer, the conduct and presentation of the financial audit, how to avoid potential conflicts of interest in the allocation of funds. In this context the incoming Treasurer, Don Roberts, with support from Andy, recommended the establishment of Audit and Governance committees. Such committees would reflect best practice in the corporate sector and an emerging best practice in the NGO sector. The Board unanimously resolved to establish Audit and Governance Committees and agreed that these committees would be composed of non-Partner members of the Board, including the Treasurer as chair, and independent members of the Board. RRG, with support from Don, will draft a terms of reference for submission to the Board at an upcoming Board meeting. These bodies would also ensure that Partners had recourse to independent bodies to raise any concerns they might have (See Resolution 8).
- b. The Board reviewed the exposure of RRG and RRI to crisis if its leadership were suddenly unable to perform their duties. Don recommended that RRG establish a “Crisis Management Plan” and the Board supported this recommendation.
- c. Andy also presented proposed “Whistleblower” and “Record-Keeping” policies for consideration of the Board, both reflecting latest best practice in the NGO governance. The Board reviewed both and unanimously supported adoption.

- d. All Board members signed the annual conflict of interest statement for 2009.
10. The Board reviewed the performance of the RRI Coordinator/President of the Rights and Resources Group in 2008. 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 seek additional funding for the RRI Framework and RRI activities and will report back to the Executive Committee of the Board on progress.
3. RRG will develop a "Crisis Management" plan for presentation to the Board at the next meeting of the Board.
4. RRG will explore the willingness of the Independent Monitor team to collect input on the effectiveness of the MOU for the Board, and will report back to the Executive Committee and Don Roberts.
5. RRG will consult with the Treasurer and independent members of the Board to develop Terms of Reference for the new Audit and Governance Committee of the Board. These Terms of Reference will be considered by the Board at the next Board meeting.
6. The next meeting of the Board will be held before or after the RRI ITTO conference in Yaoundé in May 2009. The meeting is tentatively scheduled for May 30, 2009.

RRI Partner Meeting Minutes, January 2009

Prepared by Rights and Resources Group

21 January 2009

The third RRI Partner meeting was held during the January 2009 RRI Governance Meetings, held January 14-16 2009 at the Osprey Point Retreat Center in Royal Oak, Maryland, United States. The Partner meeting was held Wednesday January 14th from 1:30pm – 5:30pm, chaired by Yemi Katerere of CIFOR.

Participants in the Partner meeting included:

- ACICAFOC – Alberto Chinchilla, Iliana Monterroso
- CIFOR – Yemi Katerere, Peter Cronkleton, William Sunderlin
- Civic Response – Kyeretwie Opoku
- FECOFUN – Ghan Shyam Pandey
- Forest Peoples Programme – Marcus Colchester
- Forest Trends – Kerstin Canby
- FPCD – No representative present
- Intercooperation – Jürgen Blaser, Jane Carter
- IUCN – Stephen Kelleher, Edmund Barrow
- RECOFTC – Yam Malla
- World Agroforestry Centre – Ujjwal Pradhan
- RRI Coordinator – Andy White

Augusta Molnar (RRG) participated as translator for Alberto Chinchilla, and Megan Liddle (RRG) participated as note keeper. Chip Fay (Samdhana) participated as an observer, joining the group after the membership of Samdhana was considered by the Partners.

The Partner meeting took place during the RRI Governance Meetings of January 14-16 2009. As part of RRI Governance, the Partner meeting complemented a program discussion, a meeting of donors, and a meeting of the Board of Directors of Rights and Resources Group. Minutes from the Donor and Board meetings are presented separately.

Partner representatives reviewed the draft outcomes and agenda prepared by the Chair, revising it to include discussion of the application for membership from the Samdhana Institute. The revised agenda is included below.

Agenda

1. Consider the application for RRI membership from the Samdhana Institute and agree on a recommendation from Partners to the Board of Directors.
2. Discussion on Operationalizing RRI Collaboration
 - a. Ideas for better-operationalizing RRI activities into Partner work programs. How to achieve advance planning of RRI activities to accommodate integration into Partner work programs? How to facilitate clear definition of Partner roles and responsibilities in collaborative activities?
Introduced by Edmund Barrow
 - b. How do Partners decide when an activity should be designated as an RRI activity? Do we need a protocol to guide Partners in this distinction?
Introduced by Yemi Katerere
3. Discussion on the Regional Strategy and Planning Process.
 - a. Lessons learned this year
 - b. How can we ensure that Tier 2 country and regional activities are strategic and truly collaborative?
Introduced by Kerstin Canby
4. Discussion on Effective Information-Sharing Among Partners
 - a. How can Partners share information on RRI within their organizations? How can we deepen engagement with RRI?
 - b. How should we adequately brief staff newly engaging with RRI activities?
5. Discussion of questions from the Global Scan Opening Session:
 - a. How do we balance advocacy and analysis?
 - b. Should we expand beyond the current scope of analysis and action within RRI? (Should we be more specifically focused within a field like forestry and right? Should we be less focused?)
 - c. How do we deal with the big international conservation organizations? Do we work with them? Do we work against them? How do we approach them?
 - d. How should we be engaging to shape the REDD agenda?
6. Update on Program Coordination and Budgets for 2009
Introduced by Andy White, RRI Coordinator

Decisions

1. Partners recommend to the Board that The Samdhana Institute become a full Partner in the RRI, recognizing that Samdhana has been a valued and active collaborator engaging in RRI activities and a long history of working collaboratively with individual Partner organizations before the creation of RRI.
2. We need to facilitate better advance planning, discussion and coordination among Partners. Partners agreed:
 - a. To identify a lead person or persons for specific RRI activities or country activities.
 - b. To focus on improving advance planning and calendar sharing. There is a shared calendar accessible to all RRI Partners and collaborators on the RRI intranet. (Access: www.rightsandresources.org/intranet, username: RRI, password: rights)
 - c. When it is not clear whether a specific activity is or is not an “RRI activity” or if there is not agreement among Partners about how to engage, all Partners involved must discuss the situation and agree on steps forward. The lead person for each activity can assist in facilitating these discussions as necessary.
 - d. We need to improve communication between regional RRI teams about what is going on in the Initiative.
 - e. We need to improve communication within Partner organizations about RRI goals, function and activities. This will be a big challenge, in particular for large organizations with offices in many different locations.
 - f. We will consider setting up a web-based system for sharing among Partners progress on projects, draft documents, and documenting chronologies of activities as they are completed. Such a system will require discipline in sharing information and clear definition of information-sharing responsibilities.
3. In order to advance the goals of better leveraging the power of the coalition and more vigorously engaging in climate change activities, Partners considered how RRI should engage with the REDD agenda and shaping of the REDD agreement and mechanisms. Two proposals emerged:
 - a. RRI will consider engaging with the Forest Carbon Partnership Facility (FCPF) through the FCPF meetings planned through the year – taking advantage of Jürgen Blaser’s engagement with FCPF as chair of the External Advisory Group advising the FCPF.
 - b. RRI will consider a high-level event to leverage the power of the coalition to influence decision-makers, including government negotiators focused on climate change, and organized in tandem with an FCPF or an FIP meeting.

Discussion

Application to become an RRI Partner from The Samdhana Institute

1. Partners discussed the added value Samdhana would bring to the group of Partners in the coalition, noting that the Samdhana focus on rights and livelihoods fits neatly with the RRI vision and the coalition’s agenda. As a Fellow of Samdhana, Marcus recused himself from the decision and described his understanding of Samdhana’s vision to become a center of knowledge-sharing between experienced activists and new activists emerging in the fields of resource use and human rights. Partners present at the meeting unanimously agreed to recommend to the Board that Samdhana be accepted as a full Partner in the coalition.

Operationalizing RRI collaboration & effective information-sharing among Partners

1. Partners raised questions about what constitutes an RRI activity and how Partners should mediate contestation when two members of the coalition disagree. Representatives discussed activities in Liberia, where over the past year there has been much discussion of what “RRI” is or is not doing in support of the Partners and collaborators active there. All agreed that in a coalition

the best way for resolving these problems is to bring together all involved for frank and open discussion.

2. What happens within RRI when RRI is perceived as causing problems or engaging in tricky situations? Partners agreed that each Partner has the authority and the responsibility to respond to problems and critiques of the coalition, and to forward issues to the Coordinator or to the Partner meeting for reiteration.
3. All agreed that as a coalition, we all need to do a better job of sharing information and engaging staff within each Partner organization with RRI activities and goals. Planning is key for this, and strengthening both our advance planning and clear communication will help. Sharing more information across regions would be helpful.
 - a. Partners also discussed the idea of creating a web-based system where Partners can go to find and share more information about RRI activities and events. It would be useful to have a place that is more informal than the public-face presented on the RRI website, where Partners can share draft documents and document chronology of activities. (Like a wiki.) It's not immediately clear how this should evolve, because such a system would require Partner discipline and clear definition of the responsibilities for sharing information.

Regional strategy and planning process

1. Partner recognized that the planning process was too condensed last year, making it difficult to set dates far enough in advance so that all could attend. Planning was severely hampered in Asia and in Latin America due to the lack of regional facilitators.
2. Where planning meetings were set up far enough in advance and well-planned the framework worked well (example of China planning meeting.) The model of working backwards from the change we envision 3-years hence was a good way to agree on goals, strategy and priorities.
 - a. In the future, meetings should allow more time to focus on what Partners are *finding* in addition to the activities undertaken (the *doing*).
 - b. In the future, regional and country planning teams should focus more on funding strategic synergies and the prioritization of activities and how to achieve change within limitations of budget and time. Focus on advancing particular Partner proposals for RRI funding risks reducing the coalition to a fundraising mechanism and thereby undermines the value of the coalition.
 - c. In the future, we need more time for the maturation of the regional plans – allowing more time for communication between RRG and regional planning teams to clarify plans and budgets and provide appropriate guidelines for prioritizing activities.
3. Partners discussed the prioritization of countries (Tier 1 countries and Tier 2 countries for RRI engagement) in Asia. It was recommended that the Asia planning team consider if Indonesia should become a Tier 1 country.

How do we shape the REDD agenda and fully leverage the power of the coalition?

1. Partners discussed a variety of options available for leveraging the power of the RRI coalition to influence the REDD debate and subsequent agreements. Options discussed included:
 - a. A high-level meeting to influence decision-makers on REDD
 - b. Engagement with the Forest Carbon Partnership Facility (of which Jürgen Blaser is currently chairing the External Advisory Group for 2009 – an opportunity for RRI). Host a capacity-building meeting to influence the negotiators and advisers involved in the FCPF
 - c. Organize a big annual event on rights and tenure hosted by RRI
 - d. Responding to a proposal from the Social Development team of the World Bank for assistance in consultations with people who live in and around forests.

- e. Engaging in the World Development Report on climate change being prepared by the Bank for 2009

RRI Board Meeting Minutes, May 2009

To: The Board of Directors of the Rights and Resources Group
From: Kyeretwie Opoku standing in for Marcus Colchester, Secretary
Date: June 18, 2009
Re: Board Meeting, Yaoundé, Cameroon

The 10th Board Meeting of the Rights and Resources Group took place May 30th 2009 in Yaoundé, Cameroon. The meeting was held at the Hotel Mont Fébé from 10:30 am – 6:00 pm. Physically present were Board members Doris Capistrano (Chair), Kyeretwie Opoku (Executive Committee), Don Roberts (Treasurer), Ghan Shyam Pandey, and Andy White. Marcus Colchester (Secretary) and Alberto Chinchilla participated in parts of the meeting and one or the other participated when a quorum was necessary. Yam Malla, Jürgen Blaser and Victoria Tauli-Corpuz (Independent Advisor) were absent with cause.

The Board meeting was preceded by a meeting of RRI Partners. Minutes from the Partner meeting are presented separately.

At the open session of the Board meeting on the morning of Saturday May 30th, Edmund Barrow (IUCN), John Nelson (FPP), Cyrie Sendashonga (CIFOR), Daniel Tiveau (CIFOR), Celestin Dambélé (Intercooperation), Valerie Couillard (FPP), Zac Tchoundjeu (ICRAF) and Bharati Kumari Pathak (FECOFUN) observed as representatives of Partner organizations. Rights and Resources Group (RRG) staff present at the open session included Arvind Khare, Augusta Molnar and Jeffrey Hatcher. Jeffrey participated as a note-keeper, Augusta translated for Alberto and Arvind served as a resource person on finances and policy matters before the Board.

The afternoon session on Saturday May 30th from 3:15 pm – 6:00 pm was closed to observers and included Board Members only.

The Board meeting was held following the International Conference on Forest Governance, Tenure and Enterprise: New Opportunities for Livelihoods and Wealth in Central and West Africa.

Doris convened the meeting of the Board at 10:30 am on Saturday May 30th.

The agenda for the board meeting is attached as Annex I. The revised minutes for the 9th Board Meeting of the Rights and Resources Group that took place in January, 2009 in Royal Oak, Maryland, are attached as Annex II.

Resolutions & Decisions

1. In Marcus Colchester' absence, Kyeretwie Opoku reviewed the minutes and resolutions from the 9th Board meeting held in Royal Oak, Maryland, United States in January 2009. The minutes with revisions were unanimously approved by the Board. It was agreed to adjust the text referring to the audit and governance committee. (See Annex II)
2. The Board recorded its appreciation for all those who made the Yaoundé conference possible especially: IUCN for leading the organization of the conference, the representatives of other Partners who led the technical design (ICRAF, IC, CIFOR, FPP, CED, Cam-Eco), including James Gasana for facilitation and RRG for their support, especially Augusta, Solange, Luke and Jeff.
3. The Board resolved to activate the Audit committee as proposed, with the Treasurer as chair and at least one independent member. The board further decided that as more independent members are appointed it will consider expanding the Audit committee. Marcus Colchester, who had been participating in the meeting by phone, was not able to participate in this decision due to a poor connection.

4. The Board resolved not to establish the “Governance Committee” at this time. Its envisaged functions will continue to be performed by the Executive Committee. As numbers of independent board members increase, the Board may reconsider its decision, Marcus Colchester, who had been participating in this meeting by phone, was not able to participate in this discussion and decision due to poor connection. He did not participate in the meeting from this point onwards.

5. It was resolved that Don Roberts would review the audit committee TOR with Arvind. Ghan Shyam Pandey initiated the motion and Kyeretwie Opoku seconded.

6. The Board approved the 2009 \$4.4m budget and authorized RRG to seek additional funding up to \$6.2m to cover the proposed plan and budget reviewed in January 2009. Don Roberts initiated the motion and Kyeretwie Opoku seconded. Alberto Chinchilla, who was participating by phone did participate and provided the quorum.

7. The Board unanimously agreed that in the future, non RRG funds should be allocated as follows: 30% of the budget committed to cross-cutting thematic issues at global and country level, and 50% committed to country and regional planning with 20% reserved for flexibility.

8. Consistent with the Board’s decision in January, the Board unanimously agreed that Don Roberts will lead the review process of the MOU and Doris Capistrano will conduct the review.

9. The Board unanimously agreed to support RRG’s recommendation to contract a team of experienced, international specialists to carry out the independent monitoring and assessment.

10. The Board agreed to approve the Crisis Management Plan with modifications and clarifications. The Board approved the following modified text:

1. Board Oversight

- a. The committee responsible for monitoring the work of the Acting President shall be the Executive Committee. The Committee will be sensitive to the special support needs of the Acting President in this temporary leadership role.

2. Communications Plan

- b. Immediately upon transferring the responsibilities to the Acting President, the Board Chair will notify staff members, members of the Board of Directors, Partner representatives, members of Informal Donor Support Group, and key collaborators of the delegation of authority.

11. The Board agreed to maintain the existing policy guidelines regarding covering Partner organizations’ staff time, as summarized below, and agreed that this should be further discussed during the MOU review process.

- a. Within the bounds of practicality Partner organizations should cover their staff time, both for participation in RRI governance and in conducting RRI- sponsored activities;
- b. Local and national organizations should be privileged in receiving support for staff time – their cost of participation should take priority;
- c. RRI funding for staff time of Partner organizations is allowed when the activity is providing direct support to local organizations.

The Board also agreed that to facilitate long-term participation of Partners and their staff in RRI governance activities and RRI-sponsored activities that Partners begin to build the cost of RRI activities in their budgetary processes, and fundraise to cover those costs. Alberto Chinchilla initiated the motion and Don Roberts seconded.

12. Regarding the rotation of Board members, the Board resolved to maintain the previously agreed rotation schedule and increase independent membership of board (independent of both RRG and RRI.) Don Roberts motioned and Ghan Shyam Pandey seconded. Clarifications include:

- a. Board membership will commence at the first meeting attended.

- b Andy is neither “independent” nor a “Partner representative.”
- c. Ghan Shyam Pandey will become independent in 2010, when he steps down from his position as Chair of FECOFUN.

13. The Board resolved that five minutes before and after board meetings the RRG leadership should be absent in order to give the Board time to review and assess the management of RRG and RRI.

Notes

1. Review of Minutes

It was recommended that there be two separate Audit and Governance committees instead of one Audit and Governance committee as one “Audit and Governance committee” would have too much authority. The Board members agreed to adjust the minutes to reflect this change and to have a further discussion on the committee structures at the upcoming board meeting. There was a request that the minutes be adjusted to include Edmund Barrow’s presence in the open session of the January board meeting. It was also decided that the phrase. “RRG was there are support staff” be modified to “RRG staff was there in support of.”

2. Status of next steps

Andy reviewed the status of the six “next steps” that RRG agreed to conduct at the January Board meeting.

1. Approved revised budget was sent to all Partners on January 23, 2009.
2. RRG sought additional funds from Norad and FINNIDA.
3. RRG prepared a Crisis Management Plan.
4. Contract with IM team has been terminated. RRG will explore the willingness of the IM team to review the effectiveness of the MOU.
5. RRG will consult with Treasurer to develop TORs for the Audit and Governance committees. RRG misunderstood the committee issue and as a result drafted TORs for one audit and governance committee.
6. As agreed, the next board meeting is being held after the Yaoundé conference in May 2009.

3. Report from the Executive Committee meeting

Doris Capistrano gave a report on the Executive Committee conference call which took place on April 20, 2009. The Executive Committee identified the following recommendations to be considered by the Board in May 2009 in Yaoundé:

1. Adopt \$4.24m as the operating budget for '09 – unless additional funding is identified by 30 May;
2. Prioritize allocating newly available funds to:
 - a. Restoring the RRG core budget (salaries, benefits, rent, utilities, necessary travel);
 - b. Covering expected costs of the Yaoundé conference;
 - c. Meeting commitments to Norad embodied in the REDD proposal.
3. Regarding the agenda for May 30th: Marcus recommended that we alter the item on planning, focused early on 2010 and design a multiyear planning process. Don recommended that we also add a discussion point on identifying operating cost reductions, including better use of technology to diminish travel.
4. Following an introduction of the IRS 990 form by Andy, Don reviewed it and on his r recommendation the Executive Committee approved it.
5. That RRG provide an updated funding report at the Board meeting
6. That RRG provide additional information for the Board meeting on the Independent Monitor, the budgeting process, and how the MOU would be reviewed.

4. Discussion on policy for covering Partner' staff time

The Board members discussed how the issue is complicated because the coalition was created with the understanding that each Partner has something to contribute to help make the Initiative a success. Board members noted that the MOU already addresses this issue and states that Partners would contribute their time to the coalition. The MOU also states that funding available to the coalition would be to finance incremental activities, like the Yaoundé conference, and that funding will be privileged for local organizations. The Board discussed that this issue will be addressed again in the MOU discussion and that a clear answer will probably not be found. But the MOU is clear in regards to this issue and it should remain the operating policy until it is revised based on a review of the MOU. The following considerations were brought up during the discussion:

- a. The original assumption was that Partners would lead the fund-raising, but in effect the Secretariat has raised the majority of funds. The Secretariat has become the source of funding. This is not good or bad, but it is the current state of play. RRG and Board members see great risks to the coalition if the Secretariat functions as a "donor."
- b. Although according to the MOU, RRI funding was not intended to cover Partners' staff time, there have been some exceptions. RRI has on occasion covered staff costs when Partners are doing work in support of local organizations.
- c. A key concern of the Board members is that RRI will spend a large portion of its funds if it starts covering Partners' staff time. There is also an issue of fairness since International Organizations' staff time is more costly than that of local organizations.
- d. It was suggested that perhaps the Board could suggest a percentage of Partners' staff time that would be covered. The problem though is that staff costs vary a great deal. The coalition needs to reach a point where Partners are including RRI activity support in their budgets and Partners raise money for their time in participating in RRI governance and activities. This is already the case with IUCN, Intercooperation and all community organizations that are members.
- e. The point was made that this discussion relates to the growing coalition, and such tensions are bound to emerge as the coalition moves from the conceptualization/ initiation phase to implementation. As RRI becomes more institutionalized, RRI needs to reaffirm its commitment to the initiative and the rules of the game so that when differences emerge, the coalition continues to function.
- f. The point was made that as some Partners, particularly some large, international Partners rely largely on restricted funding, it makes it difficult for them to provide in-kind contributions to RRI, especially when they have to time-track all the work that they do.
- g. There was general acknowledgement that joining as Partner brings with it extra costs and responsibilities and that this may not be the best option for all organizations. The Collaborator option may be a better option in some cases.
- h. It was agreed that a long-term solution is to work towards Partners building in resources for collaboration in RRI into their own proposals and budgets, as some Partners have already done. The Secretariat could coordinate with and support Partners in their proposals. It would also be worthwhile to document the way Partners integrate RRI into proposals and activities.
- i. It was recalled that RRI was conceived as a coalition of willing Partners that voluntarily stepped forward to achieve shared, broader and higher goals. It is not a club of organizations looking after their own interests.
- j. The point was made that inputs from the Secretariat are welcome, but if RRG takes the lead for fundraising Partner costs, it would imply a dramatically different way of working than envisioned in the current MOU. The sense of the meeting was to resist a fundamental restructuring of the coalition in this direction.

4. Audit accounts for 2008/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. The year 2007 to 2008 marked a clear period of significant growth: from 1.8 to 3.1 million. Management facilitated the audit and there were no disagreements. There were no difficulties with

auditors and the organization received a clean bill of health for 2008, with everything appearing in order. Doris Capistrano informed that the IRS 990 had been approved for submission and Don Roberts added that it had been reviewed and sanctioned by the Executive Committee.

5. Results of fundraising efforts

Andy opened the discussion on fundraising efforts. Since January 19th, there has been \$1.9 million in new revenue with a currency hedge of 10 percent. The two new major sources of funding are coming from Norad, (INGO) with \$755,000 of core support and \$1 million Norad Climate Change. There is prospective funding from SDC, of which \$200,000 is confirmed. It was suggested that the Board consider the new confirmed amount to be \$1.9 million plus \$200,000. In addition, a potential \$700,000 from FINNIDA would be earmarked for Africa for 2010. It was agreed that these funds will not be additional but will liberate funds for other regions to ensure equity.

CIFOR made the point that there isn't enough consultation done on proposals that go to donors. It was explained that there have only been two proposals in the last two years: the framework proposal crafted by all Partners that has been submitted to donors (Norad, SDC, Sida) and the proposal to Norad for REDD, for which the Partners were consulted in February. In the January board meeting the Board members discussed the Norad proposal, especially the competition for it, and it was decided that RRI would roll up plans into a proposal. All the Partners said that they would send blurbs about the RRG proposal to Norad so that RRG could write it in a way that is complementary. There was coordination with CIFOR, but unfortunately no other Partners shared their information with RRG. Everyone that has submitted proposals received money, but RRG does not know what activities are included in these proposals.

The good news is that RRG wrote it in a complementary way and all Partners will receive funding. Norad was particularly interested in the coalition and RRI Partners totaled 40% of all funding. For fundraising, both sides need to understand the rules and help. Some Partners were worried that the proposal could hurt their own organizations. RRG needs input from Partners to make sure the RRG proposals will not compete with the proposals of Partners. RRG reassured the Board that Norad did understand that it is useful to invest in both Partners and the coalition since one plus one more than two. Therefore, it is positive signal for the Partners to share and be transparent about fundraising.

6. 2009 Operating Budget

Andy discussed the funding situation. In January, the Board agreed to cut the proposed budget by 47%. As a result of recent fundraising the total budget is \$4.38 million, including \$180,000 from SDC. Since the Liberia and China conference will not take place, this money will be saved. It was stated that RRG should not run a deficit and that it's not the board's role to dictate the budget allocations.

The Board agreed to restore funding per the Executive Committee recommendations:

1. Restore RRG core budget: \$959,042
2. Complete funding for Yaoundé Conference: \$214,000
3. Respect commitments to Norad/Climate change: \$70,000

The Board agreed that RRG should continue fundraising to reach the \$6m plan and budget developed in 2008.

As a result of concern expressed about RRG's budget, there was clarification of the money being used by RRG for its basic coordination functions and the money being utilized for RRG-led activities. The Board also discussed the difference between seeing RRG as a Partner or as a coordinating body and reconfirmed that RRG is not a Partner. There was debate as to whether the amount of money currently being spent by RRG falls under the "minimal incremental investment" terminology utilized in the MOU, and clarification that that phrase was meant to apply to the total investment in RRI (i.e. the global investment in RRI is relatively small compared to the global investment in other international forest-related initiatives.)

8. Strategic planning discussion

Andy gave an overview of the planning process for 2009. There was a discussion about how to improve the long-term planning process and address the uncertainties that RRI faces. The Board had agreed with recommendations in January that planning should be done earlier in the year, that a more long-term perspective should be included, and that Partners and Collaborators be encouraged to fundraise. Points that were made were:

- a. The capacity for long-term planning is low in certain countries where RRI works.
- b. It is important to include local Collaborators into the planning process.
- c. RRG recommends that Partners develop global thematic program strategies – with specific Partners developing the issue under their comparative advantage “to be decided by Partners leading on the theme.”
- d. Another operating principle for the planning process should be flexibility because of the unpredictable issues and needs that arise.
- e. The coalition was not created to raise funds for Partners, but RRI has served as leverage for Partner funding.
- f. There was discussion of the necessity of long-term and country/regional plans, and the need to maintain the quick and nimble responsiveness that gives the coalition the ability to punch above its weight, a feature appreciated by donors.

After much discussion, the Board resolved to modify the guiding principles for the operating budget and reduce the non RRG budget from 40% to 30% for cross-cutting themes and reduce from 60% to 50% of the non RRG budget for country and regional initiatives, reserving 20% for flexibility. The Board also agreed that a note on the planning process would be distributed to the Partners.

9. Evaluation of RRI Memorandum of Understanding

Because the MOU will expire in July 2010 a review needs to be done, and it is required to be carried out by an independent board member. Since the Independent Monitor team has backed out, RRG recommended that each Partner begin to carry out its own internal review of the MOU and that a board member is engaged to interview partners and prepare a review package. The board discussed that the review needs to be done by an independent board member. It was decided that Don Roberts would lead the review process and Doris Capistrano would conduct the MOU review.

10. Independent monitor

The Board discussed how the Independent Monitor consultancy collapsed and RRG terminated the contract causing RRI to lose time and money. RRG does not recommend hiring its second and third on the shortlist. After much discussion, the Board agreed to support RRG's recommendation to contract a team of experienced, international specialists to carry out the independent monitoring and annual assessment. The Board also clarified that the independent monitor's TOR will be simplified by removing the “learning” component. For reasons of practicality and cost, the learning component will instead be devised as an on-going, internal learning process within RRI, to be discussed with the Board.

11. Strategic Response Mechanism (SRM)

The Board discussed the note on the Strategic Response Mechanism. It was noted that in response to proposals by FECOFUN Nepal and Cameroon Ecology, RRI had spent \$30,000, leaving \$160,000 within the SRM budget. The Board discussed that the output of FEFOCUN's inclusion in the official delegation of Government of Nepal to UNFF 8 was that FECOFUN and the Ministry of Forests developed a proposal for the Chinese government of \$500,000 for small-scale financing that should be approved soon.

In reference to the second SRM proposal that came from Cameroon Ecology for the restitution of land rights in two UFAs in the Edea region, there was concern voiced that the proposal did not explicitly address the Indigenous Peoples'. There was agreement the proposal be reviewed by FPP and reworked to adequately include the indigenous communities as part of the re-classification process.

Next Steps

1. The Board resolved to find a slot for a Partner meeting in the World Forestry Congress in Argentina or during the conference in Nepal in September.

2. RRG will prepare a new additional presentation of the budget to show how much is directed towards RRG and how much passes through.

RRI Partner Meeting Minutes, May 2009

Prepared by Rights and Resources Group

30 May 2009

The fourth RRI Partner meeting was held during the May 2009 Governance Meetings on Saturday May 30th from 8:30am – 10:00am, chaired by Andy White, RRI. The Meeting was held following the *International Conference on Forest Governance, Tenure and Enterprise: New Opportunities for Livelihoods and Wealth in Central and West Africa* at the Hotel Mont Fébé, Yaoundé, Cameroon. These minutes were drafted by Valerie Couillard (FPP), complemented by notes taken by Arvind Khare, then sent to all participating Partners for comments. Cyrie Sendashonga alone sent comments. This version incorporates those comments.

Participants in the Partner meeting included:

- Daniel Tiveau, CIFOR Burkina Faso
- Cyrie Sendashonga from CIFOR
- Ghan Shyam Pandey, FECOFUN
- Bharati Kumari Pathak, FECOFUN
- Edmund Barrow, IUCN
- Augusta Molnar, RRG
- Kyeretwie Opoku, Civic Response
- Andy White, RRG
- Doris Capistrano (Board Member)
- Don Roberts (Board Member)
- John Nelson, FPP
- Celestin Dambélé, Intercooperation
- Valerie Couillard, FPP
- Zacharie Tchoundjeu, ICRAF West and Central Africa
- Antoine Kalinganire, ICRAF Sahel

The meeting had an ambitious agenda but basically focused on the assessment of the conference. Note: Doris and Don left the meeting before the end to prepare for the Board Meeting.

Agenda

7. Assessment of conference and preparation.
8. Discuss anything urgent to be considered today. *Not really discussed because of time*
9. Chose new chair for the partner group. Yemi Katerere has been the partner coordinator until now, but needs to be replaced. *Postponed to the Board meeting – election or decision on election over lunch.*
10. Revisit how we operate – reaffirm it. *Postponed to Board meeting.*
11. Look at the arrangements by which Partners engage and interact because as the coalition grows there are more Partners and more complexity. *Not discussed, postponed to Board meeting.*
12. Discuss the timing of the next partners' meeting. *Not discussed, postponed to Board meeting.*

Discussion

Assessment of conference and preparation for the Conference

1. Positive Feedback

The Partners agreed that the Yaoundé conference had been a success and were generally pleased with the results. The Partners provided the following positive feedback:

- a. Partners put on the record their appreciation of the role played by Cleto Ndikumagenge (IUCN), and the rest of his team, particularly Chantal and Amy, and the RRG team for all of their hard work in putting the conference together and managing the logistics.
- b. Partners noted the following highlights from the conference:
 1. Focus on land tenure
 2. Emergence of women's agenda and network
 3. Diversity in participants and presentations
 4. Experience sharing from other continents
 5. The connection made with the Cameroonian Ministry of Forests and better opportunities to carry forward in Cameroon and in the DRC
 6. Receipt of invitation to do a similar event in Indonesia.
 7. RRI showed itself to be an open, credible and constructive platform for governments as they move forward on forest tenure issues.

2. Areas for Improvement

After recognizing the success of the conference, many of the Partners expressed their frustration with the Cameroonian focus of the conference. The group acknowledged the dominance of Cameroonian aspects and deliberated on strategies to avoid this in the future.

- a. It was suggested that maybe the Cameroonian focus could have been avoided with better preparation and coordination.
- b. It was also recognized that the steering committee was Cameroon based and this shaped the outcome.
- c. The working group would have been more effective if the framing of questions was designed better and with improved facilitation.
- d. There could have been more done to create spaces and opportunities for multi-country discussions and then identify actions that are more country specific.
- e. There was recognition of the fact that Cameroon-centric focus of the conference was partially due to the expectation that the Host had to open and close the event, however it was also noted that a positive outcome of the Cameroon focus was its effect on the hosts of the conference (MINFOF) and inspiration to local actors.

3. Discussion on final recommendations versus plan of action

Many of the Partners agreed that the outcomes of the conference could have been stronger if the recommendations would have been linked to a very specific plan of action. The question was raised about how the coalition will move forward in a way that really addressed the common issues addressed in the discussions without a plan of action.

- a. The Partners recognized that RRI was not prepared for the last day and as a result the action points and recommendations were created too rapidly.
- b. Another reason for the lack of a plan of action was the lack of time caused by too many presentations and by presenters not adhering to their time limits.
- c. It was pointed out that although RRI as a coalition was not prepared for the last day, the conference had arrived at as concrete a set of recommendations as it could have. If an audience is not ready to go too far, it is not wise to push them beyond their limits and miss potential opportunities. A lesson for the future would be to think more about the outcomes, from the planning stage itself.
- d. Another member noted that he was pleasantly surprised about the outcomes of the conference since he did not really think that any of the local governments would be open to these kinds of discussions. He also suggested that the conference must lead to follow up meetings and processes. He observed that more work needs to be done in specific actor groups with Communities and Civil Society to bring them back together and put in place a process that sets some expectations. One of the

problems was that Civil Society groups became confused by all the different statements made and although these are actors who could lead future concrete actions, they were unclear about what all the statements meant.

4. Other Suggestions and Feedback

- a. Some participants asked the Partners to think about how to maintain this political momentum and push forward the strategy in Congo basin and the Sahel, with more involvement of partners.
- b. It was pointed out that some Partners did not follow the rules that were set, and as a result there were digressions such as presentations made that were not on the agenda.
- c. A member noted that part of the secretariat's job is to make sure everyone is following the rules that were agreed upon but it is also the Partners job to hold the Secretariat and the Partners accountable and remember what the rules are
- d. Some members noted gaps in conclusions of the conference. Firstly there was nothing to stop companies from continuing their corporate concessions and nothing on corruption. Though there was a lot of discussion on doubling the amount of community forests, there was not a lot on the actual direction that reform will take.
- e. Members also noted that:
 1. More strict time-keeping will increase effectiveness of such conferences;
 2. It is important to ensure the presence of key government people for effective follow-up;
 3. Ensure effective participation of women and Indigenous Peoples.

RRI Board Meeting Minutes, November 2009

To: The Board of Directors of the Rights and Resources Group

From: Marcus Colchester, Secretary

Date: November 25, 2009

Re: Board Meeting, Washington D.C., United States

The 11th Board Meeting of the Rights and Resources Group took place November 21st 2009 in Washington, D.C., United States. The meeting was held at the Georgetown Suites from 10:15 am – 5:30 pm. Physically present were Board members Doris Capistrano (Chair), Kyeretwie Opoku (Executive Committee), Marcus Colchester (Secretary), Ghan Shyam Pandey, and Andy White. Don Roberts (Treasurer) participated throughout the entire Board meeting via telephone. Yam Malla, Alberto Chinchilla, Victoria Tauli-Corpuz were absent with cause.

The morning and afternoon sessions of the Board meeting were both “open” and Stephen Kelleher (IUCN), Jane Carter (IC) and Esther Mwangi (CIFOR) observed as representatives of Partner organizations. Ganga Dahal observed as an RRI regional facilitator based in RECOFTC. Rights and Resources Group (RRG) staff present included Arvind Khare, Augusta Molnar, Deborah Barry, James Miller and Pilar Siman. Pilar participated as a note-keeper, Deborah presented the update on the Independent Monitoring Team, Arvind and James served as resource persons on finances and policy matters, and Augusta provided input on the regional planning process.

The Board meeting was held following the RRI Global Program Meeting which took place at the Georgetown Suites from November 18th – November 20th. Doris convened the meeting of the Board at 10:15 am on Saturday November 21st.

The final, adopted agenda for the board meeting is attached as Annex I. The revised minutes for the 10th Board Meeting of the Rights and Resources Group that took place in May, 2009 in Yaoundé, Cameroon, are attached as Annex II. The final Terms of Reference for the new Audit Committee are attached as Annex III.

Resolutions & Decisions

1. Marcus Colchester reviewed the minutes and resolutions from the 10th Board meeting held in Yaoundé, Cameroon in May 2009. The Board discussed and agreed on revisions. Marcus motioned to approve the minutes with revisions and Kyeretwie seconded.
2. The Board noted that Juergen Blaser from Intercooperation has regrettably resigned from the Board, due to a lack of time to adequately serve. The Board was disappointed with the news and unanimously recorded its appreciation for Juergen's important contributions to the Board and looks forward to his continued contributions to the RRI coalition.
3. The Board reviewed, revised and approved the TORs of the Audit committee, and resolved to create TORs for the Governance committee to present at the January Board meeting. The Board noted that it would wait to constitute the Governance committee until the Board had more independent members.
4. The Board appointed Doris and Don to constitute the Audit committee.
5. The Board unanimously supported RRG's recommendation to upgrade its financial management systems.
6. The Board reviewed the process for preparing the 2010 work plans and budgets and noted that it was stronger, more strategic and outcome-based than the planning process for 2009, with more collaborative action by Partners and Collaborators.
7. Based on the encouraging findings from the review of the MOU and Partners' views and having consulted Partners and RRG management, the Board proposes that Partners and RRG agree to pool their concerns and suggested amendments to the MOU and IBA in good time for the January meeting. There will be a one day Partners' meeting to clarify issues and next steps during the January meeting. The aim is to achieve consensus between Partners, RRG and the Board by June 10th, 2010. In the event that agreement is not reached the current MOU will be extended with willing Partners for a further three years, or until such a time as a revised MOU is negotiated and agreed. Partners may of course choose to become "Collaborators" without leaving the Initiative. Marcus motioned and Kyeretwie seconded.
8. The Board approved the preparation of a budget of \$7.0 million in 2010 and recommended that the 20% flexible component of the budget, agreed to during the May 2009 Board meeting, be divided accordingly: 10% would go to SRM activities 5% reallocated to the Networking Support program and the other 5% would be reallocated to the country programs. Kyeretwie motioned and Ghan Shyam seconded.

Notes

1. Review of Minutes

The Board agreed to make the following revisions to the draft of the May 2009 Board Meeting Minutes:

- a. Correct the spelling of Celestin Dembele (IC) so that it reads Celestin instead of Celestine.
- b. Include "Intercooperation" in the list of parties to be appreciated for the success of the Yaoundé Conference in Resolution "2."
- c. Strike the phrase "Reversing the decision taken at the previous Board meeting" from the beginning of resolution four.
- d. In item 10 "Independent Monitor" replace the phrase "backed out of the contract" with "RRG terminated".

2. Status of next steps and action items

Andy reviewed the status of the six “next steps” and “action items” as a follow up to the May Board meeting:

1. The RRI Asia Regional planning meeting was held during the International Community Forestry Workshop in Nepal in 2009 and the Latin American Regional planning meeting was held just after the World Forestry Congress in Argentina.
2. The Audit committee TORs were prepared by RRG, reviewed by Don Roberts, and then presented to the Board during this, November meeting.
3. Further discussion of the “Audit” and “Governance” committees was included in the agenda for this, November Board meeting.
4. RRG is considering how to present the annual RRI budget to more clearly demonstrate expenditures of RRG and Partners/Collaborators.
5. Progress report on 2009 revenue and approved budget was presented to the Board at this November Board meeting.
6. The MOU review process has been initiated by Don and Doris.
7. A new Independent Monitor was appointed in September 2009 and began work in October.
8. The decision was made to have two SRMs instead of one for the restitution of land rights in the Edea region. It was agreed that FPP would have its own SRM to focus on indigenous communities and that it would collaborate with Cameroon Ecology once it had findings to share.

3. Status of MOU Review

As the independent Board member overseeing the review, Don initiated the discussion by describing the review process and recalling for all that changes in coalition membership were normal and to be expected as coalitions evolve, and indeed change often does indicate responsiveness and vigor, and thus there were not any positive or negative connotations with, in our case for example, Partners choosing to shift from Partner to Collaborator. Doris then presented the preliminary findings of the MOU review process to date. She explained that the methodology used for this review included a questionnaire for Partners, interview with collaborators, donors, others, a review of inputs from RRG’s internal impact monitoring questionnaire, a review of documents and discussions with RRG staff. She presented a summary of key findings from the Partner questionnaire which was based on explicit responses of 10 partners; 2 Partners provided no explicit response though comments from 1 indicated concerns, complementing the numerical findings with information gained from the interviews. Some of the key findings included:

- a. To the question of whether Partners achieved more with RRI than they could have expected to have achieve on their own: 9 Partners answered “yes” and 1 Partner answered “partly.” Regarding whether Partners have been harmed or disadvantaged: 9 Partners answered “no” and 1 Partner answered “yes.”
- b. The most important benefit noted by Partners was the strategic analysis from RRG, followed by access to important / strategic forums and expanded networks, more exposure and access to influence.
- c. The most important issue noted by Partners was the role of RRG, with several Partners feeling that RRG was overstepping its mandate and that RRI was too RRG-driven. This was followed by the issues of resource allocation and cost sharing and information flow within the coalition and within partner organizations.
- d. The weighted average among the Partners for the question of whether benefits of RRI membership outweigh the costs was 2.25 out of 5.0 (which in the scaling degree of agreement/disagreement is between Benefits Incrementally Greater than Costs (2) and Benefits and Costs Even Out (3)).

- e. Nine of the Partners noted that they would remain as coalition Partners after the current MOU expires and 2 noted that they would remain in the coalition subject to conditions. Both plan to remain as Partners but one requires approval of their board; the other would like issues addressed.
- f. Seven of the Partners recommended to extend the current MOU; 5 recommended that the MOU be amended/changed and renegotiated. Four of those 5 recommended a time-bound process; light edits and use of footnotes and annotations. One recommended changing the MOU.

Following Doris' presentation there was a discussion on how to proceed in implementing a process to review the MOU and collectively consider the options of extension, allowing to expire or amending and renegotiating. Marcus clarified that the three entities that had to take a view on this were the Parties to the MOU being RRI Partners and RRG and the Board as the overall governing body of the Initiative. Partner representatives met separately and alone over lunch to discuss the MOU and the optional processes forward.

4. Report on Partner Lunch Meeting

Stephen gave a short report on the Partner meeting held over lunch. Partners requested the Board to allocate one full day for Partners' meeting during the January Governance meetings. The Partners also agreed that they would send the minutes of the Partner meeting to Partners who weren't present and have a 1-2 page summary circulated before January in preparation for the January meeting. Stephen agreed to write up minutes and distribute.

5. Board Decision following Partners' Meeting

After Stephen's presentation on the Partners' meeting and some discussion the Board unanimously agreed to the following resolution:

"That Partners and RRG agree to pool their concerns and suggested amendments to the MOU and IBA in good time for the January meeting. There will be a one-day Partners' meeting to clarify issues and next steps during the January meeting. The aim is to achieve consensus between Partners, RRG and the Board by June 10th, 2010. In the event that agreement is not reached the current MoU will be extended with willing Partners for a further three years, or until such a time as a revised MOU is negotiated and agreed. Partners may of course choose to become "collaborators" without leaving the initiative."

6. Update on Independent Monitor

Deborah gave the Board an update on the Independent Monitoring team hired in September. The Board was informed of the credentials and background of Kevin Murray and the members of his team and also given a report about the progress of the team to date. Partners who had interacted with members of the Independent Monitoring team commented on their own experience and perspective about the quality of the evaluation taking place. A request was made for the CVs and TORs of the Independent Monitoring Team to be sent to all Partner representatives.

7. Audit Committee TORs

Don requested that there be a change to the TORs of the Audit committee. After an explanation and discussion the Board unanimously agreed to remove the following phrases from page 19 of the Board book:

"including current requirements regarding the rotation of audit partners and staff; and monitoring the external audit firm's compliance with applicable online guidance relating to the rotation of audit partners, the level of fees that the organization pays in proportion to the overall fee income of the firm, office and partner and other related regulatory requirements."

8. Status of Board Rotation

The Board reviewed the current status of the Board rotation and discussed the prospect of filling open positions. It was noted that as of now, there are nine board members – five from Partner organizations, three independent members, and the RRI Coordinator. There are two vacancies – both to be filled by

independent members. Andy confirmed that John Hudson would begin serving as an independent Board member after he retires from DFID in March of 2010. This would leave one vacancy to be filled by an independent member. The Board recalled our longstanding goal of recruiting more women, representatives from community organizations, and leaders from Africa. All agreed that the Board and Partner representatives should begin to seek potential candidates to fill the Independent slot, keeping our priority criteria in mind.

9. Review of Income/Expenditures/Projected Revenue

Arvind presented the RRI's projected revenue for the current (2009) and next (2010) fiscal years. The Board was informed that the amount of secured revenue for 2009 has increased to \$4.9 million. Excess revenue above the \$4.5 million budget for 2009 approved by the Board in May will be deferred to 2010. Available revenue for 2010 is currently projected at \$6.87 million and could reach \$7 million for 2010 depending on the exact terms of the recently awarded grant funds from the Ministry of Foreign Affairs of Finland, deferred revenue from 2009, and a prospective follow-on grant from the Ford Foundation for which the coalition has been encouraged to apply.

Arvind gave a more detailed explanation of the growth of revenue, growth of agreements, and growth of staff since 2006. Some of the key points are as follows:

- a. Growth of Expenditures compared to Number of RRG Employees: In 2006 RRI expenditure was \$1.23 million with 7 employees at RRG. In 2009 RRI expenditure, based on the Board-approved budget, are projected to be \$4.5 million with 15 employees at RRG. In 2010, according to the current hedged value of projected revenue, expenditures are anticipated to be \$6.87 million, while the number of RRG full time staff stays at 15.
- b. Growth of Agreements Issued compared to Number of RRG Employees: In 2006, 7 RRG employees issued and managed 29 new agreements. In 2009, a staff of 15 issued and managed 85 agreements for new activities, as well as managing the ongoing contracts, for a total under management of approximately 120.
- c. Proportion of Expenditures by RRG and through Partners/Collaborators: In 2006 core RRG expenditures were \$820,000, the expenditures through Partners and Collaborators was \$360,000 and the program expenditures of RRG were \$40,000. In 2009 core RRG expenditures are anticipated to be \$1.66 million², expenditures through Partners and Collaborators \$2.66 million, and the program expenditures of RRG \$180,000.
- d. For 2010, based on the current hedged value of projected revenue and the instructions for allocation approved by the Board in May 2009: allocation for core RRG expenditures will be \$2 million, for expenditures through Partners and Collaborators \$4.56 million, and for program expenditures of RRG \$310,000. Although the secured revenue of RRI has increased significantly, RRG has kept its operating budget to under the \$2 million targeted in the Framework Proposal.

Andy noted that to date, the majority of funds flowing through RRG to Partners has gone to the international Partners, rather than the community and national-level NGO Partners, and that the growth of RRI programs and impact at a country-level risked being constrained by the limited capacity of local organizations. RRI had not adequately faced up to, or dealt with the issue of limited capacity of community and local NGOs – our priority partners in RRI and unless this issue is addressed there is a large risk that RRI would in effect continue to consolidate large international NGOs at the expense of local organizations; an outcome we want to avoid. It was decided that the issue of capacity building at the local level would be on the agenda for the January meeting.

Another point raised by Andy and Arvind was guidance for how to use the 20% of total budget allocated to the flexible category. After discussion the Board gave guidance that 10% should be kept in the SRM budget, 5% should be placed in the networking support program, with a specific focus on community

² Based on the May 2009 Board-approved budget.

networks such as REFACOF, the African Women's Network for Community Management of Forests created at the Yaoundé conference, and 5% placed in country programs.

10. Planning Process for 2010

The Board noted a significant improvement in the planning process for 2010. It was reported that many of the local Partner representatives and Collaborators who participated in the country planning meetings have really begun to take ownership and consider themselves to be "RRI."

11. Governance Committee

There was discussion on whether a Governance Committee should be established at this time, and it was decided that RRG would prepare TORs for the Governance committee for the consideration of the Board at January meetings. The goal of this would be to have approved TORs by the time more independent members join the Board, enabling constitution of a separate Governance committee.

12. RRG Budget

Referring to his email to the Board of 9th July 2009, Marcus raised a question regarding how RRG's budget was presented, asking for more disaggregated information on expenses of RRG as the coordinating secretariat of RRI and of RRG's substantive work on global strategic analysis. Andy responded that RRG has prepared new formats with every new budget towards making it easier for Partners and Board to read and understand the budget. Andy and Marcus agreed to talk afterwards to discuss formats and better understand Marcus' concerns.

Next Steps

1. RRG will prepare TORs for the Governance Committee to be presented at the January governance meetings.
2. RRG will send information about the Independent Monitor team to the Partners.
3. RRG is considering how to present the annual RRI budget to more clearly demonstrate expenditures of RRG and Partners/Collaborators.
4. The Partners will prepare a one to two page summary of their organization's position towards the MOU for the January Partner meeting.
5. The issue of how RRI should strategically use its funds to address the need for capacity building among RRI national Collaborators will be included in the agenda of the Governance meetings.

RRI Partner Meeting Minutes, November 2009

Date: 21st November, 2009
Subject: Partners' issues and concerns regarding the governance and administration of RRI and to discuss next steps for MoU and the internal review process
Chair: Stephen Kelleher, IUCN
Present: Gyam Sham Pandey/FECOFUN; Esther Mwangi/CIFOR; Jane Carter/Intercooperation; Marcus Colchester/FPP; Kyeretwie Opoku/CIVIC RESPONSE
Absent: ICRAF; SAMDHANA; ACICOFOC; FPCD

Background and Summary:

RRI Partners have been engaged in the internal review/questionnaire of initial RRI MoU, which expires June 10th 2010. The review was mandated in the initial agreements between partners when RRI was incorporated. These agreements comprise the MoU and the Internal Business Arrangements (IBA). The initial results of the review were presented by Doris Capistrano, RRI Chair, who undertook the review,

which was led by Don Roberts. The process of responding to the questionnaire, as per its intent, brought to the fore issues and questions that Partners have in terms of the direction and evolution of RRI. There was initially no scheduled time in the November agenda for a Partner's meeting. However Partners did agree to meet during lunch on Saturday 21 November to share some of their issues and develop a process that could ensure that the issues were identified, discussed and agreed or not between Partners, RRG and the Board.

While some specific issues that Partners have with the RRI arrangement are presented below, the meeting itself clearly was not sufficient in terms of time, presence of a more robust group of members or a defined process to serve as anything more than a brainstorm on how to move forward with a process that would allow Partners sufficient time to share concerns and then, in January, chart a course to address any issues that need to be addressed, ideally before the current MoU expires in June.

The following is a summary of main points from the Partners meeting:

1. Partners will prepare a narrative of their respective concerns and share them amongst themselves in December. These narratives will serve as a summary of shared issues to be presented and discussed in detail at the January Partners meeting (before the Board meeting).
2. There will be a full day meeting of Partners in January during the Board meetings to allow them time for substantive discussions between a larger group of partners.
3. From the January discussions, it was proposed that each partner then lead a consultative process on each issue/concern, suggesting how it impacts the MoU and IBA. This idea, as well as any others that may move the process forward, will be discussed in January.
4. Time frame for No. 3 above will be determined in January.
5. It was proposed that a non-board partner facilitate the Partners' meeting in January. Partners proposed Stephen Kelleher.

Specific Points and next steps/actions:

1. Partners debated on whether to share their questionnaire responses with each other, and concluded that if a Partner wanted to share its response more broadly they could, but also agreed that the questionnaire was not the best format by which to articulate and share substantive concerns.
2. It was agreed to use the format CIFOR employed in response to the questionnaire, which was to articulate, in a narrative, concerns and issues and propose solutions, including proposing specific language for the MoU or IBA that would address the concerns. *NOTE: During the subsequent discussion when the Board reconvened and the Partners presented the outcomes of their discussions to RRG, it was underscored that in preparing their narratives Partners are reminded to separate changes they want to propose to the MoU and the IBA. The MoU is comparatively difficult to change and changes would require agreement of their respective institutions. The IBA, however, can be changed at any time if agreed by the Partners and the Board.*
3. Partners also agreed to structure their concerns in response to Doris' summary slide on issues that emerged from the analysis of the questionnaire as it seems most concerns fall under these broad headings. These are:
 - i. Role of RRG
 - ii. Resource allocation and cost sharing
 - iii. Coordination and consultation
 - iv. Information flow (within the coalition and within partner organizations)
 - v. Governance structure of the coalition
 - vi. Dealing with differences in partner positions on issues and approaches

Of course if a specific concern of a Partner is not covered here then this concern/issue should also be articulated.

4. **Action:** Partners agreed to prepare and circulate their narratives between each other in December (as soon as possible), as a prelude to further discussions in January. Partners agreed that a full day meeting during the January Board meeting would be required to

present concerns and map a way forward, with a facilitator to chair the meeting (Stephen Kelleher was proposed to serve that function). RRG will revise the January agenda to facilitate space for the Partners' meeting. It was proposed that one way to address issues that emerge in January is for each partner to be assigned to take a lead role for addressing and agreeing, or not, on specific issues. Also in January a timeline for resolution must be agreed, and the strong consensus is for the MoU to be extended as is or revised and agreed no later than the June 10th expiry of the current MoU.

5. Partners agreed that all issues raised (see below including CIFOR memo) are important and that a process to engage and address these issues is critical.

Concerns and issues that were raised³:

1. MoU survey

- a. Partners were unclear as to how the numbers were aggregated in Doris' presentation. Several partners thought that Doris' presentation was more optimistic than the opinions expressed by Partners in their individual responses to the MoU survey. Most partners present indicated they gave scores of 2-4—so were surprised to see that the numbers presented were on the scale of 1-2 (positive). Of course this was only the opinion of those Partners present. It was noted that the questionnaire was difficult to answer in terms of reflecting the substantive issues related to how RRI is evolving.

2. Governance gaps

- a. The role of RRG. There is a risk of RRI becoming a 'secretariat-driven' network. We need a separate accounting of RRG's work as the secretariat from its work on substantive and policy issues. Some form of agreed principles or guidelines are needed regarding the way in which RRG operates, how partners and collaborators are selected for specific activities, etc.. The value addition of RRG needs to be clear. What is being done as coordination and what is 'global strategic analysis'—this is a question that has been asked for several years (since the Ford Foundation raised this in Stockholm). Clarity on RRG's role will create more accountability, transparency and build greater synergies. One option is that RRG is funded as the secretariat but as a partner also makes proposals for taking the lead on substantive work just as other partners do.
- b. The relationship with UBC (on concessions research) is unclear as UBC is not an RRI partner, even though it did the initial ATEMs work. To what extent should the commissioning of new research be conducted consultatively with partners?
- c. The relationship between partners and board functions. An independent board as opposed to partners being on the RRI board to eliminate potential conflicts of interest should be considered. However, more thought needs to be given on whom the board would be accountable to and subsequently who would name the board and what partners' roles might be in the selection of the board. A more independent Board would need to be complemented by a much more directive Partners Group which would be where detailed plans for coordination get agreed.
- d. Sharing of partner funding proposals to increase coordination and synergy and to eliminate competition between RRG and RRI is critical.

3. Staffing and administration

- a. Staffing levels in the RRG. RRG numbers have now doubled. What is the difference between coordinator and facilitator? Why can a partner not play that role of coordinator? It was clarified that even though both positions are described in the same terms, the coordinator is global and facilitator regional. This structure was decided at the Cheltenham meetings. Still, partners needed clarity regarding who decides on the staffing of the RRG. Partners also need an organigram for RRG.

³ Again this was more of a brainstorm given the lack of time and adequate Partner representation. These issues are by no means exhaustive or a reflection of agreement or consensus of partners.