

Rights and Resources Initiative Annual Progress Report 2008

Integrated Reporting Framework

February 2009



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 2008

2008 was a fast and furious year. The attention of the global development community jumped from the food crisis to the economic crisis, ending the year focusing on the climate crisis and emerging consensus on an agreement to frame climate-related activities in forests through REDD.

It was a key year in the young life of RRI. Though it was the first year of full support and operation for the coalition, RRI has already seen major impacts at the national, regional and global levels.

In China, the forest tenure conference and high-level dialogue on the next stage of reforms has opened new opportunities to strengthen local rights and governance, even opening space for new attention to ethnic and gender rights.

Studies and meetings in Cameroon contributed to a new commitment from government to undertake a new forest law in 2009, and an invitation to RRI to advise the design and lead national consultations. Our work in Liberia supporting national consultations and review of the new Community Rights Law played a key role in its eventual passage by Parliament.

Our two global analytical works produced in 2008, *Seeing People Through the Trees* and *From Exclusion to Ownership?*, were launched in an event in the House of Commons of the UK Parliament, immediately earned tremendous media coverage, and are now widely cited in the forest community.

Our MegaFlorestais meeting in Brazil led to invitations for technical advice from the Governments of Democratic Republic of the Congo and Indonesia, as well as a commitment from China to host a major regional conference on tenure reform in 2009. The Government of Canada also committed to hosting the next MegaFlorestais meeting in late 2009.

And our analytical work and global conference on *Rights, Forests and Climate Change* in Oslo played a key role in raising the profile of rights and governance lessons and operational recommendations in the climate change community. The conference resulted in stronger commitments by negotiators in Poznan and the creation of a global Civil Society Advisory Group on Forests, Landscapes and Climate Change. This new civil society advisory group has been endorsed by UN-REDD and the World Bank Forest Carbon Partnership Facility, and has been informally invited to continue engagement with the REDD contact group of UNFCCC negotiators.

All of this effort and this year's achievements from RRI can be summarized in three principle areas:

Our first major achievement from 2008 was initiating and laying the groundwork for effective delivery of activities that will encourage tenure reform in priority countries (Project Outcome 2 – See Logical Framework Report on Page 23).

Second, RRI developed and articulated new arguments that contribute to a heightened awareness and understanding of forest tenure and its relationship to poverty, conflict, climate change and conservation (Outcome 1).

These first two achievements were in large part enabled by the third major achievement of 2008 – strengthening coalition planning and implementation at the country and regional levels (Outcomes 2 and 4).

1.1 Catalyzing Change, Laying the Groundwork for Expanding and Accelerating Reform in Priority Countries: Highlights of Country and Regional Achievements

Given the incipient stage of funding support for the creation of the RRI country and regional programs, the bulk of activities actually funded for 2008 were designed and undertaken in the latter half of the year. However, in most cases the new funding allowed for a greater focus on collectively-shaped strategic goals in priority countries and sub-regions, building on earlier work. Below we present only the highlights of the 2008 achievements and activities in each region, framed with emphasis on the strategic goals emerging for each region.

Asia

In Asia, RRI has played a unique role in detecting key issues of interest to civil society and central government agencies and facilitating the flow of knowledge, experience and critical dialogue between them. In 2008, these activities have focused in China and in Nepal.

In China, Partners and Collaborators¹ organized a national conference to share findings on the socio-economic impacts of the tenure reform in collective forests that the government has piloted in selected provinces. Chinese government officials were presented with key findings and comparative experiences from other countries in preparation for planning the next round of tenure reforms. The workshop resulted in interest and commitment from the Government to exchange experiences on tenure reform in the region. This conference, co-organized by RRI and the China State Forest Agency, will take place in 2009.

In Nepal, political transitions within the national government served as an unprecedented opportunity to encourage the new national government to protect community natural resource rights in the new constitution of Nepal. RRI Partner FECOFUN organized activities to kick-start this dialogue with *multi-party* and multi-stakeholder participation, with strong support from CIFOR, Intercooperation, IUCN, and RECOFTC. RRI has also supported Nepali grassroots organizations to mobilize and maintain political pressure. To date, this has contributed to commitment from civil society Partners and political parties to focus on influencing the inclusion of forest and resource rights for communities in the new constitution.

Africa

In 2008, the body of work supported by RRI has begun to build evidence, arguments and define the terms for debate for legitimizing a challenge to the industrial forest concession model in Central and West Africa (humid). Corollary efforts have aimed at empowering local and grassroots organizations to play an increasing role in advocating for change and proposing alternative models of tenure and enterprise.

The Africa regional Partners and Collaborators² have been engaged in a set of activities related to Alternative Tenure and Enterprise Models (ATEMs) since 2007, which resulted in the elaboration of series of case studies on the kinds of enterprises that emerge when forest tenure is recognized or transferred to community actors. The studies include examples from Central and West Africa as well

¹ The national conference in China was hosted by Peking University, the State Forest Administration of China, and RRI. RRI Partners ICRAF, FECOFUN and Forest Trends contributed key research and presentations, along with Collaborators from Peking University, RDI, and the University of British Columbia (Canada).

² Partners CIFOR, Civic Response, ICRAF and IUCN and Collaborators Cameroon Ecology, CED, CAFT, Green Advocates, University of Liberia, and Hamilton Consultants.

as comparative studies by African researchers and leaders from countries where community and small-scale enterprises are the accepted source of the majority of forest industry jobs and economic activity: Canada, Sweden, and Guatemala. Draft papers were presented in a working meeting in April 2008 in Liberia, including a study of ex-combatants engaged in pit-sawing, in the context of a policy seminar on ways forward with the community forest rights bill.

A civil society panel was also organized at the intersession of the International Tropical Timber Organization Council in Accra, Ghana in June. The ATEMs initiative provides strategic links among RRI Tier 1 and Tier 2 countries and better informs governments, NGOs, and community actors about the opportunities for small and community-scale forest enterprises and their role in the economy. Context studies from Ghana and Cameroon provide a more in-depth picture of the key contribution of small and medium forest enterprise to the economy and domestic and regional markets, describe the multiple benefits including greater employment, and illustrate the constraints on their evolution. The body of work carried out in 2008 will form the cases to be presented in Yaoundé in May 2009 at a Forest Government, Tenure and Enterprise conference being co-sponsored by ITTO, RRI and Partners, and FAO with the participation of the entire range of stakeholders and rights-holders, from government and international officials to local grassroots organizations.

Latin America

The overwhelming majority of forestland under tenure reform in Latin America is in indigenous lands, yet the majority of forest dwellers are not indigenous. For both, tenure gains and strategies for future struggles—while facing similar threats—have few points of linkage. The incipient RRI program in Latin America has begun to help bridge the disparate visions and approaches to rights for forest lands and resources by promoting novel dialogue between indigenous and other forest community leadership and forestry sector and conservation agencies, mostly in Tier 1 countries.

In 2007 a workshop on community forestry and tenure reform in Bolivia brought nearly 200 Bolivian indigenous leaders together with government officials, colonist and landless people's organizations to discuss the challenges of the tenure reform underway. With support from RRI Partners, Collaborators from Central America, Mexico and Brazil sent community leaders (indigenous and non-indigenous) to share the experiences of more mature achievements.³ Follow-up meetings took place with Bolivian indigenous leaders to help them adjust their internal organizational structures to the new demands from policy changes. In 2008, CIFOR and a diverse range of Collaborators⁴ have undertaken a series of studies on the insertion of small scale producers in the Brazil nut market (a major export commodity) and the options for going to scale. The studies will serve to both inform their strategies for improving market access and reaffirming their tenure rights against the advance of illegal logging in their land, while helping the government decide how to provide appropriate policy support. In Guatemala, CIFOR and Collaborators⁵ have catalyzed the first set of horizontal exchanges and dialogue between highland indigenous forest communities and lowland *mestizo* community concessionaires. The goal is to build a country-wide alliance to decrease their vulnerability and increase policy influence with the government and international conservation NGOs.

³ Collaborators from Central America included COATLAHL (Honduras), ACOFOP (Guatemala), and community leaders from the RAAN region of Nicaragua. Collaborators from Mexico included several community leaders from Noh Bec, Mexico, and from Brazil community leaders from Acre state participated in the exchange.

⁴ AGTER (A French NGO - Améliorer la Gouvernance de la Terre, de l'Eau et des Ressources Naturelles), the Ministry of Rural Development, Agriculture and Environment of the Government of Bolivia, and CEDLA (Center for Studies of Labor and Agrarian Development)

⁵ ACOFOP and Ut'z Che', with support from the Ford Foundation

Region-wide activities have focused on the indigenous organizational leadership in the Amazon Basin. Coalition members⁶ have engaged in a number of processes to both better understand and contribute to the tenure security and governance issues on the agenda of these organizations. As an example, RRI Partners, Collaborators⁷, and Fellows⁸ supported indigenous leaders from communities that are under threat from biofuel expansion, subsoil extractive activities on their lands, changing climate, and REDD schemes disenfranchising their tenure gains. The RRI team helped these indigenous leaders frame and present their cases to key constituencies – including the IUCN World Conservation Congress, in Barcelona in September 2008. Major media outreach was also a key part of this process, and it resulted in significant press coverage in the home countries of the indigenous leaders in the delegation. The experience gained at the WCC served to prepare a representative of this group to participate in the UNFCCC COP-14 meetings in Poznan in December. In addition, RRI support for and participation in an Amazon-wide weeklong workshop brought together voices of indigenous and other forest communities and governments in a dialogue towards improving forestry models and enhancing livelihoods through challenging current policy processes across the region.

1.2 Developing and Articulating New Arguments: Heightening Awareness and Understanding of Forest Tenure

Raising global awareness about forest tenure and its relationship to global challenges: poverty, conflict, climate change, conservation

Through concentrated and high-quality Partner and Collaborator participation RRI made substantial progress in developing and articulating new arguments to influence understanding of forest tenure and rights at the global level. Building on the previous work and analysis funded by Sida in 2007, we expanded the realm of analysis and mobilized cutting-edge knowledge on the major global trends threatening and shaping the future of forests, broader rural landscapes and their peoples. Significant effort on behalf of the RRG was focused on organizing the set of individual thematic research pieces, synthesizing the findings and developing arguments to demonstrate the strong relationships between secure tenure and rights, and the solutions to deep poverty, violent conflict in forest areas, and the crucial caveats for designing sustainable solutions to climate change mitigation and conservation.

RRI Partners and Collaborators prepared eight reports analyzing the links between rights, governance and key challenges and trends in forests (see box below). The synthesis of these papers was crafted into the year's capstone report titled *Seeing People Through the Trees: Scaling up Efforts to Advance Rights and Address Poverty, Conflict and Climate Change*. The report argues that rapidly growing world demand for food, fiber and bio-energy could lead to a global land grab. In such a scenario, investors and governments could take advantage of unclear and insecure property rights in many rural and forest areas, taking from the poor their only real asset and the key to their livelihoods— their land and forest resources. It argued that recognizing and strengthening the property rights of forest-

⁶ Partners CIFOR, Forest Peoples Programme, IUCN Forest Conservation Programme, and Collaborators Amazon Alliance, COICA, CIDOB, Ministry of Rural Development, Agriculture and Environment of the Government of Bolivia, CEDLA, AGTER, and UNAMAZ (Association of Amazon Universities)

⁷ Partners Forest Peoples Programme and IUCN, with Collaborators Amazon Alliance, COICA, and RRI Fellow Janis Alcorn

⁸ The RRI Fellows program was initiated in 2008 to facilitate long-term collaboration with distinguished individuals who are not part of RRI Partner institutions. RRI Fellows are international leaders who work in areas of forestry, land and resource tenure, poverty reduction, human rights, and who are committed to helping advance RRI and its agenda. Fellows of the Rights and Resources Initiative include: Liz Alden Wily, Janis Bristol Alcorn, Sally Collins, Hans Gregersen, Owen Lynch, Sten Nilsson, and Nonette Royo. Brief bios for each RRI Fellow are available at www.rightsandresources.org.

dwelling communities, including indigenous peoples, is the first and more important step towards averting the social and environmental disasters that a global land grab would create. In the coming decades governments and the private sector will spend billions of dollars on energy, food and climate-related projects in or near forest areas. These projects will only be effective and long-lasting if they help repair the system of governance and restore rights to forest communities.

In presentations and outreach to the media, RRI has used this argument to tie together the fundamental problems of equity and security of tenure and the major global challenges of poverty, conflict and climate change that are high in the priorities of governments, donors and major international development institutions. In disseminating this argument and conducting outreach, RRI focused on presenting recommendations for specific audiences and on particular challenges or mechanisms that do not yet adequately address problems of equitable governance and tenure insecurity in forests.

RRI Analysis of Rights and Governance in Forests, in Relation to Key Global Challenges

These analyses were presented in a seminar in Stockholm in November 2007 and refined in early 2008 based on the discussion in Stockholm. All served as background analysis for the paper *Seeing People Through the Trees: Scaling up Efforts to Advance Rights and Address Poverty, Conflict and Climate Change* and other RRI engagement around the world. The first five have been formally published electronically and in print and are freely available online at www.rightsandresources.org.

1. *Beyond Tenure: Rights-based approaches to people and forest areas*. Marcus Colchester. Forest Peoples Programme and RRI.
2. *Forest Conflict and Tenure*. Ruben de Koning, Yurdi Yasmi and Doris Capistrano. CIFOR and RRI.
3. *Climate Change and Governance in the Forest Sector*. Carmenza Robeldo, Jürgen Blaser, Sarah Byrne and Kaspar Schmidt. Intercooperation and RRI.
4. *Local Rights and Tenure for Forests: Opportunity or threat for conservation?* Jeffrey Sayer, Jeffrey McNeely, Stewart Maginnis, Intu Boedihartono, Gill Shepherd and Bob Fisher. IUCN and RRI.
5. *Transitions in Forest Tenure and Governance: Drivers, projected patterns and implications*. RRI.
6. *Poverty, Rights and Tenure on Forest Lands: The problem, and priority actions for achieving solutions*. William Sunderlin. Background paper not formally published.
7. *Convergence of the Fuel, Food and Fiber Markets: A forest sector perspective*. Don Roberts. Background paper not formally published.
8. *The Boomerang – When Will the Global Forest Sector Reallocate from South to the North?* Sten Nilsson. Background paper not formally published.

Enhancing awareness on the role and status of forest tenure reform

In support of the effort to raise global awareness about forest tenure and RRI goals, the coalition also conducted a survey of the status of forest tenure in the world's most-forested countries. The report *From Exclusion to Ownership? Challenges and opportunities in advancing forest tenure reform* was released in tandem with the *Seeing People* report. It tracks changes in government ownership of forest land since 2002, reporting on the long-term trend of declining government ownership of forest

land and increasing areas of forest owned by or designated for the use of communities, individuals and indigenous peoples. The evidence in *From Exclusion* supports the arguments made by RRI in the *Seeing People* that there is unprecedented demand for land, and that weak governance and looming global challenges will only increase the threat and urgency facing forest dwellers with insecure tenure and rights.

The evidence and arguments created in *From Exclusion* also served to establish parameters for monitoring future progress in forest tenure change and for interpreting the reforms underway around the world. Most of the detected change in tenure occurred in only a handful of countries, and even where reforms occurred most were poorly implemented.

The data on real progress and the percent of forest land under government or local control in the countries with the most forests has supported RRI Partners and Collaborators making the case for reform in their own governments and in regional dialogues. Beyond the articulation of clear arguments for reform and appropriate implementation, the metrics in *From Exclusion* support advocates in drawing attention to “leaders and laggards” and in making the case to their own government representatives by drawing comparisons within regions of geographic influence.

Upon release of these reports in July 2008, RRI drew attention to the new arguments by holding a press event and dialogue in the House of Commons of the UK Parliament in London. In a meeting with Ministers of Parliament, RRI representatives from diverse perspectives and backgrounds discussed the key arguments for the recognition and strengthening of the rights of forest peoples in the context of the emerging global land grab and the threat of climate change. The argument and phrase of an emerging “global land grab” in particular caught the attention of top policy-makers and news outlets from around the world. Media outreach from the event resulted in more than 120 news articles in 30 countries and 15 languages. Web traffic to the RRI website jumped 18% in a single week. Both the *Seeing People* and *From Exclusion* reports have been disseminated widely through targeted distribution of print and electronic copies to key audiences. Since July, *Seeing People* has been disseminated 2,300 times and *From Exclusion* 2,100 times in print and electronic form.

Leveraging opportunities to insert rights into the climate change debate

Building off of the momentum from these two arguments developed and disseminated mid-year, RRI responded to the growing concern from international agencies and local organizations for bringing the understanding of tenure and rights issues to the emerging discussions and designs for climate change mitigation in forests. As the definition of climate change mitigation activities evolved through the year and the idea of a REDD mechanism took hold, RRI responded to the opportunity to stimulate critical reflection on the links and opportunities between forest tenure and climate change, and to mobilize the participation of civil society voices in the process.

With the arguments from *Seeing People* and *From Exclusion* in-hand, Partners and Collaborators engaged in dialogue on REDD and brought attention to the necessity of clarifying rights and ownership in forest areas targeted for REDD funding. Most critically, RRI focused on supporting local voices and introducing local perspectives from grassroots organizations and indigenous associations into the debate.

In the latter part of 2008, these activities converged around an international conference on *Rights, Forests and Climate Change*, held in Oslo. The conference was an opportunity for advocates and policy-makers to focus on the rights and governance dimensions of climate change, and in particular lessons learned regarding how to implement these reforms. Participating policy-makers, donors and advocates generated a host of recommendations on how to ensure that climate interventions in forest

areas are *effective*, agreeing that effectiveness requires promotion of human rights and development for those who dwell in and depend on forests.

Based on the dialogue in Oslo, RRI and Rainforest Foundation Norway produced and vetted across and outside the coalition, a policy brief titled *Foundations for Effectiveness: A framework for ensuring effective climate change mitigation and adaptation in forest areas while ensuring human rights and development*. RRI Partners and Collaborators carried the policy brief to the UNFCCC COP-14 negotiations in Poznan, where representatives from RRI also held an informal roundtable discussion with negotiators from the REDD contact group. Evidence of the importance of secure rights and forest tenure was shared informally with the group of negotiators, and RRI and Collaborators prepared and proposed draft text for inclusion in an agreement on REDD.

1.3 Consolidating Structure: Strengthening Strategic Planning and Implementation at Country and Regional Levels

During 2008, one of the major achievements of RRI was the strengthening of strategic planning and implementation at the country and regional levels. Regional planning was undertaken in target sub-regions in Africa, Asia and Latin America, focused on the work in Tier 1 and Tier 2 countries⁹ and with an eye to broader political processes in the sub-regions.

Two conditions propelled this strengthening. One was the completion of the Listening Learning and Sharing Launch of RRI, which involved dissemination of key issues identified and dialogue in each region. The second condition was the existence of considerable funding available for strategic RRI activities, for the first time, through the Framework Proposal of RRI. In addition, through the end of 2007 Partners in the RRI began to designate representatives and focal points for participation in RRI within each region. Thus, in 2008 RRI had the right platform, structure and resources to begin to collectively design strategic actions and activities in priority countries and at the regional level.

Strengthening the strategic planning at regional and country levels had two aims:

- (a) Bringing strategic analysis conducted by RRI Partners and Collaborators closer to the political reality and policy level for on-the-ground reform in each region; and
- (b) Creating a minimal, agile and more strategic coalition structure in each region, as part of the delivery strategy for RRI and implementation of RRI programs.

In this stronger RRI planning structure, country and regional activities are elaborated in strategic clusters. In tandem, complementary activities in the global programs (global strategic analysis and network support) create added value to the efforts of Partners and Collaborators in priority countries.

Over the course of the year, this embryonic structure unfolded into a system with four entities: a Regional Planning Team, a Regional Facilitator, a Regional Coordinator, and where feasible, Country

⁹ RRI Tier 1 countries are those where RRI will engage in full strategic involvement, in countries where the right opportunity exists to advance reforms and demonstrate globally significant impact toward RRI goals. In 2008, RRI Tier 1 countries are: *Asia* – China, Nepal, Lao PDR; *Africa* – Cameroon, Liberia, Burkina Faso/ Mali; *Latin America* – Bolivia, Guatemala

RRI Tier 2 countries are those where RRI will engage in selected strategic activity in countries or sub-regions where the opportunity exists to encourage incremental change at the national level. In 2008, RRI Tier 2 areas are: *Asia* – Indonesia, Philippines, Thailand; *Africa* – Ghana, Congo, Democratic Republic of the Congo; *Latin America* – Central America, MAP region of Amazonia (Made de Dios province, Peru; Acre state, Brazil; Pando department, Bolivia)

Planning Teams consisting mostly of national-level Collaborators. Initial guidelines were elaborated for implementation of the process, along with terms of reference for the roles and responsibilities of each entity in the structure. During the first phase of this growth in 2008, the secretariat (Rights and Resources Group, or RRG) played an important role in proposing and guiding the process. In July, the results from the first “round” of planning were brought to the mid-year global governance meeting in Cheltenham, United Kingdom. The coalition dealt with critical issues and definitions in the meeting, allowing for greater precision and some course correction as the Regional Planning Teams and Regional Facilitators began to crystallize and appropriate greater responsibility. In September, an expanded set of guidelines was elaborated and circulated through the coalition. These guidelines from September included a new key piece of strategic planning – a Strategy Note for each Tier 1 country, which served to guide Country and Regional Planning Teams in documenting the collective analysis undertaken in RRI strategic planning. The Strategy Notes have further developed to serve as the overall rationale for each regional program and the activities undertaken, funded or leveraged by Framework funding.

As of December 2008 the full staffing of regional facilitators and coordinators is underway. For RRI in Africa the team is complete. For both Asia and Latin America, the teams are making some adjustments to the proposed plans, with staff identified.

II. RRI Summary Report: Key Outcomes and Products in 2008

Table 1: Key outcomes and Products in 2008

Overarching Accomplishments	
<ol style="list-style-type: none"> 1. Raised profile of forest tenure among global development actors and catalyzed new synergies among organizations on forest tenure and rights reform; 2. Instigated new thinking and mobilization in Central and Western Africa; and 3. Scaled-up RRI delivery under framework funding and consolidated RRG support functions 	
Program Outcomes	Key Products
Country/Regional Initiatives	
<ul style="list-style-type: none"> • Established strategic planning teams among Partners and Collaborators in China, Nepal, Cameroon, Liberia, Ghana, Guatemala, Bolivia, and Mali/Burkina Faso; and regionally in Asia, Africa, Latin America • Made significant contributions to new tenure legislation and policy in Liberia, Nepal and Honduras; and upcoming reforms in Cameroon, Ghana, China, Brazil and Bolivia • Strengthened national public dialogues and/or mobilization of key constituencies in Liberia, China, Nepal, Cameroon, Guatemala and Bolivia 	<p>Africa</p> <ul style="list-style-type: none"> ○ 5 National-level conferences/workshops (Cameroon, Liberia, Ghana, Mali, Burkina Faso) ○ 12 new analytical products (papers, briefs, cases) focused on national legal and policy reforms ○ 6 catalytic investments supporting pilots or implementation (Cameroon, Burkina Faso, Mali, Liberia) <p>Asia</p> <ul style="list-style-type: none"> ○ 4 national-level conferences/workshops (China, Nepal) ○ 5 new analyses focused on national reforms (China, Nepal) ○ 9 catalytic investments in pilots or implementation (China, Lao, Nepal) <p>Latin America</p> <ul style="list-style-type: none"> ○ 3 national-level conferences/workshops (Guatemala, Bolivia, Brazil) ○ 5 new analyses/reports on national-level reforms ○ 5 catalytic projects supporting pilots or implementation reforms (Bolivia, Guatemala, Suriname, Central America, Amazonia)
Network Support	
<ul style="list-style-type: none"> • Raised awareness in strategic constituencies of the importance of tenure reforms and advanced understanding of implementation of reforms • Consolidated regular collaboration with key global institutions and networks (CAPRI, FAO, International Land Coalition, IFAD, ITTO, Parties to UNFCCC, UNPFII, World Bank) 	<ul style="list-style-type: none"> • MegaFlorestais: Meeting of 9 forest agency leaders hosted by Brazil reviewed progress on governance and tenure reforms. Invitations for follow-on meetings in China and Canada • ITTO-Civil Society Advisory Group: Conducted two events (Ghana, Yokohama): Successfully lobbied for Community Forestry Thematic Program and adoption of CSAG recommendations for ITTO bi-annual work plan • Global Alliance of Community Forestry: RRI supported 3 regional learning exchanges (Africa, Asia, Latin America) • Established new Climate Change Civil Society Advisory Group and agreed on structure and activities
Strategic Analysis	
<ul style="list-style-type: none"> • Raised global development community awareness of forest tenure importance, threats and status of reforms; particularly in UK and Norwegian development arena • Stimulated new, critical understanding of forest tenure and climate change 	<ul style="list-style-type: none"> • 2 new global analyses: <i>From Exclusion to Ownership?</i> and <i>Seeing People Through the Trees</i> <ul style="list-style-type: none"> ○ Media release resulted in 120 articles in 30 countries and 15 languages ○ <i>From Exclusion:</i> 1,300+ downloads, 970+ print ○ <i>Seeing People:</i> 1,700+ downloads, 860+ print • High-level policy event in House of Commons, London to

<p>issues and disseminated latest knowledge on issues and implementation to governments in Central America and to parties to UNFCCC and REDD Contact Group</p>	<p>launch new global analyses</p> <ul style="list-style-type: none"> • International conference on Rights, Forests and Climate Change in Oslo; focusing on implementation issues • Catalyzed new, forward looking thinking on “last great global land grab”; “who owns the carbon”; “regulatory takings and zoning”; need to “rethink” forest management regulations • Produced ATEMS analyses and engaged policy makers with options: catalyzing critical reflection on forest concessions and viable alternative tenure and enterprise models in Cameroon, Ghana and Liberia • Produced 13 global and regional reports on forest tenure and governance in relation to pressing issues: climate change and REDD, forest and commons-based conflict, conservation, social movements, and community forestry • Conducted private advisory session on forest rights with governments party to UNFCCC and members of the REDD Contact Group and recommended agreement text
<p>Global Communication/Outreach</p>	
<ul style="list-style-type: none"> • Increased commitment and effort on forest rights and tenure by key international institutions • Provided key numbers and narratives for community-based organizations seeking to advance reforms • Established world-class website on forest tenure and rights reform 	<ul style="list-style-type: none"> • IUCN, CIFOR, ICRAF, ITTO, FAO, World Bank, ILC strengthened work on forest rights and tenure in their work programs • Website: 2600+ visits per month from 169 different countries Established as an information hub on forest rights and tenure reform with an extensive library of publications, RRI activities and news on rights and tenure around the world • Quarterly email update reaches 1500+ readers in 3 languages, proactively communicating new analyses, research findings and RRI activities with policy leaders and RRI supporters around the world
<p>Coordination/Operations</p>	
<ul style="list-style-type: none"> • RRI coalition functioning effectively, identifying strategic activities, promoting synergies, and improved impact • RRG administrative systems strong, responding to strategic opportunities and servicing Partners and Collaborators 	<ul style="list-style-type: none"> • Effective RRI planning and governance meetings held in January (DC) and July (UK) • Completed long-term funding agreements with DFID and Sida • Hired Independent Monitor to implement the Monitoring, Evaluation and Learning (MEL) system • Regular management and donor reports for informed management decisions: compliance with donor requests; clean financial audit for '07

III. Strategic Response Mechanism

The Strategic Response Mechanism was launched in 2008 as an instrument to enable rapid responses to strategic opportunities for policy and tenure reform or new relations between civil society actors and government decision-makers. One of the main considerations leading to the formation of RRI was the realization that political windows of opportunity typically open but for a short time, and if these moments are not quickly exploited the opportunity can be lost. While the regional programming is intended to be highly strategic, the time frame of this planning and implementation makes it likely that opportunities outside of Tier 1 or Tier 2 countries could be lost.

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. Smaller SRM interventions could include travel of key individuals to a specific event, rapid analysis and a quick report, or a media release. RRG has authority to evaluate and approve SRM proposals for less than \$10,000 USD. SRM activities that require substantially larger inputs require consultation with the Board of Directors. For proposals of \$10,000 – 49,999 USD, RRG consults with the Executive Committee of the Board of Directors, which may approve a proposal on a no-objection basis. For SRM proposals that require inputs of \$50,000 – 100,000 USD, RRG consults with the Board of Directors, which may approve a proposal on a no-objection basis. The SRM will not fund activities for more than \$100,000 USD. (More detail on the guidelines governing the SRM is detailed in the minutes of the Board of Directors Meeting of July 2008, attached here in Annex III.)

There were three proposals submitted to the Strategic Response Mechanism and accepted for funding in 2008. As with RRI regional programming, availability of funds and the mechanism by which the coalition will manage the Strategic Response Mechanism was not clear until it was defined in the July 2008 mid-year Governance Meeting. Given the very recent termination of two and a third to finish in 2010, it is too early to evaluate achievement and produce lessons learned. In 2008, activities funded through the Strategic Response Mechanism accounted for approximately 3% of the total RRI budget.

Strategic Response Mechanism Activities Initiated in 2008

1. **Honduras: Coordination and Tracking of the Regulation Process of the Protected Areas and Wildlife Forest Law of Honduras**

October 2008 – March 2009

Funding from RRI: \$36,000 USD approved for life of project

RRI supported the association of Honduran agro-forestry groups FEPROAH in organizing community input on the regulations governing the new forest law in Honduras. Workshops were held to raise the awareness of community leaders of the law and its implications, to agree on a set of recommendations to Government on the articles to be included in the regulations and to prepare communities to begin the background efforts needed to gain access to forests in the public domain for their management, administration and use.

2. **Belize: Community and Government Land Negotiation**

October 2008 – April 2009

Funding from RRI: \$35,000 USD approved for life of project

RRI supported the organization Itzamna Society to develop and negotiate new rules for the co-management of protected areas in Belize. Within the National Federation of Community-based Co-Managers, part of the National Association of Protected Areas Management Associations, Itzamna organized a series of workshops, community meetings, reconnaissance of areas by communities and government authorities, and media outreach, all in light of the pending re-negotiation of term agreements with government for park co-management. New political pressures from industry threaten to undermine government commitment to renew existing agreements with members of the Itzamna Society and other communities in the National Federation.

3. **Global: “Video Voices” Pilot of the IUCN CEESP Commission’s TGER Secretariat**

November 2008 – April 2010

Funding from RRI: \$48,000 USD approved for life of project

The objective of this project is to raise public and donor awareness of the tremendous contribution made by local communities who manage their natural resources. The project will bring rural voices onto the global internet stage to project their worries, visions, and ideas regarding their local and regional situation, sharing what they know from their personal experience of their own realities.

IV. Functioning of the Coalition in 2008

In 2008, RRI focused on consolidating the coalition, further organizing and strengthening systems for effective collaboration and collective-decision making to support delivery of real change in priority countries. In this year, the coalition matured – moving from a stage of crafting vision and defining role to a stage focused on the structures and systems to deliver measurable change in forest tenure and policy in priority countries. This was accomplished through an iterative, continuous process of (a) designing and implementing projects on the ground, in tandem with (b) clarifying systems for deepening effective collaboration (as described in Section 1.1, above).

By the end of 2008, collaboration among Partners in all regions has strengthened among Partner organizations and deepened to include a wider set of individuals and teams within each Partner

organization. Furthermore, in all three regions coalition members have engaged selectively with a growing set of Collaborators influential in national-level dialogue. Particularly in Cameroon and in China, a very strong team of national-level Collaborators has coalesced into Country Planning Teams that are effectively setting strategies for national goals, creating plans and implementing activities in support of those goals, and informing RRI Partners and Collaborators working at regional and global levels.

This consolidation occurred in the context of a substantial increase in resources available to support collaborative activities of the Rights and Resources Initiative. In 2008, the total budget for RRI activities was \$3.1 million USD. (For more information on budget and expenditure, please see the financial report submitted with this document.)

4.1 State of the Coalition

In 2008, one new organization was invited to join the coalition as a full Partner. The Federation of Community Forest Users, Nepal (FECOFUN) joined RRI as a Partner in January 2008, following on one year of collaboration with RRI Partners in activities in Asia and at fora around the world while representing the perspectives of Nepali Community Forest Users and participating in the Global Alliance of Community Forestry. As of December 31, 2008 there were 11 Partner organizations in the Rights and Resources Initiative coalition (see table below).

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	London, 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

Governance of the coalition also strengthened in 2008, with clear and effective guidance from the Board of Directors of Rights and Resources Group and the evolution of complementary governance structures. In January 2008, Partners met in Washington DC for the annual RRI Governance Meeting

and established the January meeting as one of the key governance systems for RRI. Each year, Partners will meet in Washington DC for three days on or around January 15th, as determined one year in advance by the Board of Directors and Partners. As needed, the Board and Partners may also hold a mid-year meeting to review progress and make strategic decisions to guide the coalition. In 2008, the Board and Partners held a second midyear planning meeting to agree on guidelines for RRI activities and planning.

Also in January, representatives of Partner Organizations met for the first Partner Meeting, in which individual Partner representatives can discuss governance and programs of the coalition and offer input to the Board of Directors. As established in January, the Partner Meeting will be held at least once per year during the annual RRI Governance Meeting, and may be convened at additional times as necessary. This development strengthened the function of the coalition in two ways. First, it provided the Partners with a formal mechanism for dialogue and around key issues pertaining to the goals and operation of RRI. Second, by allowing Partners a specific forum in which to speak as representatives of their own organizations, it liberated individuals from representing their organizations first and foremost in other RRI matters, allowing space for focusing primarily on the RRI agenda and goals.

Through the year, it became clear that the locally, demand-driven strategic planning process was positive and an effective way for collaborative elaboration of strategies and country-level programs that can deliver real change. Yet in some ways this local and demand-driven structure contradicts the globally-strategic international goals and structure of the RRI. This is one of the key issues in coalition function identified this year: How can RRI ensure global coherence of programs and goals, while operating in a locally-focused and demand-driven manner? This issue was discussed further in the January 2009 RRI Governance Meetings.

With deepening collaboration within the coalition and the power of additional resources to leverage collective activities, in this year coalition members began to demonstrate greater organizational commitment to RRI. At the same time, as RRI elaboration and implementation of activities got underway, coalition members identified additional challenges that arise from working in the coalition structure.

- How will RRI manage the expectations and roles of such a diverse set of coalition members? Partner organizations vary widely in organizational character, geographic reach, and political aspirations. This affects both how each Partner organization contributes (capacity) and what each organization aims to gain from engaging in the coalition.
- How should the coalition mediate any disputes when Partners do not agree or compete locally?

These and other evolving questions are revisited as necessary during the regular meetings of the Board of Directors and the Executive Committee of the Board, and will be discussed at the next global meeting of Partners.

V. Looking Ahead

5.1 Consolidating Our Coalition, Ramping Up Our Action & Impact

New political urgency to address climate change has put forests squarely back on the international agenda and into the focus of politicians, donors and investors. Throughout the regions in which we work, RRI members are witnessing new political opportunities and new synergies for collaboration.

2009 will be a year of critical opportunities for leveraging real change in forests and for forest dwellers. As climate change negotiations and programs further crystallize, with forests as an integral component, these programs and their treatment of rights and tenure issues may set patterns for years to come. Furthermore, the evidence is mounting that the old models of concession-based industrial development in forests has not delivered the desired aims

2009 will also be a critical year for the RRI coalition, now operating with strong systems for strategic planning and collaboration across organizations and in key regions. By the end of 2009 RRI will be fully operational in delivering greater action on forest policy and market reforms to increase household and community ownership, control and benefits from forests and trees. We will have strong and strategic engagement in 8 priority countries,¹⁰ engaging in activities that leverage the full strength of the Partners and a diverse array of national-level collaborators.

In 2008, RRI witnessed tremendous demand from national-level actors in civil society and government for the work of the coalition, and a growing number of political opportunities. Through 2009, this increased demand will continue as RRI gains recognition and as forest-dwellers, civil society groups and governments are pressured in a context of a contracting global economy and changing climate patterns.

RRI is facing this increased demand with stronger commitment and collaboration from Partners and Collaborators, and stronger systems for organizing and coordination work within and between country, regional and global programs.

At the same time, the funding resources currently available to the coalition are not sufficient for RRI to fully engage in the priority countries and activities where the strategic opportunity and conditions are right. The total funding committed to RRI between 2008 and 2012 is \$12.5 million USD, about 50% of the target \$25 million stated in the Framework Proposal. Funding available to RRI for 2009 is \$3.5 million USD, a little over half of our proposed budget of \$6 million USD for strategic activities in Tier 1 countries, and regional and global programs. We are currently seeking new funding commitments to help bridge this gap and deliver the strategic change promised in the Framework Proposal. However, without additional resources the coalition will need to scale back the scope and range of activities currently underway. This will limit what the coalition is able to achieve by 2012, and may also place additional stress on the newly strengthened coalition structures that encourage local demand-driven elaboration of RRI goals and activities.

5.2 Major Opportunities and Activities in 2009

RRI has three strategic priorities for 2009. First, the coalition will make substantive and demonstrable steps forward in encouraging forest policy and market reforms in a majority of Tier 1 countries.

Second, RRI will consolidate the coalition as an effective mechanism for strategic planning and delivery. In 2009, these efforts will focus on deepening collaboration within Partner and Collaborator Organizations, and on maximizing synergies between strategic activities among regional and global RRI programs.

Third, this year the coalition will complete strategic plans focused on reaching the global targets set for 2015. In particular, this will include leveraging the opportunities linked to climate change initiatives underway in forest countries around the world.

¹⁰As identified in January 2009, these “RRI Tier 1” countries include: *Africa* – Cameroon, Liberia; *Asia* – China, Nepal, Lao PDR, Indonesia; *Latin America* – Bolivia, Guatemala.

The table that follows (see Table 3, below) presents a concise summary of the major activities and initiatives that RRI will undertake in 2009. A majority of coalition engagement will be focused on the first goal, making substantive and demonstrable steps forward in RRI Tier 1 countries.

In Asia, major RRI initiatives in 2009 will continue to center around China and Nepal. With the State Forestry Administration of China, RRI will organize a major regional conference in Beijing focused on tenure reform. The conference will draw on the full support of RRI Partners and Collaborators active in Asia, informing policy-makers of new analysis and encouraging them to exchange lessons from their experiences with reform. The aim will be to strengthen and encourage reforms where there is already momentum and where they are already underway, as in China, Nepal and India, and also to encourage consideration of reforms in countries where there is so far little progress – namely in Indonesia. Complementary to this major effort, RRI will support strategic analysis focused on assessment of pilot reforms in China, informing policy-makers in preparation for expansion of reforms and a new forest law envisioned by 2012. In Nepal, RRI will support social mobilization, consultation and networking to strengthen community-based pressure and input to the new constitutional assembly.

In Africa, RRI engagement in Central and West Africa will center around the Yaoundé conference on Forest Tenure, Governance and Enterprise. The international conference co-organized by RRI, ITTO, and the Ministry of Forests and Wildlife of Cameroon, will be held May 25th – 29th in Yaoundé, Cameroon. The conference will be a unique opportunity to catalyze new commitments to strengthen rights in Central and West Africa, encouraging policy-makers to exchange experiences and lessons, strengthening civil society networks and offering a platform for exchange between African civil society and policy-makers. In Cameroon, the government is considering a revision of the 1994 forest law, targeted to be completed in October 2009. The government's eagerness for reform emerged rapidly in early 2009, surprising even the Collaborators and RRI Partners working closely with government and civil society in Cameroon. RRI has received a request from the government to advise the design of the new law and assist in the organization of consultations with communities and civil society. In Liberia, RRI Collaborators and Partners will support preparation for implementation of the new Community Rights Law, and will conduct analysis on pit-sawers in Liberia as part of the continuing body of work on Alternative Tenure and Enterprise Models (ATEMs).

In Latin America, 2009 activities will focus on the development of Alternative Tenure and Enterprise Models (ATEMs) in northern Bolivia and initiating dialogue on tenure in the MAP sub-region of the Bolivian, Brazilian and Peruvian Amazon. RRI Partners and Collaborators will study and synthesize the experiences of indigenous forest communities producing Brazil Nuts under alternative tenure and enterprise systems currently unrecognized in the Bolivian legal framework. At the regional level, RRI Partners and Collaborators will focus on the opportunities and threats facing forest communities from emerging Payments for Ecosystem Services (PES) models, including REDD. Late in the year, RRI Partners will hold a regional workshop in South America focused on exchange between Amazonian community organizations and leaders from communities with past experience interacting with PES schemes in Central America, Mexico and Colombia. The goal will be to share knowledge on the benefits and risks of engaging in PES and REDD-type schemes offered by governments, private enterprise and NGOs, and offer information and training on the new models emerging from climate change mitigation strategies.

At the global level, in 2009 RRI will engage further to play an active role as actors across the world increase efforts to address climate change and respond to the deeper poverty and conflict that result from the global economic recession. RRI will continue to support the creation of an independent Civil Society Advisory Group on Forests, Livelihoods and Climate Change (CSAG-FLCC) and the

engagement of this group with the UN-REDD Programme, the World Bank Forest Carbon Partnership Facility, and the REDD contact group of UNFCCC negotiators. The CSAG-FLCC will provide upstream advice, review and guidance to negotiators, governments, and inter-governmental organizations to ensure that responses to climate change promote forest peoples' rights and national social and economic development.

Table 3: RRI Strategic Priorities for 2009

Priority Outcomes/Program	Key Deliverables/Indicators of Achievement
<p>Overarching Goals for 2009:</p> <ol style="list-style-type: none"> 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 initiate strategic plans to reach global targets by 2015, engaging in and leveraging climate change initiatives. 	
<p>Country and Regional Initiatives</p>	
<ul style="list-style-type: none"> • Substantive, demonstrable steps towards legal and policy reform in Tier 1 countries <ul style="list-style-type: none"> • <i>Country teams of Partners and Collaborators operate effectively, and strategically engage in climate change initiatives to advance reforms;</i> • <i>Country teams initiate/strengthen links to strategic networks/constituencies</i> • The few, selected, strategic activities at the regional level catalyze and build momentum for reforms in Tier 2 countries and across region 	<p>Africa</p> <ul style="list-style-type: none"> • <u>Cameroon: new analysis and convenings</u> to strengthen community advocates and inform policy makers of options to address rights and enable ATEMS in new forest law and related policies • <u>Liberia: technical support</u> to community organizations and NGOs to strengthen implementation of CRL, including demonstrating feasibility of mapping and ATEMS • <u>Yaoundé conference</u> catalyzes new commitments to strengthen rights in C&W Africa and strengthens key constituencies and networks • <u>Sahel/Regional meeting</u> raises profile of rights issues in decentralization; informs and strengthens key constituencies <p>Asia</p> <ul style="list-style-type: none"> • <u>Nepal: New analysis and support to constituencies/networks</u> to build credible evidence for reform and influence new constitution • <u>China: New analysis</u> initiated to enable 10 year review of NFPP and SLCP in 2010 and inform new forest law by 2012 • <u>Lao PDR: Craft strategy</u> and create country team • <u>Regional tenure reform conference held in China and regional policy network revived</u> to strengthen reforms where underway (e.g. China, Nepal, India) and encourage new effort where not (e.g. Indonesia) <p>Latin America</p> <ul style="list-style-type: none"> • <u>Bolivia: New analysis and exchanges with community organizations</u> to generate options for ATEMS and increase government support for these alternatives for livelihood enhancement • <u>Guatemala: New dialogues and analysis with community organizations</u> to reform the concession policy framework towards 2nd generation conservation and enterprise models; help broaden base

Priority Outcomes/Program	Key Deliverables/Indicators of Achievement
	<p>of support through new alliances to enhance their policy voice</p> <ul style="list-style-type: none"> • <u>Central America: support to community organizations and NGOs to develop strategies for CC adaptation and mitigation and strengthen voice in regional and international dialogues</u>
Network Support (Regional & Global)	
<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"> • <u>MegaFlorestais</u> meeting in BC advocates for forest tenure reforms as a global priority in context of climate change and stimulates more effort in Indonesia and DRC • <u>ITTO CSAG</u>: transition governance structure to new leadership; promote new thematic programs • <u>GACE</u>: support engagement in World Forest Conference (Argentina) and help strengthen network in Asia • <u>Climate Change CSAG</u>: established, holds 1st meeting and 1st audit conference, providing overarching guidance to REDD investments and implementation by UNREDD and WB funds
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 	<ul style="list-style-type: none"> • <u>Realizing Rights</u>: short, policy briefs on operational lessons for recognizing and strengthening tenure rights; initiate new thinking and teams on “rethinking forest regulations”; implementing FPIC; zoning/takings; gender rights; rights mapping • <u>Climate Change</u>: initiate analysis/team on “who owns the carbon”, assess criteria, strategies and performance of UNREDD, WB CC funds • <u>ATEMs</u>: synthesize lessons to date from Africa; expand work in Asia and Latin America; initiate full analysis of industrial concession model in Africa, • <u>Conflict</u>: initiate examination of conflict dimensions of rights, tenure and climate change and explore RRI role • <u>CIFOR-RRI</u>: complete country level policy briefs and meetings to disseminate results, strengthen movement for reforms; produce global comparative work: synthesis and edited volume and dissemination materials • <u>RRI country data and target tracking system</u> on the web, promoted by Partners and begin to be used as a reference, along with regional analyses and data
Global Campaign (Communication/Outreach)	
<ul style="list-style-type: none"> • Key global institutions active in climate change prioritize investments in implementing tenure and governance reform • Partners and Collaborators communications on rights and tenure reforms more effective, and supported by RRI, with more cross-initiative exchange of ideas and learning • Proactive outreach to new, non- 	<ul style="list-style-type: none"> • <u>Engage with WB, UNREDD, REDD Contact Group</u>, major donors to advance rights, tenure, governance agenda in REDD investments • <u>Initial workshop in Africa</u> to assess Collaborator and Partner requests for media, advocacy and networking capacity building • <u>Short updates of ongoing reforms and key findings</u> prepared, translated and proactively circulated to key audiences in regions • <u>New media/advocacy materials</u> for champions and proactively disseminated to new constituencies • <u>High-level international seminar</u> on “accelerating and scaling-up forest tenure reforms, in context of climate change”, conducted with leaders of RRI Partners, WB, UN and key donors

Priority Outcomes/Program	Key Deliverables/Indicators of Achievement
RRI constituencies catalyzes new champions and initiatives	
Coordination/Operations	
<ul style="list-style-type: none"> • Regional planning structure assessed and adjusted to ensure optimal functioning, strategic thinking and prioritization • MEL system established, adopted by Partners and operational • Strengthen the administrative structure of RRG and staff to more effectively support RRI and deliver commitments under the framework proposal 	<ul style="list-style-type: none"> • <u>Hold two effective RRI Governance meetings</u> • <u>Strengthen regional and sub-regional strategic thinking and planning structure for the coalition</u> • <u>RRG administrative systems</u> provide reports and analysis for informed management decisions and documented compliance with donor requirements • <u>MEL system reviewed and adopted by Partners and IM team</u> effectively interacting with Partners and Collaborators to implement new system

Logical Framework Progress Report

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 	<p>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.</p>							
	<ul style="list-style-type: none"> • RRI prepared a synthesis report titled <i>Seeing People Through the Trees: Scaling up efforts to advance rights and address poverty, conflict and climate change.</i> 	X	X	X		X		
	<ul style="list-style-type: none"> • As background analysis to the <i>Seeing People</i> report, Partners prepared analyses of forest tenure in relation to key global challenges and key trends in forestry. These analyses were discussed in a seminar in Stockholm on the role of rights and governance in advancing the social and economic development of forest areas in developing countries. In 2008, eight reports based on these analyses were prepared following the Stockholm seminar, five of which were formally published and three of which have informally informed the thinking and advocacy of RRI Partners. 	X	X			X		
	<ul style="list-style-type: none"> • The <i>Seeing People</i> report and background analyses on forest tenure and rights were published and released at a press event and discussion with members of Parliament in the UK House of Commons in London. Media outreach for this and the <i>From Exclusion</i> report resulted in 120 articles in 30 countries and 15 languages. <i>Seeing People</i> has been distributed 2,300 times in electronic and print form. 		X	X		X		
	<ul style="list-style-type: none"> • Partners and a growing set of Collaborators are continuing to use these arguments and reports in presentations and dialogue around the world. 			X	X			X
	<ul style="list-style-type: none"> • RRI presented arguments and analysis to key institutions and audiences around the world, including the Social Development team at the World Bank, representatives from the Economic and Social Council of the United Nations, the Food and Agriculture Organization of the United Nations, the International Tropical Timber Council, the International Land Coalition and the International Association for the Study of the Commons, the Global Alliance of Forest Communities. 	X	X	X	X	X		

Deliverables	Activities	2008				Completed	Not attempted	Under implementation
		Q1	Q2	Q3	Q4			
	RRI established parameters for monitoring progress and interpreting forest tenure reforms underway around the world.							
	<ul style="list-style-type: none"> RRI published a new report titled <i>From Exclusion to Ownership? Challenges and opportunities in advancing forest tenure reform</i>. RRI collected data on new laws and regulations and latest numbers quantifying the status of tenure rights in the top 30 most-forested countries, updating the most recent data from 2002 and analyzing the change between 2002 and 2007. The results were published in mid-2008. The arguments and analysis in <i>From Exclusion</i> also served to support RRI efforts to raise awareness about forest tenure and its fundamental role in addressing persistent poverty, violent conflict, and climate change mitigation. 	X	X	X		X		
	<ul style="list-style-type: none"> The report and key findings were published and disseminated at a press event and discussion in the House of Commons in London. Media outreach for this and the Seeing People report resulted in 120 articles in 30 countries and 15 languages. <i>From Exclusion</i> has been distributed more than 2,100 times in electronic and print form. 		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 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 engaged in dialogue in a number of the many meetings and discussions unfolding around the definition of climate change mitigation activities in forests (especially focused on REDD). Partners and Collaborators produced critical background analysis on the links between the issues, and have supported local voices and introduced local perspectives into the debate. 		X	X	X			X
	<ul style="list-style-type: none"> RRI and Rainforest Foundation Norway organized the 1st international conference on Rights, Forests and Climate Change, held in Oslo, Norway. The conference was the first major opportunity for advocates and policymakers to consider climate change mitigation and adaptation from a rights-based perspective. Participants discussed options for climate interventions in forest areas that can be both effective and will ensure promotion of human rights and development for forest dwellers. 		X	X	X	X		

Deliverables	Activities	2008				Completed	Not attempted	Under implementation
		Q1	Q2	Q3	Q4			
	<ul style="list-style-type: none"> RRI and Rainforest Foundation Norway produced a policy brief based on the recommendations and discussion at the Rights, Forests and Climate Change conference. The brief <i>Foundations for Effectiveness: A framework for ensuring effective climate change mitigation and adaptation in forest areas while ensuring human rights and development</i> was shared with negotiators and advocates at the UNFCCC COP-14 meeting in Poznan, Poland. RRI representatives held an informal roundtable discussion with negotiators from the REDD contact group in Poznan to discuss tenure and rights and propose suggested text for inclusion in an agreement on REDD. 		X	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 launched a decentralized system for strategizing and planning in priority countries in Asia, Africa and Latin America. This includes focusing RRI activities on: <ol 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 (in 2008) are China, Nepal and Lao PDR. 							
	CHINA							
	<ul style="list-style-type: none"> • Partners and Collaborators organized a national conference on collective forest tenure reform, inviting high-level government representatives from China, national researchers and international observers from across Asia and North America to discuss the strengths and weaknesses of forestland tenure reform. 	X				X		
	<ul style="list-style-type: none"> • Collaborators completed 3 papers on China's collective forestland, analyzing the legal framework, mechanisms for dispute resolution, and the regulatory takings law. The papers were published, translated and disseminated in English and Mandarin. 	X				X		
	<ul style="list-style-type: none"> • Collaborators initiated research on the socio-economic impacts of tenure reform on household incomes and afforestation rates in the 8 provinces where the Chinese government is piloting tenure reform. In 2008, researchers completed the first national-level survey of impacts from the tenure reform and discussed the findings with government representatives. 	X	X	X	X			X
	<ul style="list-style-type: none"> • Partners completed case studies on collective forest tenure reform in ethnic areas of the Yunnan province in southwest China, analyzing challenges for implementation of tenure reform and key considerations for future reforms. The case studies (in Mandarin) are complete but have 			X	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								
	not yet been published.							
	NEPAL							
	<ul style="list-style-type: none"> Partners and Collaborators organized a workshop with community forest leaders in Nepal to kick-start discussion on new forest policy and institutions under the new government of Nepal. Community participants produced a policy document outlining the state of security of community rights to forests, land and water resource management. Following the workshop, community participants participated in the 5th Nepal National Community Forestry Workshop, bringing recommendations from the kick-start workshop into the policy-making process underway in Nepal. 			X	X	X		
	<ul style="list-style-type: none"> Partners in Nepal undertook a comprehensive study of the history of community forestry in Nepal, producing and disseminating the study and a pamphlet in Nepali. 			X	X	X		
	<ul style="list-style-type: none"> Partners and Collaborators are facilitating ongoing dialogue on the security of community rights to natural resources, informing forest communities about new developments and informing policy-makers at work on the new Nepali constitution. 			X	X			X
	ASIA REGIONAL ACTIVITIES AND ACTIVITIES IN NON-TIER 1 COUNTRIES							
	<ul style="list-style-type: none"> Partners and Collaborators hosted a workshop on forest trade and market reforms in the Mekong region, enhancing the understanding of the regulations governing forest trade. 		X	X		X		
	<ul style="list-style-type: none"> Partners conducted case studies on forest tenure reform in two provinces in Vietnam and a quantitative analysis of forest and poverty data in those provinces. Case studies were published and disseminated in English and Vietnamese. 		X	X		X		
	AFRICA							
	<ul style="list-style-type: none"> Tier 1 countries are Cameroon and Liberia. Burkina Faso and Mali were added as a third key area of Tier 1 engagement in third quarter 2008. 							
	CAMEROON							
	<ul style="list-style-type: none"> Collaborators and Partners held a sub-regional workshop on community forest organizations with community leaders from across Central Africa, in Lomié, Cameroon. Leaders of community organizations reflected on their own regional and national representation and advocacy strategies. 		X			X		
	<ul style="list-style-type: none"> Collaborators and Partners held a restitution workshop to share the findings of the research 		X	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								
	<p>on Alternative Tenure and Enterprise Models (ATEMs) with community leaders and local government representatives. Local researchers presented the findings of case studies analyzing their local tenure and enterprise models and comparing them with alternative models in place in British Colombia and Guatemala. Municipal and national-level government representatives committed to taking community rights into account and to rezone the Kopongo UFA (Unit of Forest Management).</p>							
	<ul style="list-style-type: none"> Collaborators and Partners initiated work on community rights mapping and informing communities about government policies and pledges made in the Edéa restitution workshop 			X	X			X
	LIBERIA							
	<ul style="list-style-type: none"> Partners and Collaborators supported and advised the drafting of a new community rights law for Liberia, culminating in a workshop in Monrovia: Community Rights law with Respect to Forest Lands: Design and Implementation 	X	X	X		X		
	<ul style="list-style-type: none"> Collaborators advocated adoption of the new Community Rights Law bill, which was passed by the Liberian Congress in late 2008. Collaborators continue to advocate for the adoption (signing) of the Act and appropriate implementation 		X	X	X			X
	<ul style="list-style-type: none"> Collaborators and Partners conducted a public meeting on Alternative Tenure and Enterprise Models for Pro-Poor Growth in Central and West Africa at the University of Liberia, including presentations on the initial ATEMs case studies with government representatives, local researchers and students. 	X	X			X		
	BURKINA FASO AND MALI							
	<ul style="list-style-type: none"> Partners and Collaborators conducted a national workshop in Burkina Faso on security in access to forest resources and equity in community forests. Stakeholders from key constituencies began dialogue on the political reforms necessary to improve sustainability, security, equity, and market access for community forests and forest management in Burkina. 		X	X		X		
	<ul style="list-style-type: none"> Partners conducted a sub-regional workshop on ownership and access rights in decentralized natural resource management in the Sahel. Held in Mali, the workshop contributed to the national debates on recognizing community rights to forests and agro-forests in the context of decentralized forest management in Sahelian countries. 			X	X	X		
	AFRICA REGIONAL ACTIVITIES							
	<ul style="list-style-type: none"> Partners and Collaborators completed a suite of studies on Alternative Tenure and Enterprise Models (ATEMs) to inform dialogue in Central and West Africa. Local researchers 	X	X	X	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								
	completed case studies for community enterprise in Cameroon, Ghana, Burkina Faso, Rwanda, Burundi, Democratic Republic of the Congo, Liberia, and comparative case studies of tenure and enterprise models in Guatemala, Canada and Sweden. Preliminary findings were presented and discussed at events in Cameroon, Ghana, and Liberia.							
	<ul style="list-style-type: none"> Partners began supporting and strengthening networks of civil society resource rights campaigns in Central and West Africa. Partners and Collaborators engaged with and strengthened national resource rights campaigns in priority countries, and established and strengthened regional networks of resource rights campaigns. 		X	X	X			X
	LATIN AMERICA							
	<ul style="list-style-type: none"> Tier 1 countries are Bolivia and Guatemala. 							
	BOLIVIA							
	<ul style="list-style-type: none"> Partners and Collaborators completed a baseline study of alternative enterprise and market options for Bolivian forest enterprises based on non-timber forest products in the lowland forests of the Amazon Basin. 		X	X		X		
	<ul style="list-style-type: none"> Partners and Collaborators started up an effort to analyze the territorial dynamics related to the expansion of the agricultural frontier and the social and market impacts on the forest. A second component is the analysis of three Brazil nut cooperatives to better understand the challenges facing forest enterprises. 						X	
	<ul style="list-style-type: none"> RRI Partners mobilized a series of policy dialogues with the forest sector agencies over the year, crafting elements for policy proposals drawing on the results of the CIFOR-RRI research project. 	X	X	X				
	GUATEMALA							
	<ul style="list-style-type: none"> Building on CIFOR-RRI research project in Guatemala, RRI Collaborators and Partners fostered a set of exchanges between the highland indigenous community leaders and lowland forest community concessionaires to collectively analyze the policy environment nationally and to establish initial pathways for building a countrywide alliance. 				X	X		
	LATIN AMERICA REGIONAL ACTIVITIES							
	<ul style="list-style-type: none"> Collaborators and Partners organized a regional conference on forest and agricultural livelihood models in the Amazon (FORLIVE). Participants in the conference included indigenous, traditional peoples and colonists, NGOs, government and aid agencies from the nine Amazonian basin countries. Cross sector views were shared and criticized and led to a 				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								
	call for the recognition of community-based agro-forestry models in the frontier zone of the Amazon region.							
	<ul style="list-style-type: none"> Partners and Collaborators organized a summit of Central American community organizations to discuss climate change, parallel to the Central American Presidential Summit on Climate Change and the Environment. More than 300 civil society representatives discussed perspectives on the mitigation and adaptation mechanisms proposed and presented their conclusions in a declaration to government representatives. 					X		
	<ul style="list-style-type: none"> In Central America Partner support of 'social mapping' of tenure disputes and governance issues was undertaken in order to better ground policy discussions on the design of Redd and other climate change mechanisms in local realities. 			X	X		X	
	<ul style="list-style-type: none"> In Suriname, an RRI Partner helped the indigenous Saramaka communities gain recognition of their traditional territories through legal processes. The Saramaka's territorial rights were recognized by the courts in December. RRI program efforts are helping to inform these communities of the alternative governance and conservation options for managing their territories. 			X	X			
	STRATEGIC RESPONSE MECHANISM							
	<ul style="list-style-type: none"> Collaborators supported community input to the regulations governing the new forest law in Honduras. Collaborators organized a series of workshops to collect input and inform communities about the new law, and supported communities in preparing a draft of regulations submitted to the government. 			X	X	X		
	<ul style="list-style-type: none"> Collaborators supported communities in Belize to develop new rules for the co-management of protected areas. Collaborators organized a series of workshops and facilitated dialogue between communities and government. 			X	X	X		
<i>Comments:</i>								
<p>In Asia, a robust country planning team for Lao PDR did not crystallize. In the last quarter of 2008 and January 2009 Partners considered the status of Lao PDR as a Tier 1 country and determined that there is strategic opportunity for advancing significant reforms in Lao. Lao will remain a Tier 1 country and in 2009 Partners working in Lao will focus on creating a strategy for RRI engagement in Lao and building a strong team of local Collaborators.</p> <p>In Latin America, robust country planning teams crystallized in the last quarter of 2008. Country-level strategies for Tier 1 countries Bolivia and Guatemala were completed by the regional planning team in close consultation with national-level civil society actors. Meetings in Bolivia and Guatemala linked with complementary workshops consolidated a dedicated team of country-level actors for future collaboration and leadership.</p>								

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 third annual meeting of forest agency leaders at MegaFlorestais, effectively establishing the platform as an opportunity for frank discussion and exchange among top government representatives from major forested countries. The third meeting was hosted by the Brazilian Forest Service and the US Forest Service in Brazil. 			X	X	X		
	<ul style="list-style-type: none"> • Collaborators and Partners supported a delegation of indigenous peoples from the Amazon Basin, the Democratic Republic of the Congo and Indonesia to participate in the World Conservation Congress in Barcelona, Spain. Indigenous representatives received extensive training in creating and delivering messages to the conservation community and to the media. RRI coordinated media outreach for the delegation, resulting in extensive media coverage in the delegation's home countries and around the world. 			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 Ghana, Liberia and Cameroon advised the ITTO on their proposed thematic program on Community Forest Management and Enterprise. 		X	X				X
	<ul style="list-style-type: none"> • RRI supported the strengthening of the Global Alliance of Community Forestry. Partners met with Collaborators in the GACF in San José, Costa Rica, in Beijing, China, and in Kathmandu, Nepal and supported GACF delegates to international policy debates at meetings around the world. RRI supported horizontal exchange "internships" among GACF members and the growth of strong regional networks and partnerships within the GACF. 	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 established the Strategic Response Mechanism as an instrument to enable rapid response to strategic windows of political opportunity for policy and tenure reform or new relations between civil society and government. 		X	X	X	X		
	<ul style="list-style-type: none"> • RRI held Governance Meetings of Partners and the Board of Directors in January and July 2008. In the Governance Meetings, coalition members set strategy for strengthening the coalition during the year, identifying regional decentralization as a priority for the coalition in 2008, and defined guidelines to guide regional strategy and regional planning for 2008 and 2009. 	X		X		X		
	<ul style="list-style-type: none"> • RRI established the RRI Quarterly Email Update as a regular communication mechanism with coalition members and stakeholders. The list of recipients who have opted to receive the RRI Quarterly Email Update grew to more than 1,500 recipients. 	X	X	X	X	X		
	<ul style="list-style-type: none"> • RRI established a new website for the coalition, hosted at www.rightsandresources.org. The new website features publications produced by RRI and Partners, key RRI events, news about RRI activities and rights and tenure news from around the world, and the ability to explore information about RRI activities and content by region, country, and key issue (keyword). 	X	X	X		X		
<i>Comments:</i>								

Annex I. Approved Annual Budget and Work Plan for 2008

Included in the following pages:

RRG 2008 Budget, as approved January 2008

Table 1: Rights and Resources Group Total Budget for 2008

Table 2: Rights and Resources Group Program Budget for 2008

Table 3: Rights and Resources Group Program Budget for 2008, by Components

RRG 2008 Workplan, as approved January 2008

RRI 2008 Workplan and Budget, as approved July 2008

Asia Regional Plan

Africa Regional Plan

Latin America Regional Plan

Table 1
Rights and Resources Group - Estimated Total Budget for 2008

Revenue		Estimated Carryover to 2008 ¹	Confirmed New Revenue 2008	Anticipated Unsecured New Revenue 2008	Total Revenue Available 2008
(USD)	New Grants				
	DFID		1,500,000		1,500,000
	SIDA			1,000,000	1,000,000
	NORAD			500,000	500,000
	Ford Foundation			300,000	300,000
	New Grants Subtotal	-	1,500,000	1,800,000	3,300,000
	Existing Grants				
	SDC	79,932	20,000		99,932
	IDRC Resource Mobilization Scoping	18,413			18,413
	IUCN/Ford LLS Launch	7,276			7,276
	IUCN/Dutch Livelihood & Landscapes	-		215,726	215,726
	FT/DFID-SIDA China SE Asia Linkages	96,282			96,282
	DFID Africa ATEMs	85,825	100,000		185,825
	IDRC India Forestry Studies	86,384			86,384
	DFID MegaFlorestais	49,060	150,000		199,060
	Existing Grants Subtotal	343,240	250,000	215,726	808,967
	Contracts & Other Income		30,000		30,000
	Total Revenue	343,240	1,780,000	2,015,726	4,138,967

Expenditures	RRG Program Budget ²		Collaborative Activities by Partners & Collaborators	Strategic Response Mechanism	TOTAL
	RRG Direct Expenses	RRG Expenses thru Partners & Collaborators			
(USD)	1,663,863	583,704	1,477,503	413,897	4,138,967
	RRG Direct Expenses	Partners & Collaborators		Strategic Response Mechanism	
	40%	50%		10%	

¹ Estimated. This table was created before final close of RRG FY 2007.

² RRG Program Budget is detailed in Tables 2 and 3

Rights and Resources Group - Program Budget for 2008¹

Program	Activities	Budget (USD)
Global Campaign	<i>Representation in Global Forums</i>	40,000
	<i>Convening of Special Events</i>	50,000
	Communication	
	1. Publications	80,000
	2. Website	20,000
	3. Media	60,000
	4. Translations	21,261
	Total	271,261
Strategic Analysis	<i>Global Analyses</i>	135,000
	<i>Africa ATEMs</i>	185,000
	<i>Monitoring of RRI Activities</i>	50,000
	Total	370,000
Network Support	<i>MegaFlorestais</i> One event per year.	170,000
	CSAG Two events per year.	75,000
	<i>Community Networks/GACF</i>	100,000
	<i>MesoFlorestais</i> One event per year each in Africa & Asia. Communication and Support.	160,000
	Total	505,000
Country Initiatives	<i>Asia</i>	450,000
	<i>Africa</i>	100,000
	<i>Latin America</i>	25,000
	Total	575,000
RRI Coordination	<i>RRI Planning and Governance Meetings</i>	75,000
	<i>Regional Coordination</i>	75,000
	Total	150,000
Administration	<i>Overhead - 15%</i>	280,689
	<i>Administration of Collaborative Agreements and Strategic Response Mechanism - 5%</i>	94,620
	Total	375,309
TOTAL		2,246,570

Table 3
Rights and Resources Group - Program Budget for 2008 ¹
Budget by Components

Component	Budget (USD)
Regular Staff, Salaries and Benefits	935,348
Term-limited (temporary) Staff, Salaries and Mandated Benefits	126,594
Workshops and Conferences	70,634
Travel	152,100
Publications	60,000
Communications and Outreach	37,500
Other Costs	280,689
Expenses through Partners and Collaborators	583,704
Total:	2,246,570

¹ *Includes RRG direct expenses of \$1,662,866
and expenses thru Partners and Collaborators of \$583,704*

Rights and Resources Group 2008 Work Plan - As Approved Jan 08

Rights and Resources Group Work Plan - 2008			
	Activity	Deliverables	
Country Initiatives	1. For All Regions		
	1.1 Support RRI Strategic Planning for Each Region	Asia, Africa, and Latin America priorities set through LLSL with partners and collaborators	Jan
	1.2 Linking and Learning between RRI Partners	Proactive communication to foster exchange and learning across RRI partners	All \
		Facilitate integration of IUCN-Livehoods and Landscapes Program tenure and cross-cutting activities into RRI	All \
		Facilitate integration of results of CIFOR-RRI governance study program into strategic action plans and continuing RRI activities	All \
	2. Asia		
	2.1 China	Tenure reform conference and RRI planning event for new phase of workprogram	Feb
	China ongoing strategic analysis	Poverty, Forests and Development in China (Jeannie Katsigris paper) completed: global synthesis of livelihood implications	Mar
		Socio economic surveys by Peking University (PKU), legal tenure study by RDI, ICRAF Case studies delivered	Mar
	China new phase of engagement	SME surveys by PKU, analysis of forest land transaction w/RDI; other TBD	July
	3.1 Mekong region (Vietnam and Laos)		Jan
	Vietnam - RECOFTC	Tan tenure paper; Vietnam Forest University (VFU) paper on national and provincial data of forests, poverty, tenure, and markets; Hanoi workshop	Jan
	Laos - RECOFTC	NAFRI review of SMFEs and poverty and NUOL review of rubber plantation land allocation impacts completed and possible discussion meeting	Mar
	4.1 India	Indian experts draft forest policy pieces, RRI review, and reports finalized	Feb
		Forest Policy Workshop and followup publication of policy pieces	Sep
		India Forest and Tribal Affairs Delegation Visit to Mexico to learn lessons on indigenous peoples forest tenure reforms and management	Jan
		Track implementation progress of India Forest Rights Act through Kalpavriksh (Indian-based NGO) collaborative agreement	all y
	3. Africa		
	3.1. Central and West Africa	Organize and hold tenure conference in Cameroon at government request	Nov
		Policy dialogue on preliminary findings of Alternate Tenure and Enterprise models and reforms in Liberia	Apr
		Develop partner and collaborator program of engagement for tenure reforms and civil society strengthening in region	all y
	3.2 Southern Africa	Planning for RRI support to planned government and expert SMFE conference in South Africa	all y
	4. Latin America		
	4.1 Bolivia	Support to government and CIDOB to (a) audit concessions effectively and (b) improve capacity and market share/returns from CFEs/SMFEs	all y
	4.2 Central America	Support to CSOs including associations of CFEs and SMFEs for capacity building, voice in policy dialogues to complete reforms, and enterprises	all y
	4.3 MesoFlorestais	Build a regional dialogue among policy makers and CSOs including indigenous federations managing ancestral lands in Latin America	all y
	5. Strategic Response Fund	Complete design, establish and begin to implement activities under the Strategic Response Fund	all y
Networks	1. MegaFlorestais		
		Preparation for October Meeting being hosted by the Brazilian Forest Service	Feb
		Meeting in Brazil (place to be determined)	Oct
		Follow-up Including Minutes and their Dissemination	Nov
	2. CSAG-ITTO Dialogue		
		Attend meetings, organize civil society participation in Accra, Ghana intersession and November ITTC session, to further tenure and SME support	Jun
	3. GACF Relationship		
		Support GACF Activities during 2008--RRI to attend GACF planning meeting in February in Costa Rica	Feb
		Help to mobilize Funding and technically support the Engagement activities Planned by GACF	
	4. MesoFlorestais Support		
	Support partners and collaborators to create Mesoflorestais in each region		
5. New Network Support Activities	To Be Determined during the Year		

Rights and Resources Group 2008 Work Plan - As Approved Jan 08

Rights and Resources Group Work Plan - 2008			
	Activity	Deliverables	
Strategic Analysis	1. Who Owns Plus Five	Initial Draft prepared, complete final report and disseminate (conduct formal launch event with media)	Mar
	2. SIDA Paper	Prepare final synthesis and finalize background papers	Feb
	3. Complete other working papers	Who Invests, Federal Systems, LLSL Regional and Global Syntheses, IFAD Climate paper completed and webpublished	Apr
		IASC conference sessions planning with partners and collaborators during RRI meeting week and proposals submitted	Jan
	4. Alternative Tenure and Enterprise Models		
		Prepare cases and country context studies in CWA and comparator countries (3 cases) with discussion workshop	Jan
		Preliminary Findings workshops and one-day Policy Workshop conducted in Liberia in April for ATEM and for CFM dialogue support	Apr
		June Meeting of ATEMs collaborators and civil society and government from CWA organized around CSAG Event in Ghana	Jun
	5. Climate Change Conference	Consider a major global conference on forest tenure, rights, and climate change	1st
	6. New Strategic Analysis	Initiate thinking on '09 products	all y
Global Campaign	1. Complete Listening and Learning Launch	Review and assess regional findings (present new draft syntheses)	Jan
		Produce and disseminate global synthesis	May
		Disseminate products from regional processes	May
	2. Communications		
	2.1 Communications strategy	Finalize new RRI communications strategy and circulate internally	Mar
		Circulate strategy - to coalition (consider phone survey) and discuss w/partners	May
	2.2 Website and communications platform	Create content and "populate" new platform for launch	Feb
		Create a system for managing parallel language sites (+translation)	Jun
	2.3 Print and publications	Prepare and print RRI brochure in French and Spanish	July
		Retain design/layout/graphics consultant in RRG and support with an intern	Mar
		Two-pager format for RRI developed and publications summarized and webpublished; disseminate/ print RRI publications electronically	All y
	2.4 Email Updates	Produce regular quarterly email updates and circulate widely	All y
	2.5 Establish media strategy/system	Create a system for tracking and recording earned media	Feb
		Prepare a standard press kit and report on media coverage over year	Mar
	3. Representation and Outreach		
	3.1 International Representation	Coordinate international representation of RRI (ITTO, UNFCCC, FAO, WB) in Global events and fora	All y
	3.2 Outreach to key constituencies	Conduct outreach to the research, human rights and private sector community	All y
	4. RRI Coordination		
	4.1 Convene RRI meetings	Conduct RRI Planning and Governance meetings (January)	Jan
		Design and conduct RRI Global Forum meeting (@ IASC)	July
	4.2 Convene Board meetings	Convene regular Board meetings	Jan
		Prepare and disseminate background material and minutes	All y
4.3 Facilitate RRI collaboration, planning	Create draft 2008 annual work plan for RRI and circulate	Jan	
	Incorporate comments to finalize 2008 RRI work plan	Feb	
	Draft 3 Year RRI Strategic Plan w/partners, discuss, and finalize with inputs	July	
	Design and implement a system for greater RRI Partner collab.	July	
4.4 Develop an M&E system for RRI	Identify and convene planning team for M&E on RRI Targets; initiate collaborative website for global tracking	July	

Rights and Resources Group 2008 Work Plan - As Approved Jan 08

Rights and Resources Group Work Plan - 2008			
	Activity	Deliverables	
Operations	1. System Development and Maintenance	Design and Institutionalize Time Sheets and Project Sheets in RRG	Jan
		QuickBooks Recording System - Facilitate Contracts and Reporting in RRG	Jan
		Donor Grant Management and Contract Tracking System in RRG	All \
		Accounting in QuickBooks, Personnel, Files, and Procurement in RRG	All \
	2. Accounts and Audit	Prepare and hold Financial year 2007 audit in RRG	Mar
		Regular Reports to RRG Management by financial and accounts team	All \
	3. Management Reporting	Timely Reporting of Program and Project Budgets to Donors and RRI	All \
		Timely Grant management and donor reporting	All \
	4. Monitoring and Evaluation System		
		Identify and convene planning team for M&E on RRI implementation of the Framework Strategic Plan	Jan

**RRI '08 Workplan Budget - As Approved July 08 -
Asia Regional Plan**

Level	Country/Region	Activity	Coordination Responsibility	Implementation Responsibility	Collaborators	July 2008 Workplan				Planned Start	Planned End	
						Total Cost	Leveraged Funds	RRG Budget	RRI Funds Request			
Regional	Activities	GACF- Asia (Thailand, Vietnam, India)		FECOFUN		17,000			17,000	Sep 08	Jan 09	
		Asia Policy Network	RECOFTC	RECOFTC, RRG	Chip Fay	60,000			60,000			
		Mekong workshop on dynamics of supply and demand (Aug 22-24, 2008)	Forest Trends	RECOFTC		13,000			13,000	Aug 08	Aug 08	
		Policy Analysts Network	CIFOR?									
	Coordination	Regional Facilitator 1- 5 days/month for 18 months			Chip Fay		17,500			17,500		
		Regional Facilitator (RECOFTC-estimated time for one year)			RECOFTC		2,500			25,000	Nov 08	Jan 09
Tier 1	China	RDI land transfers	BK	Li Ping	RDI	44,000			44,000			
		Survey on SMEs in China	Xu Jintao	PKU		40,000			40,000			
		Rights/access/ livelihoods impacts	Kerstin Canby	Forest Trends		75,000			75,000			
		Market/livelihoods studies	Kerstin Canby	Forest Trends		13,000			13,000	Nov 08	June 2009	
		Publication of ICRAF case studies in Chinese	Su Yufang	ICRAF- China		6,000			6,000			
	Lao PDR	Lao-China- (Vietnam?) dialogue and policy exchange	RECOFTC	RECOFTC	RRG	15,000			15,000			
		External knowledge introduced to policy process through translation and dissemination of reports	ICRAF		IUCN, CIFOR, RECOFTC	30,000			30,000			
		Inclusion of Lao gov't officials in Oslo conference on climate change and rights	RRG									
		Establish collaborative framework with NAFRI-PRC including feasibility assessment of future creation of tenure research unit	RECOFTC, CIFOR			10,000			10,000			
	Nepal	Kick-start workshop on new forest policy and institutions	FECOFUN	CIFOR		35,000			35,000			
		Inputs for National Community Forestry Workshop	FECOFUN	Ghan Shyam Pandey	RECOFTC, CIFOR, RRG	5,000			5,000			
		International workshop in conjunction with the national workshop		Ghan Shyam Pandey	RECOFTC, CIFOR, RRG	35,000			35,000			

**RRI '08 Workplan Budget - As Approved July 08 -
Asia Regional Plan**

						July 2008 Workplan					
Level	Country/Region	Activity	Coordination Responsibility	Implementation Responsibility	Collaborators	Total Cost	Leveraged Funds	RRG Budget	RRI Funds Request	Planned Start	Planned End
		Participate in RRI-CIFOR workshop	CIFOR	CIFOR	FECOFUN			*			
		Comprehensive study of community forestry- historical documentation	FECOFUN	FECOFUN	Local collaborators	2,000			2,000		
		TA on climate change to government of Nepal	RRG	RRG	CIFOR			**			
		Nepal government participation in Oslo conference	RRG	RRG	FECOFUN			***			
		Nepal participation in Asia policy forum	RECOFTC	RECOFTC				****			
Tier 2	Indonesia-West Papua	Indigenous rights recognition and legal analysis- conflict resolution methods i.e. free and prior informed consent	CIFOR	FPP, RECOFTC, ICRAF		30,000	Possible FPP-EU funds		30,000		
		Exchange of experiences on harvesting timber in natural forests between PNG and West Papua	FPP, CIFOR, FPCD	ICRAF, RECOFTC, FPCD		15,000			15,000		
	Philippines	Support for community forestry networks- 3 meetings	CIFOR	ICRAF, RECOFTC	FECOFUN	20,000			20,000		
	Thailand	Network of community forestry to provide back-stopping for legal support in conflict situations	RECOFTC	IUCN, FPP, ICRAF		30,000			30,000		
	PNG		FPCD								
TOTAL						515,000	-	-	537,500		

**RRI '08 Workplan Budget - As Approved July 08 -
Africa Regional Plan**

Level	Country/ Region	Activity	Coordination Responsibility	Implementation Responsibility	Collaborators	July 2008 Approved Workplan				Planned Start	Planned End
						Total Cost	Leveraged Funds	RRG Budget	RRI Funds Request		
Regional	Strategic Analysis	ATEMs	RRG	IUCN, CIFOR, CR, ICRAF, GA	IUCN, CIFOR, CR, ICRAF, GA	50,000			50,000		
		Compiling Data on Community Managed Forests	IUCN	IUCN		25,000			25,000		
		Strategic scoping for Yaoundé conference	RRG	IUCN, CIFOR, CR, ICRAF, FPP		50,000			50,000		
	Networking	African Civil Society Resource Rights Campaign Networks Program	Civic Response	Civic Response	CED, EC Forest Platform (Cameroon), GA & SDI (Liberia), Forest Watch Ghana (Ghana), FERN (UK), Rainforest (Gabon), Observatoire congolais des droits de l'Homme (ROC)	100,000			100,000	Mar 08	Jan 09
		Global Alliance of Community Forestry	RRG	GACF		50,000			50,000		
	Campaign	2009 Yaoundé Conference	RRG, IUCN, CIFOR, ITTO	RRG, IUCN, CIFOR, ITTO		(\$200,000 in 2009)					
	Coordination	Kyeretwie Opoku, Civic Response				75,000			75,000		
Civic Response capacity building											
Tier 1	Cameroon	August Meeting in Edea	CAMECO	IUCN, ICRAF, CIFOR, GACF, CAMECO		30,000			30,000		
		Follow on workshop & field-level mapping in concessions	CAMECO								
		Conduct of 2 additional dissemination workshops	CED								
		Rights recognition mapping and analyzing lessons from tenure reform	ICRAF							Jun 08	Jan 09
	Burkina Faso / Mali	Intercooperation Mali Workshop	Intercooperation	Intercooperation	IUCN, CIFOR, Civic Response	15,000			15,000	Jul 08	Nov 08
		CIFOR Burkina Faso Workshop	CIFOR	CIFOR	IUCN, CIFOR, Civic Response	10,000			10,000	Jul 08	Oct 08
	Liberia	Completion and passing of community rights law and additional consultations	RRI, GA, SDI	RRI, GA, SDI	ELAW, FERN, Global Witness	50,000			50,000	Jan 08	Jul 08
		Additional consultations on community rights law	RRI, GA, SDI	RRI, GA, SDI	ELAW, FERN, Global Witness						
		Community tenure mapping	FPP	FPP, GA, SDI	GA, SDI, Other community groups	78,000			78,000		
		Research on alternatives to a concession-based system	RRG		GA, SDI, IUCN	40,000			40,000		
Tier 2	Ghana										
	Republic of Congo										
	DRC										
TOTAL						573,000	-	-	573,000		

**RRI '08 Workplan Budget - As Approved July 08 -
Latin America Regional Plan**

Level	Country/Region	Activity	Coordination Responsibility	Implementation Responsibility	Collaborators	July 2008 Workplan				Planned Start	Planned End
						Total Cost	Leveraged Funds	RRG Budget	RRI Funds Request		
Regional	Global Campaign:	Community Mapping Preliminary Activities (2008)	RRG	RRG		15,000			15,000		
		ForLive Event	RRG	CIFOR		50,000			50,000		
	Networks	Mesoforestal Seed Meeting (Nov 08)	RRG	CIFOR		10,000			10,000		
		GACF Expansion	RRG	CIFOR/ACICAFOC		15,000			15,000	Sep 08	
	Coordination										
Tier 1	Bolivia	AEMs Bolivia Scoping Project	RRG	CIFOR		21,124		15,000	6,124	Jun 08	
		AEMs continued activities	RRG	CIFOR		93,876			93,876		
	Guatemala	Guatemala – RRG rep attend meeting	RRG	RRG		3,000			3,000		
Tier 2	Central America	Climate Change Summit	RRG	ACICAFOC		31,955			31,955	Apr 08	Jun 08
		Climate Change, PERFOR and ERAS regional policy advocacy	RRG	ACICAFOC		100,000			100,000		
	Amazonia	Indigenous Peoples, Climate Change Representation at WCC and COP-11 (Amazonia, Africa, Asia)	RRG, FPP, Amazon Alliance	Amazon Alliance		107,000	77,000		30,000	Aug 08	Jan 09
Other	Suriname	Alternative forest governance workshops with the Saramaka people	FPP					40,000	Sep 08	Dec 08	
TOTAL						446,955	77,000	15,000	394,955		

Annex II. Minutes from the January 2008 RRI Governance Meetings

RRI Partner Meeting Minutes

January 2008

Prepared by Rights and Resources Group

The first RRI “Partner” meeting took place January 17, 2008 in Washington DC, United States. The Meeting was held in the Windsor Room of the Georgetown Inn, at 1310 Wisconsin Avenue NW, from 9:00 AM – 12:00 PM.

Present were Partner representatives Jürgen Blaser (Intercooperation), Yati Bun (FPCD), Alberto Chinchilla (ACICAFOC), Chip Fay (ICRAF/Samdhana), Michael Jenkins (Forest Trends), Yemi Katerere (CIFOR), Stewart Maginnis (IUCN), Kyeretwie Opoku (Civic Response), and Kaspar Schmidt (Intercooperation). Doris Capistrano (Chair of the Board) and Andy White (Coordinator), and Rights and Resources Group staff Arvind Khare, Augusta Molnar, Brooke Kennedy, and James Miller also participated.

The Partner meeting took place during the RRI Planning and Governance Meetings of January 14 – 18, 2008 in Washington DC in between sessions of the Board Minutes from the Program and Board meetings are presented separately.

Partners reviewed the draft set of outcomes prepared by the RRG. Stewart and Yemi volunteered to update the agenda and Yemi chaired the session.

Agenda

1. Review the roles of Partners and RRG
2. Review options to strengthen:
 - a. Governance and coordination structures;
 - b. Roles of RRG board, Partner representatives and RRG; and
 - c. Indigenous and other community involvement within the RRI agenda and RRI governance structures.
3. Discuss steps to better leverage power of coalition, better-linking RRI goals and Partner activities
4. Other business
 - a. RRI strategy on climate change

Decisions

1. Partners discussed the governance structure of RRI and considered the role of the Partners meeting and its relationship between the Board, keeping in mind the already agreed texts (MOU and IBA). It was agreed that:
 - The purpose of the Partner meeting will be to serve as a mechanism by which representatives of Partners discussed issues of relevance to their organizations with

- respect to the RRI coalition and provide recommendations regarding governance and program;
- During the Partner meeting, Partner representatives will consider and recommend the acceptance of new RRI Partners to the Board;
 - The Partner meeting may provide recommendations to the Board on updates to the Institutional and Business Arrangements note; and
 - The Partner meeting may serve as a venue for reviewing RRG and Partner performance, possibly sanctioning Partner behavior when not in compliance, and providing recommendations to the Board as appropriate.
 - RRG will take responsibility for convening Partner Meetings, circulating agendas based on Partner-generated topics of discussion, and overseeing the circulation of minutes from Partner meetings.
2. The Partners agreed on updates to the Institutional and Business Arrangements (IBA) text in the sections describing RRG and Partner roles and requested that RRG update the IBA, and send to Partners for their review and final decision by the Board during the July meeting.
 3. Considering the applications for Partnership forwarded to the Partner meeting by the Board of Directors, Partners made the following recommendations to the Board:
 - a. The Federation of Community Forest Users of Nepal (FECOFUN) should be accepted as a new Partner of the RRI coalition. Partners agreed that FECOFUN's involvement in RRI activities would add significant strategic value to the existing collaborations taking place in Asia, and recognized the value of FECOFUN's role in collaborating with RRI and the Global Alliance of Community Forestry in the Community Forest Enterprise Conference hosted in Brazil in July 2007.
 - b. The Indigenous Peoples of Africa Coordinating Committee and Hunter-Gatherer Network of East Africa (IPACC and HUGAFO) should not be admitted as new Partners, given that they do not meet the minimum criterion of collaborating for at least twelve months with the RRI coalition. IPACC and HUGAFO should be encouraged to form collaborative relationships with existing RRI Partners and RRI activities in the region.
 4. The Partners agreed that the RRI Partner meeting should become a regular part of the RRI Governance meetings. The next Partner meeting will be held during the RRI Governance Meetings to be held July 9 – 11 2008 in Cheltenham, United Kingdom. Partners also agreed to hold a Partner meeting in January 2009, during the RRI Governance meetings scheduled by the Board for January 14 – 16 in Washington DC.

Discussion

Review the roles of Partners and RRG

1. The Partners discussed the performance of RRG and Partners to date in the context of the agreed duties and functions described in the MOU and the Institutional and Business Arrangements texts.
 - a. They agreed on the tremendous progress of the RRI to date and the invaluable leadership of the RRG in getting the coalition established, known and funded,

and the contributions of different Partners, particularly IUCN, CIFOR, ICRAF, RECOFTC and FPP in getting the LLSL completed in the regions.

- b. Partners agreed that the RRI has moved to an exciting new phase, ready to develop strategic plans and implement the framework proposal.
2. Regarding the application of new organizations interested in Partnership with RRI:
 - a. Partners reaffirmed the existing guidelines that RRI welcomes roughly one new Partner organization per year as the optimal rate of growth for the Partnership.
 - b. Meeting participants noted that there are limitations to the number of new Partners that can join RRI. In this respect it will be just as important to pay attention to increasing collaborating and networking with many local groups and NGOs in order to create a broad based coalition on the issues of rights.
3. Discussion among Partners recognized that the RRG has made a tremendous amount of progress in two short years as the coordinating mechanism for the RRI. They agreed that as the coalition matures, there will continue to be value in assessing and adding clarity on the roles of Partners and the role of RRG. The meeting also discussed the issue of devising more regular mechanisms to review the performance of Partners and RRG, per the rules in the MOU and the IBA and the value of establishing mechanisms to sanction members for aberrations.
4. Regarding the role of RRG, Partners agreed that:
 - a. RRG is not a Partner organization. It is the coordination mechanism that also provides valuable leadership on global programs under the guidance of the Partners and Board.
 - b. RRG should continue to expand the influence of the coalition to other sectors and organizations, forming alliances on behalf of the RRI. RRG should seek to remain small and non-bureaucratic.
 - c. RRG is responsible for administration and coordination of the RRI and ensuring that the coalition remains focused on fulfilling the stated objectives of RRI. This role must be performed in the context of guidance from the Board and RRI Governance mechanisms.
 - d. As part of its role in coordinating and monitoring the RRI, RRG must be active in scouting out opportunities for the coalition to engage in new strategic networks and activities, and continuing to provide leadership on rights and tenure issues globally. This includes flexibility for RRG to conduct scoping beyond the geographic and thematic areas where Partners are currently active. RRG's current global strategic analysis work – particularly the Stockholm series of analyses - was commended as an example of RRG's role in aggregating learning and knowledge sharing conducted by coalition members. This role is important for both expanding the reach of the RRI and facilitating closer collaboration and knowledge-sharing among Partners.
 - e. RRI is at a stage of consolidating the partnership and RRG should continue to prioritize increasing collaboration and integrating Partners into any new work, as guided by agreed work plans.

Review options to strengthen governance and coordination structures

5. Regarding the governance structures of the RRI, Partners and observed that:

- a. The majority of Board members are drawn primarily from Partner organizations and members of the Board serve as individuals, not as formal representatives of their organizations. As RRG is the only legal entity of the coalition, the Board has purview over all issues that have legal and possibly liability repercussions for the RRI.
 - b. Composition of the Board should not aim to include representation from each Partner. To ensure objectivity, the Board should seek to include more representation from individuals that are independent from Partner organization affiliation.
 - c. The Board is responsible for reviewing and considering the recommendations made by Partners during the Partner meetings.
 - d. The Board is expected to consider, discuss, and direct RRG to conduct activities that go beyond topics and issues identified by Partners, continuing to act as a catalyst for implementation and innovative collaboration.
 - e. Partners should be consulted prior to Governance Meetings for input on determining the agendas.
6. Regarding the application of available resources to achieve RRI objectives in the best possible manner:
- a. Partners recommended that the Governance of RRI include a mechanism for independent review of the funding transferred to Partners. Chip Fay and Doris Capistrano agreed to reflect on this and make a proposal to the Executive Committee of the Board, in preparation for a longer discussion at the upcoming Governance meetings in July.
7. Partners discussed several options for deepening collaboration among coalition members, including:
- a. Ensure that each Partner designates a representative to contribute to the quarterly communications update;
 - b. Consider that RRI fund all or part of the salary of a designated representative within some Partner organizations to ensure the individual will have dedicated time and resources to fully collaborate with RRI;
 - c. Consider supporting some Partners with limited capacity (especially community associations and local NGOs) to increase their access to information;
 - d. Consider seconding personnel from Partner organizations to RRG or to the local community partners for exchange and/or to assist with major projects that may require temporary staff; and
 - e. Consider leveraging other funding that individual Partners have received to contribute to Partner-led RRI activities where shared goals or activities create synergy.

RRI strategy on climate change

8. Stewart Maginnis presented an overview of ideas on an RRI climate change strategy, brainstormed by a working group during the Program meetings of the previous day. The working group recommends:
 - a. We must separate the idea of a “strategy” from the idea of a “campaign.” Campaigns require time and a very specific, pointed message. RRI’s campaign

should not be based on climate change, but rather should be based on the key themes identified in our work already and in the Program and regional work plan meetings, and RRI should identify a campaign that fits with the overall themes.

- b. For climate change we should be able to develop a strategy for addressing risks and opportunities, organized around existing thematic issues such as economic growth and tenure and the challenge of recognizing rights. The title of this strategy must convey the message that we are fighting for a suite of rights, which are intimately related to the risks from and capacity for responding to climate change. "Climate Change: Communities, Rights and Forests" is one suggestion.
- c. Affecting the decisions of the "climate change adaptation agenda" must be a central component of the strategy. Organizing dialogue around REDD and food security would be a good way to grab the attention of the right policymakers currently focused on these two themes.
- d. The working group requested that RRG draft a concept and strategy for how RRI should engage with the issues surrounding climate change. Partners agreed with this request, and asked that the drafts be circulated in time for discussion in the July Governance meetings.

Next Steps

1. RRG will update the Institutional and Business Arrangements text and circulate to Partners for comment before the July meetings.
2. The next meeting of Partners will be held during the RRI Governance Meetings on July 9-11 2008 in Cheltenham, United Kingdom. RRG will seek input from Partners on agenda items and will circulate the Partner meeting agenda prior to the meetings.
3. Chip Fay and Doris Capistrano will propose a mechanism for independent review of funding transfers to Partners. This proposal will be sent to the Executive Committee of the Board, for discussion at the next Governance meeting in July 2008.
4. RRG will draft and circulate a concept and strategy for RRI's engagement with climate change issues, in time for discussion in the next RRI Governance meeting in July 2008.

Board Meeting Minutes

January 2008

To: The Board of Directors of the Rights and Resources Group
From: Yam Malla, Secretary
Date: February 8, 2008
Re: Board Meeting, Washington DC, United States

The 7th Board Meeting of the Rights and Resources Group took place January 16-17, 2008 in Washington DC, United States. Meetings were held in the Windsor Room of the Georgetown Inn, at 1310 Wisconsin Avenue NW, from 1:30 – 5:30 PM on January 16th, and from 1:00 – 6:00 PM on January 17th. Present were Board members Doris Capistrano (Chair), Stewart Maginnis (Treasurer), Yati Bun, Alberto Chinchilla, Marcus Colchester, Kyeretwie Opoku and Andy White. Michael Jenkins was present for the meeting on Thursday January 17th. Yam Malla (Secretary) was absent with cause.

Juergen Blaser (Intercooperation), Kaspar Schmidt (Intercooperation), Chip Fay (ICRAF), Yemi Katerere (CIFOR), and Frances Seymour (CIFOR) participated as representatives of Partner organizations. Rights and Resource Group (RRG) support staff present included Arvind Khare, Augusta Molnar, Megan Liddle, James-Christopher Miller. Jeff Campbell (Ford Foundation) participated in the first session of the meeting.

The Board meeting took place during the week-long RRI Planning and Governance Meetings, which took place January 14-18 2008 in Washington DC. As part of RRI Planning and Governance, the Board meeting was complemented by an RRI Partner meeting and Program meetings. Minutes from the Partner meeting and products from the Program meetings are presented separately.

Doris Capistrano convened the meeting of the Board at 2:00 PM on Wednesday January 16th, 2008. Doris welcomed Kyeretwie Opoku to the Board and welcomed the Board members to Washington DC. The Board thanked RRG for organizing and hosting the RRI Planning and Governance meetings.

This Board meeting included both open and closed sessions. On Wednesday January 16th, the Board meeting was open to observers until 4:15 PM. The meeting was closed to Board members only from 4:15 to 5:30 PM, with the exception of observer Augusta Molnar who was present to translate for Board member Alberto Chinchilla. On Thursday January 17th the Board meeting was open to observers until 5:30 PM, when the meeting became closed to Board members only for reviewing the performance of Andy White as President of RRG and Coordinator of RRI. Andy recused himself from the closed session. The second session of the meeting concluded at 6:30 PM.

Resolutions

1. In Yam Malla's absence, Stewart Maginnis read the minutes of the 6th Board meeting held in Bangkok, Thailand on September 5, 2007. Yati Bun moved to accept the minutes, Marcus Colchester seconded and the minutes were unanimously approved by the Board.

2. The Board reviewed and then accepted the RRG work plan and budget for 2008 as presented in the Board book. Kyeretwie Opoku moved to accept, Marcus Colchester seconded and the 2008 budget and work plan were approved unanimously.
3. The Board unanimously resolved to welcome the Federation of Community Forestry Users of Nepal (FECOFUN) as a Partner of RRI, as recommended by Partners of the RRI. Kyeretwie Opoku initiated the motion and Alberto Chinchilla seconded.
4. The Board reviewed and reaffirmed the established policy that costs of attending Board Meetings is covered by Board members and their Partner organizations – except in the cases of Board members from community organizations and local organizations. Michael Jenkins had called for changing this policy in order to facilitate participation. The majority disagreed and held that adherence to this policy demonstrated organizational commitment to the RRI, and was thus an essential design element of the coalition.
5. The Board unanimously resolved to invite Jürgen Blaser of Intercooperation to the Board of Directors starting in the July Board Meeting. Michael Jenkins initiated the motion and Stewart Maginnis seconded.
6. The Board unanimously resolved to hold the next Board meeting during the RRI Governance Meetings to be held July 9, 10 and 11th, 2008 in Cheltenham, United Kingdom. The Board also decided that annual RRI Planning and Governance meetings should be held each year on the second or third week of January in Washington DC. The next January RRI Governance Meeting was scheduled for January 14, 15 and 16th, 2009. The third Board meeting of 2008 will be conducted by telephone conference in September or October, date and time to be determined before the July meeting.
7. The Board unanimously resolved to form an Executive Committee, consisting of the Chair, Treasurer, Secretary, one additional member of the Board, and Andy White in his capacity as President of RRG. The Board also agreed that the existing officers would select that additional member and that the incoming member would begin to serve immediately. Michael Jenkins initiated the motion and Kyeretwie Opoku seconded. The Board also empowered the new Executive Committee to recommend a new officer rotation schedule and slate of candidate officer for the consideration of the Board at the upcoming meeting in July.

Notes

1. Doris opened by reviewing the outcomes envisioned for the meeting and the proposed agenda. Andy commented that many of these topics were relevant to the Partner meeting as well, and that we could reorganize the agendas to deal with each issue at the most appropriate setting. The meeting agreed with a reorganization of agendas across the two day set of meetings.
2. Andy introduced the Conflict of Interest statement, noting that all Board members and Directors of the RRG are required by US law to sign the Conflict of Interest statement every year. There was an in-depth discussion over this policy and reminders that each member served as individuals, not as formal representatives of their organizations, that the Board's role is limited to reviewing the overall budget and approving the allocation process, and that the Board is not involved in voting on allocations for their own organizations and activities. Kyeretwie contributed to the discussion by clarifying the

legal terminology and liabilities. All members present reviewed and signed the Conflict of Interest statement.

3. Andy introduced the RRG Annual Statement for 2007, reminding the Board that this statement is prepared in accordance with the bylaws to update the Board on the business and affairs of the RRG in each calendar year, and that it is posted on the RRI website. The Board noted that it is useful tool for consolidating institutional information on the RRG and 2007 products organized by RRI program. Doris recommended that RRG continue to use this system and format for accumulating information on RRI programs with a minimal burden of reporting for RRG.
4. Stewart, as Treasurer, presented an update on the financial situation and proposed budget for 2008 – as displayed in the Board book. The Board reviewed the 2007 end-of-year budget and carryover to 2008, existing commitments and prospective commitments for 2008. Much of the discussion revolved around the fact that the RRG is in transition, still in the process of completing “legacy” projects and not yet receiving funds committed to the framework proposal. The Board noted that the RRI is still in a transitional phase, and that RRG was still dealing with legacy projects and that the detailed work plans for '08 had not yet been developed by Partners – work that is scheduled to be completed by July '08. The Board agreed to review the budget again at the upcoming July meeting once more detail is available. The Board provided recommendations regarding the formatting of the RRG budget and work plan to more clearly distinguish between RRG costs incurred in coordinating the coalition and in implementing RRI program activities.
5. The Board requested an update on the cash flow to RRG and delayed funds from Forest Trends. Elaborating on the letter sent in December, Andy explained that for DFID/SIDA-funded work in China and Southeast Asia and DFID-funded work in Africa, Forest Trends is the direct recipient of these grants. RRG has been implementing all of the Africa work and part of the China/Southeast Asia work, as part of transition legacy from the set-up of RRG in 2006. A substantial portion of the funding has supported activities of Partners and Collaborators. FT did reimburse USD\$246,575 of past-due funds on December 18 and 20, 2007. Still past due are \$14,662 in other invoiced expenditures, and an additional \$157,104 is due for expenditures in the October – December 2007 period. Andy noted that these delays in passing on funding have caused significant delays in RRG's ability to implement the programs in China, so RRG has not been able to close all RRG implementation projects by the end of 2007 as originally planned.
6. Stewart next led the discussion regarding the previously agreed need for establishing a reserve fund for RRG. Arvind and Andy explained existing administrative constraints on establishing a fund and that essentially no funding has been set aside to date. The Board discussed options, including mechanisms whereby a proportion of overheads would be allocated to building up reserve funds. The Board recommended that the RRG include provisions for gradually accumulating a reserve fund in upcoming negotiations with donors committed to the framework proposal, where donor requirements permit such fund allocations. The Board agreed that the fund should contain at least 3 months of operating costs.
7. Andy introduced the formal request from the Global Alliance for Community Forestry for developing more formal and structured collaboration with RRI. Board members enthusiastically embraced this news, recalling how this, and the successful conference on community forest enterprises held in Brazil in July demonstrated that RRI and RRG had earned respect and credibility among these community organizations, and how the GACF exemplified the type of network that RRI aimed to support. The Board reiterated

RRI commitment to develop collaborative support to GACF. The Board asked RRG to convey this message to GACF and to work towards closer collaboration between RRI Partners and GACF. The Board strongly encouraged RRG to increase its level of effort in supporting networks and to actively search for, and explore relationships with, other community networks relevant to RRI. There was a particular interest in capacity building, particularly on policy advocacy.

8. The meeting reviewed the recommendations of the RRI Program meeting regarding Monitoring and Evaluation and recalled the commitment to hire an independent monitor. The meeting also reviewed the experience of the independent evaluation of the FT/RRG implemented project in China and East Asia. The Board agreed that RRG will coordinate the development of a robust Monitoring & Evaluation system for the RRI. It was agreed that RRG will:
 - Convene a task force of RRI members to design and implement a M&E system for RRI, for presentation to RRI Partners and the Board in July 2008; and
 - Meet with IUCN to learn from their experience in designing and implementing M&E for global and collaborative projects.

The Board noted that the M&E system for monitoring and reporting on the RRI Framework Proposal must be set up quickly in order to be able to report accurately and transparently to donors on funds which are distributed in early 2008. In addition, the Board agreed that:

- The system should be designed to prioritize learning among local communities, Partners and all critical constituencies on RRI implementation and impacts;
- Use as a starting point the integrated reporting framework approved by donors in October 2007;
- Build on agreements from the Program meeting, and on the experience and insight from IUCN and other Partners with experience in monitoring and evaluation at a similar scale;

Augusta Molnar will lead this initiative for RRG and Kyeretwie Opoku, Yemi Katerere, and Michael Jenkins volunteered to take part in the M&E Task Force.

9. The Board initiated a discussion on the performance of RRG and Partners over the past year – in preparation for a fuller discussion during the Partner meeting. The Board congratulated the RRG for the tremendous progress to date in increasing awareness of the importance of rights and tenure to a broader global audience, and in fundraising and in organizing the coalition. The Board recognized the need for leadership by RRG, and the strong contribution of RRG staff on the rights and tenure issues, and, at the same time, the risk for all networks of being too secretariat-driven. The challenge for the Rights and Resources Group has been to get things going and establish the coalition, all while encouraging and enhancing the contributions of Partners.

The Board also began to review the performance of RRI Partners over the past year. There was discussion regarding what to do if a Partner did not fulfill their obligations as Partners, and what sanctioning mechanisms might RRI consider establishing. It was agreed that in cases where performance is related to a financial relationship between RRG and the Partner, RRG has authority to sanction, but more generally, it was agreed that it should be Partners, as a group, that mutually enforce rules and sanction rather than the RRG. It was also agreed that this was a topic to be discussed in future meetings.

10. The Board reviewed the results of the preceding RRI Program Meeting and the key events and deliverables proposed for the year. Stewart recommended consideration of 3-4 cross-cutting program themes that would operate across the world and across RRI programs, and focus on fundamental, enduring issues, not reflective of passing fads or flavors. Examples of themes discussed during the meeting included:
 - a. Realizing rights and other legal advocacy and reforms/rule of law;
 - b. Tenure and small-scale enterprises and economic growth;
 - c. Tenure and climate change/biofuels; and
 - d. Strengthening community organizations and movements.

The meeting agreed that this was a useful approach in bringing more focus and global coherence to RRI programs and requested RRG to consider this approach and propose cross-cutting thematic foci.

11. Andy updated the Board on RRG operations, including staffing and the RRG management vision of staff and roles in the future. He described the steps RRG has recently taken to reinforce the support staff for administration and programs in preparation for implementing the framework proposal, and the considerations taken into account in recruiting. For example, the recent hires to support Partner work in the regions do not have extensive experience on regional tenure issues, given the concern that more senior staff could compete with Partners in setting the direction for regional programs. The Board supported this decision.
12. The Board also discussed potential gaps in skill sets and staff that would enable the RRG to fulfill its mandates. There was wide agreement on the value of having an individual focused on coalition coordination and Partner support. In addition, the meeting identified the value of a senior-level staff that would be able to enhance communications between Partners and the broader audiences, writing what the coalition is accomplishing, focusing on the activities taking place on the ground in each region. The Board agreed that RRG would remain relatively small and that major shifts in structure should be first proposed to the Board for their consideration.
13. Andy informed the Board that he was pleased that Deborah Barry (CIFOR) will now be hosted in the RRG office, taking advantage of the opportunity to strengthen ties between CIFOR and RRG staff. He noted that this has been a long-term goal of RRG and that it was good to see this goal being realized. CIFOR recommended consideration of secondments among RRI Partners or to RRG as an excellent way to strengthen collaboration and RRI networks. The Board agreed that despite relatively high short-term cost, this is an idea Partners may want to pursue when staffing and funding permit. Andy committed to encouraging this type of secondment to RRG.
14. The Board discussed application for membership in the RRI coalition from the FECOFUN Nepal and the Indigenous Peoples of Africa Coordinating Committee. The Board reviewed the application for membership from the Indigenous Peoples of Africa Coordinating Committee/ Hunter-Gatherer Network of East Africa, noting that the network has not yet met the minimum requirement of collaborating in RRI activities for at least a year. Kyeretwie also volunteered to reach out to the IPACC to explore their potential as collaborators in RRI.
15. The Board recalled its previous decision that RRI would not accept applications from every community organization which maybe interested; but rather seek out organizations deemed to be strategically relevant to RRI. The Board also discussed and agreed on the

need to now prioritize the structuring of the Collaborator category and outreach to Collaborators. It was agreed that RRG would refine the definition of RRI Collaborator, prepare criteria, and mechanisms for how Collaborators engage with RRI.

16. Andy recommended to the Board the creation of an RRI Fellow class of individuals that provide strategic guidance or collaborative work to RRI. Board members agreed with the proposal and discussed a number of candidates and the contributions that this set of individuals could bring to RRI. The Board requested that the RRG develop standards, criteria for selection, and encourage collaboration with Partners. RRG would seek input on candidates from Partners.
17. The Board discussed the issue of when to have “open” and “closed” meetings, noting that Michael Jenkins had requested a closed session. It was agreed that given that the Board provided oversight to the coalition as well as to RRG, all sessions should remain open except in cases of narrow financial or legal liability or in the review of coordinator performance.
18. Participants discussed Board member terms and rotation, as well as the terms of officers. Arvind noted that the RRI Bylaws have no formal requirement for the rotation of Board members. Andy reminded the meeting of existing terms, and that two of the current ten Partners had not been represented on the Board and that the Board’s prior agreement was that Partner representatives would cycle off the Board after a term, allowing space for representatives of other Partner organizations to cycle on. The meeting also reflected on the particular importance of rotation and representation of Partners on the Boards of coalitions, as opposed to unitary NGOs.

There was general agreement with maintaining this rotation approach, but not sufficient time to agree on steps forward. The Board noted that RRG should reflect on what system it perceived as most important in helping ensure optimal governance of RRG and RRI. In addition to Partner representation, it was also agreed that RRG should look beyond Partners for individuals that could bring other critical skills and connections to the RRI. The Board requested that the RRG design and propose three options for Board rotation for consideration of the Board in July.

19. The Board also discussed Officers, their terms and rotation. Reflecting on the oncoming operational challenges in launching the RRI work program in 2008, the important contributions existing officers have made to the establishment of RRI, and the great value of continuity at this time in RRI’s history, the general sense of the meeting was “don’t fix what’s not broken” (Marcus) and encouragement for the existing officers to continue (Kyeretwie, Yati). Alberto recommended that the Board recall the adage “never change horses in midstream” and argued against change. In his letter to the Board Yam also noted that such shifts were not now urgent relative to the other challenges facing the RRI. At the same time, there was appreciation for demonstrating some movement and the need for a process to ensure rotation (Stewart) to avoid any risk of “capture” and undue influence. There was general recognition of the need for Officers to provide more frequent and decisive input to the RRG - particularly critical given the number of decisions oncoming this year.

The Board unanimously agreed to formally constitute an Executive Committee to address this gap and that this Committee be composed of Doris Capistrano (Chair), Stewart Maginnis (Treasurer) and Yam Malla (Secretary) and that these officers invite one additional Board Member to join the Executive Committee, to provide additional stability through the rotation of Board officers. The Board also requested that the newly established Executive Committee recommend a procedure for rotating officer positions

in July, 2008 as well as candidates for officers. Stewart recommended that two officers step down in July of 2008 and one officer step down in 2009 so that there would be a new set of officers by 2009.

20. The Board also discussed the option of forming committees for oversight of finance, programs, and development. The meeting reviewed the risk of over-bureaucratizing the governance structure and the additional structures should be avoided until necessary. It was agreed that the Board should keep such options in mind, and that the leadership of RRG should recommend the consideration of other committees as deemed necessary.
21. During the second session of the Board meeting the Board reflected on newly piloted "Partner" meeting and the sequence of governance meetings over the previous days (Board-Partner-Board). It was agreed that the RRI Partner Meeting was a very useful addition to the RRI governance structure and that these meetings should be held annually as part of the RRI Governance Meetings. In addition to considering governance issues from the perspective of Partner organizations, this meeting will consider and make recommendations on admission of new Partners to the RRI coalition, as well as recommend changes to the Institutional and Business Arrangements text. The Board would continue to seek input from Partners for the preparation of the Board agenda. In addition, the Board will continue to decide on the admission of new Partners, and it remains the responsibility of the Board to conduct due diligence in ensuring new Partners comply with the established criteria and are suitable for joining the RRI coalition.
22. During the closed session the Board reviewed the performance of the Coordinator. The Board congratulated the Coordinator for his strong performance and leadership to date. The Board also agreed to establish an annual performance review mechanism which would include the following dimensions: (1) governance of the RRG and RRI coalition; (2) fundraising and financial management; (3) program development and outreach; (4) staff recruitment and management. The Coordinator agreed to show to the Board the annual performance evaluation system that has been in use by the Coordinator and all staff, and to submit to the Officers the performance evaluation form prepared for 2008. The Board agreed to review the compensation of executives of comparable organizations in the DC area and to adjust compensation to bring in line as necessary, and that this adjustment would be made retroactive to the Board meeting date.

Next Steps

1. RRG will coordinate the compilation of a work plan and budget for RRI in 2008 and beyond, and circulate to the Board and Partners before July. The budget will reflect the recommendations from the Board regarding format and organization.
2. RRG will circulate the CVs of new RRG staff to the Board.
3. RRG will meet with leaders of the Global Alliance of Community Forestry to design RRI collaboration with the Alliance. The first meeting is scheduled for February 14-15, 2008 in San Jose, Costa Rica.
4. RRG will convene a task force to design and implement an M&E system for the RRI, and the task force will prepare recommendations for the RRI Governance Meetings in July. Augusta Molnar will lead coordination of the M&E task force, and during the meeting Kyeretwie Opoku, Yemi Katerere and Michael Jenkins volunteered to join the task force.

5. RRG will consider and propose new cross-cutting thematic foci that define RRI engagement.
6. RRG will create formal definitions for RRI Collaborators and RRI Fellows, including criteria and mechanisms for engaging with RRI activities.
7. The next Board meeting will be held July 9, 10, 11, 2008 in Cheltenham, UK, and the January 2009 meeting will be held outside of Washington DC January 14, 15, and 16.
8. RRG will coordinate with the Executive Committee to select a time and date for the third Board meeting of 2008, to be conducted by telephone conference in September or October 2008.
9. RRG will design and propose three options for rotation of Board members, due to the Board in the July meeting.
10. The Executive Committee of the Board will invite one additional member of the Board to form the Executive Committee, and this Committee will submit a proposed rotation schedule for officers and candidates for the consideration of the Board in July.

Annex III. Minutes from the July 2008 RRI Governance Meetings

RRI Partner Meeting Minutes

July 2008

Prepared by Rights and Resources Group

The second RRI Partner meeting took place July 9-11 2008 in Cheltenham, United Kingdom. The meeting was held Wednesday July 9th, from 11:45 am – 1:45pm, chaired by Yemi Katerere of CIFOR.

Participants in the Partner meeting included:

- ACICAFOC – Alberto Chinchilla
- CIFOR – Deborah Barry, Ganga Ram Dahal, Yemi Katerere
- Civic Response – Kyeretwie Opoku
- FECOFUN – Ghan Shyam Pandey
- Forest Peoples Programme – Marcus Colchester, Louise Henson
- Forest Trends – Kerstin Canby, Michael Jenkins
- FPCD – No representative present
- Intercooperation – Kaspar Schmidt
- IUCN – Edmund Barrow, Jane Blumer, Stewart Maginnis
- RECOFTC – Yam Malla
- World Agroforestry Centre – No representative present
- RRI Coordinator – Andy White

Jeff Campbell (Ford Foundation), Doris Capistrano (Chair of the RRG Board), Chip Fay (Samdhana), Jeffrey Hatcher (RRG), John Hudson (DfID), Arvind Khare (RRG), Megan Liddle (RRG), Hein Mallee (IDRC), Augusta Molnar (RRG), Matthias Rhein (DfID), and William Sunderlin (RRG) participated as observers.

The Partner meeting took place during the RRI Governance Meetings of July 9-11 2008. As part of RRI Governance, the Partner meeting complemented a Program meeting and a meeting of the Board of Directors of Rights and Resources Group. Minutes from the Program and Board meetings are presented separately.

Partner representatives reviewed the draft outcomes and agenda prepared by RRG, revising it to three items given the limited timeframe. The revised agenda is included below.

Agenda

1. Discussion and approval of the Institutional and Business Arrangements
2. Mobilizing the full potential of the RRI to move the rights agenda forward (introduced by Deborah Barry)
3. Progress and opportunities for strengthening indigenous and community involvement in RRI (introduced by Augusta Molnar and Marcus Colchester)

4. How to operationalize RRI in each region (introduced by Stewart Maginnis)

Decisions

1. Partners commented on the Institutional and Business Arrangements and agreed to adopt them as presented. RRG will update the Institutional and Business Arrangements (IBA) text with the new agreed definition of collaborators. The updated IBA will be circulated to Partner representatives and the Board of Directors, and will be posted to the RRI intranet.
2. Partners agreed that the value of the meeting will be greatly enhanced when Partners contribute to the preparation of the agenda prior to the meeting. With more advance preparation, due support and supporting materials can be prepared by RRG.
3. Partners agreed that more time should be reserved for the Partner meeting. Future RRI Governance meetings should allow at least half a day (noon – close) for the Partner meeting.
4. Partners agreed to formalize the position of Chair of the Partner group for a term of two years. Participants unanimously nominated CIFOR to the position for the first term, asking Yemi Katerere to serve in the position of chair. Yemi accepted, and CIFOR will serve as chair of the Partner group from July '08 – July '10.
5. The next Partner meeting will take place during the RRI Governance Meetings to be held outside of Washington DC, from January 14-16 '09. The meeting should take place on the first day of the meetings, starting at midday after the opening session, and should be allotted time to run “until close” of the first day.

Discussion

Mobilizing the full potential of RRI to move the rights agenda forward

1. Partners discussed opportunities and obstacles to moving forward the rights agenda by mobilizing the full potential of the partnership. Participants discussed the challenge of motivating and uniting dissimilar institutions around rights issues – which is more challenging than motivating and bringing together individuals within those institutions.
 - a. Partners affirmed that nature of the coalition and the “value proposition” spelled out in the Institutional & Business Arrangements is the right tone and the right place to start. *The value proposition of this Initiative is that, with a limited incremental investment in improved coherence and coordination, existing organizations can dramatically increase their contributions to the rights, dignity, and development of forest dependent people...*
 - b. Partners acknowledged the need for more focused analysis on the constraints to securing access rights. The constraints are not limited to the legal systems but include policy and local governance challenges.
 - c. Participants agreed that partner institutions should each incorporate rights issues into their mandate and operations. Yam Malla and Yemi Katerere noted that this is already well underway in and both RECOFTC and CIFOR, which have begun mainstreaming rights and RRI engagement into their full program of work.

Progress and opportunities for strengthening indigenous and community involvement in RRI

1. Participants reflected on the priority activity of engaging with and strengthening indigenous and community organizations and involvement in RRI. Points of discussion included:
 - a. Networks are powerful, but no network or series of networks can represent the full spectrum and interests of indigenous peoples. Despite a proliferation of organizations and networks, there is no “one-stop shop” for these diverse perspectives. RRI engagement with these networks must be agile, and based on thoughtful consideration of the networks we engage with at local, national and regional levels.
 - b. Supporting the Global Alliance of Community Forestry remains an opportunity to support regional development of action and cross-regional exchange. Cross-regional exchange is still one of the most effective methods for supporting community and indigenous organizations. This is particularly true when community organizations can share experiences and lessons from regional or national advocacy and negotiation.
 - c. RRI is not in the business of creating or directing community networks – but what RRI can do is provide strategic narratives and analysis, connections, and capacity-building as requested by community partners and network members.

Operationalizing RRI in each region

1. Participants discussed the challenges of operationalizing a coalition that is diverse and multi-faceted, noting that building on the strengths of such a coalition involves creating a strongly decentralized organizational model.
 - a. RRI should continue to strengthen regional teams around the individuals and organizations now serving as regional facilitators. Regional teams and partners working in the regions must be entrusted with responsibility for making decisions about priorities and resources.
 - b. The engagement in Liberia is one good example of how we should continue to work. RRI supported the strategic analysis and the creation of a platform through which the analysis was reflected among local government actors and civil society. RRI should enable the process, but doesn't necessarily need to lead it. The local strategies and activities were not initiated by “RRI leadership”, but by Partners' staff and collaborators in-country with an existing campaign to strengthen community rights around forests.
 - c. Greater regional direction will make it easier for individuals working directly with communities and reforms to engage with RRI.
 - d. Five elements of decentralization of RRI
 - i. Regional based coordination and facilitation
 - ii. Regional planning teams and platforms
 - iii. RRG will have core teams to support each region
 - iv. Regional networks and vehicles for learning from and influencing key stakeholders and approaches
 - v. The collaborative principle: RRI activities will respect the contributions and approaches of all country and regional-level collaborators, and no single organization will lead alone.

2. Participants also discussed the potential risks of a too-strongly decentralized model where RRI becomes a sort of donor or a source of funds only. While focusing on decentralization, RRI must also improve the emphasis on regional leadership and strategy created and implemented at the regional level. The operational focus of RRI is to build synergies that add new value.

Board Meeting Minutes

July 2008

To: The Board of Directors of the Rights and Resources Group
From: Marcus Colchester, Secretary
Date: August 11, 2008
Re: Board Meeting, Cheltenham, United Kingdom

The 8th Board Meeting of the Rights and Resources Group took place July 9-11 2008 in Cheltenham, United Kingdom. Meetings were held on the Francis Close Hall campus of the University of Gloucestershire, Cheltenham from 3:00 – 6:30pm on July 9th, and from 8:30 – 10:30am and from 2:00 – 6:00pm on July 11th. Present were Board members Doris Capistrano (Chair), Stewart Maginnis (Treasurer), Yam Malla (Secretary), Kyeretwie Opoku (Executive Committee), Alberto Chinchilla, Marcus Colchester, Michael Jenkins, and Andy White. Jürgen Blaser and Yati Bun were absent with cause.

Edmund Barrow (IUCN), Deborah Barry (CIFOR), Jane Blumer (IUCN), Kerstin Canby (Forest Trends), Louise Henson (Forest Peoples Programme), Yemi Katerere (CIFOR), Ghan Shyam Pandey (FECOFUN), and Kaspar Schmidt (Intercooperation) observed as representatives of Partner organizations. Jeff Campbell (Ford Foundation), John Hudson (DfID), Hein Mallee (IDRC), and Matthias Rhein (DfID) observed as donor representatives. Rights and Resources Group (RRG) support staff present included Jeffrey Hatcher, Arvind Khare, Megan Liddle, Augusta Molnar, and William Sunderlin.

The Board met during the July 2008 RRI Governance Meetings, which took place July 9-11 2008 in Cheltenham, United Kingdom. As part of RRI Governance, the Board meeting was complemented by a meeting of RRI Partners. Minutes from the Partner meeting are presented separately.

Doris Capistrano convened the meeting of the Board at 3:00 pm on Wednesday, July 9th, 2008. Doris welcomed all Board members and observers to Cheltenham and thanked RRG for orchestrating the RRI Governance Meetings of July 2008.

This Board meeting included both open and closed sessions. On Wednesday July 9th, the Board meeting was open to observers for its duration. On Friday, July 11th there were both open and closed sessions of the Board meeting.

Resolutions

1. Yam Malla (Secretary) read the Minutes of the 7th Board meeting held in Washington DC, United States from January 16-17 2008. Yam proposed to accept the minutes, Michael Jenkins seconded, and the minutes were unanimously approved by the Board.
2. The Board unanimously resolved to approve the regional plans for '08 as presented and modified during the RRI Governance Meetings. Kyeretwie Opoku initiated the resolution and Michael Jenkins seconded.
3. Regarding the rotation of Board members, the Board unanimously resolved to implement a variation of "Option 2" as presented in the Note on Rotation of Board Members prepared by RRG. This system of rotation allows for more balanced representation from regions and of women and will allow the Board to bring in individuals with new skill sets, such as expertise in finance, business, and organizational management. This option

increases independent representation while maintaining a simple majority of Partner members. Details include:

- a. Total members of the Board will be 11, with a simple majority of Partners. The Board will work toward an ideal balance of 6 individuals from Partner organizations and 5 individuals who are independent of Partners.
- b. One independent Board member will be brought on immediately to become the 11th member of the Board.
- c. The Board will work toward a better balance of community representation on the Board of Directors, striving for a minimum of 4 members from forest communities and community organizations.
- d. In January '09, Class II Board Members will rotate off of the Board. As there are 3 members in Class II (Yati Bun, Alberto Chinchilla, Michael Jenkins), this will open 3 vacancies on the Board. Two of these vacancies will be filled by individuals from Partner organizations, privileging those who have not yet served on the Board. One vacancy will be filled by an individual independent from Partner organizations.

Marcus Colchester motioned to adopt the resolution, Kyeretwie Opoku seconded, and the motion was unanimously approved.

4. The Board unanimously resolved to invite Don G. Roberts to the Board of Directors, starting immediately. Doris Capistrano initiated the motion, and Stewart Maginnis seconded.
5. The Board unanimously resolved to invite Ghan Shyam Pandey to the Board of Directors starting in the January '09 Board meeting. Marcus Colchester initiated the motion and Andy White seconded. Ghan Shyam Pandey accepted the invitation.
6. The Board unanimously resolved to invite Alberto Chinchilla to re-join the Board of Directors for a second term, starting in the January '09 Board meeting. Yam Malla initiated the motion and Doris Capistrano seconded. Alberto accepted the invitation.
7. The Board unanimously resolved to nominate Marcus Colchester as the new Secretary and member of the Executive Committee, starting immediately. Andy initiated the motion and Kyeretwie seconded. Marcus accepted the nomination.
8. The Board unanimously resolved to nominate Don Roberts as the new Treasurer and member of the Executive Committee, starting immediately pending his acceptance of the invitation to join the Board. Alberto Chinchilla initiated the motion and Stewart Maginnis seconded. Should Don Roberts decline the nomination, Stewart Maginnis agreed to continue to serve as Treasurer until the next meeting of the Board in January '09.
9. The Board unanimously resolved to nominate Doris Capistrano to continue to serve as the Chair of the Board for one year. Doris agreed to serve until July '09, upon which time a new Chair will be identified and elected. Marcus Colchester initiated the resolution and Yam Malla seconded. Doris accepted the nomination.
10. Considering the scope of Executive Committee of the Board of Directors, the Board resolved that the roles and functions of the Executive Committee are to:
 - a. Assist the President of RRG in interpreting and implementing decisions of the Board and Partners Meeting;
 - b. Implement such other decisions as delegated by the Board;

- c. Advise in the preparation of Board meetings; and
 - d. Support strategic planning.
11. Regarding the Strategic Response Mechanism (SRM), the Board agreed that:
- a. Donors and RRI Fellows should not be eligible to submit proposals for SRM activities, and should be removed from the “trigger” list included in the SRM criteria and process note.
 - b. RRG is eligible to propose SRM activities.
 - c. Both Partners and collaborators may be designated implementers for SRM activities.
 - d. RRG has authority to approve SRM proposals for less than \$10,000 USD. For proposals of \$10,000 - \$49,999 USD, RRG will consult with the Executive Committee for non-objection. For proposals of \$50,000 - \$100,000 USD, RRG will consult with the Board of Directors for non-objection. The SRM will not fund activities for more than \$100,000 USD.
 - e. RRG will design and circulate a template for proposals to the SRM. All proposals should include:
 - i. A paragraph describing the outcomes of the proposed activity;
 - ii. A budget; and
 - iii. A written justification of the activity based on the five eligibility criteria defined in the SRM criteria and process note.
 - f. The turn-around time for responding to SRM proposals should be a maximum of 30 days from receipt of the proposal. For activities greater than \$10,000 USD, RRG will consult with the Executive Committee of the Board. Executive Committee members will have five working days to object to the proposal. Non-objection by a majority of the Executive Committee is required for approval. For activities greater than \$50,000 USD, RRG will consult with the Board of Directors. Members of the Board of Directors will have five working days to object to the proposal. Non-objection by a quorum of the Board is required for approval.
12. The next RRI Governance Meeting will be held January 14-16, 2009 outside of Washington DC, United States.

Actions

1. Stewart Maginnis (Treasurer) reviewed and formally presented the audited statements for Rights and Resources Group for Fiscal Year 2007. Stewart noted that RRG received a clean audit, signifying that the finances of the Rights and Resources Group are in accordance with United States laws governing 501 c (3) non-profit organizations. The Board offered congratulations to the staff of RRG for setting up a robust system in such a short time. He noted that the auditors did offer some observations and recommendations to the management of RRG, and the management response (included in the book of Board meeting materials) accepted all recommendations.

Notes

1. Reporting back
Doris opened the discussion with a report on the outcomes of the two Executive Committee (EC) meetings convened by phone between January and July. The EC discussed the schedule for the rotation of the Board, recommending “Option 2” in the

note on Rotation of Board Members. The EC also recommended the nomination of Don G. Roberts to the Board of Directors. Regarding rotation of EC members, the EC agreed that two members would “retire” from the Executive Committee in 2008, and the Chair would rotate out in 2009. The Board should immediately begin searching for a new Chair, for whom the term will be 3 years. EC discussions also included the salary and Terms of Reference for the president of RRG, the RRI Fellows program, and agendas and plans for the July RRI Governance meetings.

2. Financial business

Andy White gave an update on the current financial status of RRG, noting that response to the RRI Framework Proposal has been positive, with financial commitments from DfID, Norad, Ford Foundation, and verbal commitments from Sida. Fundraising is close to the target of \$4.5 million for the first year. The majority of the funds are from DfID, Norad and Sida. The DfID commitment provides funding for five years, and the Norad commitment provides funding for one. The Board noted its appreciation to the staff of RRG and the Executive Committee for commendable management of the funds and proposals for funding the RRI.

- a. The Board recommends that RRG pursue obtaining a line of credit.

3. Regional strategies and plans for '08

RRI Governance meeting participants reviewed the draft regional strategies for RRI engagement and participated in a peer-review process for the regional strategies and planned activities for '08. General conclusions were that the strategies are useful but that preparation and articulation of the strategies could be improved. Board members and observers agreed that process and presentation of regional strategies and plans should be strengthened to demonstrate outcome-orientation, and that there should be a more rigorous independent review of plans.

- a. In October, there will be a two-day planning meeting held in Oslo, Norway to review the draft regional strategies and plans for '09 and discuss the RRI M&E system. The meeting will be held after the Rights, Forests and Climate Change Conference, October 15th – 17th. Participants will include Partners, Regional Facilitators, RRG representatives, and Board members as appropriate.
- b. A review committee volunteered to comment on the proposed planning process for '09 to be created by RRG. Committee members are Stewart Maginnis, Chip Fay and Deborah Barry.
- c. RRI Governance participants agreed that it is necessary to recruit and support a Regional Facilitator for RRI in Latin America. ACICAFOC offered to host the Regional Facilitator, and the Board accepted the proposal, noting that RRI has the resources to expedite the recruitment and hiring of a Latin America Regional Facilitator to complement the Facilitators for Asia and Africa. The Board noted that the Regional Facilitator should ensure more active participation by RRI Partners in planning in the region.

4. Rotation of the Board and Officers

The Board reviewed the note on Rotation of Board members. (See Resolutions #3, 4, 5, 6.)

- a. During the discussion of Board member rotation, there was prolonged discussion on the importance of avoiding and diminishing conflicts of interest on the Board. The Board agreed to cap the number of Directors on the Board at 11, and to maintain the existing rule that a majority of members be drawn from Partners.

The Board also affirmed the existing rule that Board members serve on the Board as individuals, not as representatives of their Partner institutions.

- b. The Board agreed to seek out new Directors who are “independent” of Partner organizations, and to develop new mechanisms to ensure avoidance of conflict of interest in the allocation of funds. The Board asked Andy White to propose a mechanism to achieve this, for consideration at the next Board meeting.
- c. On behalf of the Board, Doris expressed deep appreciation to Yati Bun and Michael Jenkins for their service on the Board of Directors, noting that their valuable contributions have shaped the initiative in its formative years.
- d. The Board noted that in January there will be one space open on the Board of Directors, and formed a nomination committee to actively search for a diverse pool of candidates. Doris Capistrano, Marcus Colchester, and Andy White volunteered for the nomination committee, and agreed to have a list of candidates for consideration by October.

The Board reviewed the note on Rotation of Officers of the Board. (See Resolutions #7, 8, 9, 10.)

- e. The Board thanked Yam Malla and Stewart Maginnis for their service as members of the Executive Committee of the Board.

5. RRI Fellows program

Andy White gave an update on the RRI Fellows program, noting that RRG has moved to initiate the program, under the guidance of the Executive Committee and the criteria established during the January meeting of the Board. The Board affirmed that RRG has the power to invite individuals into the RRI Fellows program, in consultation with the Executive Committee. The first round of invitations was issued in June to Liz Alden Wily, Janis Alcorn, Sten Nilsson, and Don Roberts. The Board noted that the RRI Fellows program may serve as a good “testing ground” for standout individuals who might be considered for membership on the Board and leadership on issues surrounding rights and tenure.

Doris motioned that reporting on the RRI Fellows program become a formal part of meetings of the Board of Directors.

6. Monitoring & Evaluation System

Augusta Molnar gave an update on the progress for establishing a Monitoring & Evaluation system for RRI. In July RRG will begin preparing Terms of Reference for the independent monitor to undertake evaluation and design of the M&E system for RRI. RRG will compile a short list of organizations by September, and hire an organization by October. The independent monitoring organization will prepare a first review of RRI for presentation in the January '09 RRI Governance meeting. The formal report for donors will be completed by February 28, 2009.

The Board encouraged others to join the committee to advise on the formation of the M&E system for RRI. Edmund Barrow offered to join the committee or advise on performance and impact monitoring as appropriate, joining Yemi Katerere, Michael Jenkins, and Kyeretwie Opoku.

7. Requests to join the coalition

The Board reviewed the status of requests to join the RRI coalition.

- a. CARE-Denmark has expressed interest in joining RRI. Andy reminded the Board that in '05 and '06 RRI intentionally sought-out CARE-Denmark for potential

partnership or collaboration. Now CARE-Denmark has responded that they are interested in joining RRI. The Board recalled the criteria for joining as a Partner, noting that CARE-Denmark has not yet collaborated for at least one year on RRI activities, and does not at present offer a clear strategic contribution to the organizations in the coalition. During the discussion, concerns were also raised about the implications of accepting as a Partner an organization that is part of a wider institutional network. The Board asked RRG to explore further the relationship with CARE-Denmark, and inquire about the implications of CARE-Denmark being a member of the CARE network. RRG will report back to the Board in a future meeting.

- b. The Board recommended that RRI consider inviting The Samdhana Institute to become a Partner, given their longstanding collaboration and engagement with RRI.
8. The Board recommended that RRG consider hiring a firm to complete a staff salary survey.
9. Considering options for the next 3rd quarter RRI Governance meeting to be held around July '09, the Board raised the option of hosting the meeting in Guatemala around the May '09 meeting of the International Tropical Timber Council. RRG will pursue this and other option and suggest a meeting time and location before the January '09 Governance meeting.

Next Steps

1. RRG will pursue obtaining a line of credit.
2. RRG will update the Inclusive RRI Funding one-pager, which reflects all contributions to RRI, for review in the next Partner meeting in January '09. Partners will send RRG information on non-Framework funding received to implement RRI activities.
3. RRG will review the process of developing regional strategies and plans in '08 and will propose a process for revising regional strategies and preparing plans for '09 by the beginning of September. A review committee will comment and offer guidance on the process and tools prepared by RRG. Draft regional strategies and plans will be reviewed at a meeting in October in Oslo.
4. RRG will update the Strategic Response Mechanisms criteria and process note, and create a template for proposals to the SRM. Both will be circulated to Partners by early September.
5. Andy White will propose a mechanism to address the issue of avoiding conflict of interest over the allocation of funds. This proposal will be discussed at the next Board meeting in January '09.
6. RRG will explore further a relationship with CARE-Denmark, and inquire about the implications of CARE-Denmark joining RRI while also a member of the CARE institutional network. RRG will report back on the status of these conversations in the next Board meeting in January '09.
7. The next meeting of the Executive Committee will take place on Thursday, November 6th, at a time to be agreed by the participants. Items for consideration at this meeting include:
 - a. Status of implementation of '08 activities
 - b. Status of planning for '09 activities

- c. Issues for consideration during the Board meeting in January '09
 - d. Nominations for the open space for an independent member on the Board of Directors
8. RRG will report on the status of the RRI Fellows program at the next Board meeting in January '09.