Rights and Resources Initiative
Annual Progress Report
2011

Integrated Reporting Framework

February 2012

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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Integrated Reporting Framework

Executive Summary

The year 2011 marked a turning point in the future of forest peoples and resources in the emerging new world order. Pressure on the forest and resources heightened all over the developing world with rising global demands for commodities and energy. These new pressures bring into threat tenure rights of indigenous people and forest communities that have already been recognized in Latin America and Asia and also create a countercurrent against on-going reform processes in key, forested Africa and Asian countries. Yet evidence is daily increasing that secure community tenure security is linked to better local livelihoods, local forest governance and conservation, adaptation strategies in the face of climate change and reduced civil and armed conflict.

In 2011 RRI focused its objectives on increasing investment in three of its globally strategic themes, Tenure Analysis, Rights and Climate and Realizing Rights. RRI was able to visibly deepen its impact in 8 countries of the 16 where it is actively engaged; for example, at the ITTO-Government of Indonesia-RRI Conference on Forest Tenure, Governance, and Enterprise, the Indonesian Ministry of Forests formally committed to implement a tenure reform road map with CSO's and other agencies for forest tenure reforms to secure and formalize tenure rights for forest dependent communities in the context of its national climate change strategy. Laos also initiated a new phase of tenure reform, drawing lessons from its neighbors with RRI support, and setting a firm target for new legislation in 2012. Continued progress in the other 8 countries allowed RRI to strengthen its work with Partners and Collaborators at country and regional level for a greater global impact.

2011 also highlighted key challenges for RRI going forward as a globally relevant initiative and coalition. Growing and numerous demands for support in country and regional advocacy, requires RRI to address how to maintain its advocacy efforts in the countries of engagement, while responding effectively to new circumstances and emerging issues, including identifying and responding to new opportunities for advancing reform at country level where RRI has not been so actively engaged, i.e. for 2011, DRC and Peru. We are aware that we can't be everywhere; however existing advocacy efforts in specific countries should not come at the expense of clear opportunities where the Initiative can have a major positive impact. The first Framework Period (2008-2012) allowed RRI to identify and develop a strong and diverse group of Partners and Collaborators, but RRI Partners and Board recognize the timeliness of consolidating the learning from the strategic gains of our coalition and more broadly communicating that to the world beyond. Continued internal and independent monitoring and evaluation of progress and achievements and a newly completed mid-term evaluation (MTE) has validated RRI's unique model and approach, but also identified a need to effectively learn from both success and failure, to optimize RRI's strategic interventions.

Despite the many successes in 2011, RRI also identified a key, missed opportunity in Bolivia. Despite engagement with an active coalition of national organizations, neither country plans nor global programs included direct strategies in 2011 to influence government response to protests and the TIPNIS march to La Paz. Nor did RRI reach as broad an audience with the important findings on its globally strategic theme of alternative tenure and economies/enterprise models (ATEMs) as warranted in the lead up to the 2012 Rio +20 summit and the expansion of responsible trade and governance initiatives, such as FLEGT-VPA or REDD+.

Recognizing the challenges going forward, this year RRI prepared a concept note defining a new Framework for action, basing its new strategy on a robust process of "rethink and renew", which included a global scan of trends and opportunities, blue skies meetings with experts from diverse fields, and extensive dialogue with Partners and Collaborators, including grass-roots community organizations.

I.　　Key Achievements in 2011

This report provides an overview of RRI activities in 2011 and is a reflection of a collective undertaking of more than 100 Partners and Collaborator organizations directly performing RRI sponsored work around the world. It first provides a brief overview of the global situation of forests, rights and livelihoods in 2011—the crucial context within which RRI was operating. We then provide brief summaries of our major achievements and challenges.

1.1 Summary Overview: Forests, Rights & Livelihoods in 2011

The year 2011 marked a turning point in the future of forest peoples and resources for the emerging world order. The West clearly lost its political and economic dominance in the face of the continued global financial crisis, while many developing countries barely missed a beat. China and India forged ahead, Brazil faltered but prepared to accelerate again in 2012, and Africa's Sub-Saharan economies showed signs of a new, upward direction – IMF predicts 6% growth in 2012 as part of an "economic take-off".

The rise of emerging economies has intensified pressures on forests and resources, raising global demands for commodities and energy. This came with ambitious plans for infrastructure investment in developing countries, predicted at US$ 1 trillion per year for the next two decades and linked to energy and commodity extraction and transport from forest areas. Large scale land acquisition expanded rapidly in 2011, with pressure to convert to agriculture becoming the biggest driver in most countries, and new acquisitions totaling 227 million hectares. Asian oil palm giants expanded in Africa, as BRICs and other rising nations displaced former colonial powers in investment deals and influence. Sovereign wealth funds played an increasing role in investment (US$ 3 trillion in 2008 from $0.5 trillion in 1990), with Brazil's BNDES visible throughout the Amazon basin countries. Yet, transparency and governance standards for these investments still lag behind European and multi-lateral fund standards.

On climate change, nations, communities and the private sector started to act in unison. In December in Durban 83 countries, including Brazil, China and Indonesia, confirmed voluntary carbon emissions targets. With slow progress on a future global climate change regime to replace Kyoto, REDD's fate remained uncertain, given a growing lack of confidence in a global forest carbon market. Community organizations and indigenous peoples took the limelight in the gap left by the UNFCCC's failure to reach agreement, using their presence to put forth concrete proposals from women's organizations and other civil society for REDD to advance their tenure and rights and conserve forests. Research published in 2011 bolstered recognition that community control is the best long-term insurance for forests, but how this will translate in an international REDD regime remains a tough problem.

In the face of the new threats, the pushback that we noted in 2010 led to notable victories for forest-dependent communities in 2011. Indonesia made a positive commitment to reform in Lombok, with the President's unit announcing Indonesia's intention to implement legislation long on the books to recognize the rights of forest communities. These laws are to be integrated with poverty reduction and employment generation goals, as well as overall sustainable development.

Apart from this breakthrough, national forest tenure reform processes remained largely stagnant through 2011, but local movements raised the global profile of rights and tenure and achieved some real impacts. Wuhan community protests against Hong Kong-based Sino Forest Corporation resulted in major company losses in the market and new diligence.

Liberian villagers appealed to the Roundtable on Sustainable Palm Oil (RSPO) and led Sime Darby to freeze operations in its Liberian operating area, and protests against evictions by Wilmar group in Jambi, Indonesia opened up international mediation channels. In the context of the Arab Spring and Occupy Wall Street movements, these cases make it clear that communities' voices have impact and are not going away.

There are several major questions for 2011:
- Is a new architecture for global governance on the way?
- Will progressive politics, ushered in by Occupy and the Arab Spring, deliver on its initial promise for solving pressing global issues?
- Will REDD will be reformed or overtaken?
- Is Indonesia a beacon for changing tenure across Asia, as indicated in Laos and China?

Major achievements of RRI in 2011 can be summarized in the following areas:

1. **RRI influenced substantial progress on reform in at least eight countries**. The RRI Coalition, in close coordination with many national CSOs, achieved a major breakthrough in Indonesia, with the government agreeing to a tenure reform roadmap with civil society. RRI played a critical role in committing Laos to a reform timetable as well. The Coalition engaged supported Liberian civil society in committing a Malaysian palm oil producer to higher standards and resisting expanding concessions. RRI prepared a grounded set of analyses for engagement in DRC in 2012.
2. **RRI analysis, advocacy and strategic convening led to serious rethinking of REDD**, which is now being recalibrated to include and confront existing drivers of deforestation and encourage restoration, agroforestry, and community-based forest initiatives. RRI engagement with Afro-descendant communities and Colombian NGOs has enabled Colombian civil society to set a new bar for SESA and FPIC in REDD negotiations, serving as a model for civil society elsewhere in Latin America. RRI tenure analysis increased its scope with assessment of deepening of rights and its broad outreach in the Indonesia Tenure conference and ITTO countries
3. **Mid-Term Evaluation, Blue Skies brainstorming and broad consultations with Partners and stakeholders were completed** in 2011, enlivening regional and global planning, generating strategic relationships with new constituencies, and formulating a consulted concept note for Framework Proposal II (FPII).
4. **Global impact was enhanced with improvements in delivery modalities**, notably Partner and Collaborator collaboration, more strategic coalition communications, and new Africa facilitators in Cameroon and Mali, and, by the end of the year, strengthened RRG finance and analysis staffing, readying RRI for the 2012 transition year.

Major challenges for RRI in 2011 are enumerated here:

1. **The failure of a carbon market's emergence.** With the failure of a forest carbon market to emerge as anticipated, and slow progress in implementing REDD pilot mechanisms, there is a serious danger that financing for REDD will not emerge in the near term, slowing momentum for national and global initiatives or petering out altogether. It is crucial that global decision-makers and thinkers on forests and climate reconceptualize the paths to achieve REDD, and encompass integrated forest landscapes, forest restoration, agriculture and forest commodity supply chains, while still emphasizing the positive role of forest tenure and rights.
2. **Unanticipated opportunities and challenges for tenure reform.** There continues to be high demand for RRI support to country and regional advocacy and reform processes in the 16 countries where RRI has been engaged, including from country coalitions active since 2008.

While some pending 2012 strategic outcomes still remain achievable, new country opportunities have emerged and new challenges and pressures need urgent attention. The challenge for RRI is to nimbly focus on the real opportunities at the right moment, while supporting advocacy of coalitions and networks already relying on RRI to help them effect positive change, and learning and applying lessons from past success or failure.

3. **The increasing need for synergy between global and country-level interventions**. In 2010, RRI invested more financial resources and effort to strengthen global programs—narratives, policy analysis, engagement of international institutions, and supporting strategic networks—to bring a better balance to country engagement and exploit upward synergies to effect reform. In the new emerging world order, many of the globally relevant RRI themes play out strongest at specific country and regional levels. RRI's challenge was to better integrate the two programs, so each is adequately informed by the other, and can collectively tackle common globally relevant issues when opportunities open.

4. **Expanded scope requires adjustments to institutional systems and the role of Partners.** New systems initiated in RRG in 2010 for financial management and administration and internal monitoring are crucial to encompass the expansion in number of collaborators and activities at all levels, and can be fully operational by fully staffing the administration team, and building their capacity to optimize the new systems. RRI has been able to extend its delivery of global programs, by Partners taking on more responsibilities for convenings and strategic analysis and reaching out to new Collaborators with specific advocacy or expertise. The challenge for RRI was putting in place a sound system for focused growth, with both adequate controls and flexibility.

5. **The need to reach new and varied audiences.** With the multiple and growing pressures on forests and communities, RRI needed to reach a wider audience with its communications, expand the resources RRG and RRI Partners and Collaborators devote and increase RRI's use of easily communicated formats and media, including the news media. Reaching more politicians, more grassroots organizations, more government officials, and communicating effectively with new, private sector actors going forward could make a major difference in the degree to which forest tenure reforms are achieved.

1.2 Reports by Major Strategic Objectives for 2011

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

Africa

In 2011, RRI engaged on several fronts in Africa to more effectively influence regional and subregional decision-makers and processes. Past analysis done by the RRI country coalitions on tenure linkages to gender, participatory mapping, and climate change were effectively transformed into advocacy tools for promoting community rights, and yielded concrete proposals for decision-makers on decentralization and other reform processes. RRI's scope of work expanded to include emerging themes impacting community rights to land and forests, such as monoculture's rapid rise (especially oil palm), pastoralist rights in dryland forests, and an increased focus on harmonizing land, forest, mining and other sectoral policy for an increased and more consistent recognition of community rights.

Regional: RRI prioritized supporting regional networks to raise the profile of rights and tenure in major policy spaces, and to build capacity for CSO networks' contributions to policy debates in favor of community rights. The African Women's Network for Management of Community Forests (REFACOF) regional workshop provided training and experience exchanges on African legal instruments, gender and rights concepts and climate change, culminating in a concrete action plan for advocacy.

Another regional achievement in 2011 was the role of African civil society members, supported by RRI, at the COP17 in Durban. The Africa Community Rights Network (ACRN) organized workshops to shape African negotiating positions for REDD and climate negotiations, linking with REFACOF to build capacity of communities, raise awareness on gender and human rights, and develop recommendations for full consideration of women's rights in decision-making. At Durban, RRI coalition members directly contributed to Accra Caucus statements at COP17 and engaged with delegates on the importance of community participation in decision-making for REDD.

Cameroon: In collaboration with key government agencies, the Cameroon coalition developed a road map to institutionalize participatory rights mapping in land and forest use planning. In parallel, the coalition also worked with the forests, land and economic development ministries to develop a joint platform to improve policy coordination and harmonization across the sectors, to better recognize community rights. A concrete proposal on the revision of the 1994 forest law was produced and agreed upon by the coalition members, for submission to the government working group. RRI Collaborator REFACOF was admitted into the national platform on REDD and climate change, injecting RRI's forest and land tenure advocacy into the platform, and identified its focal points in five ministries dealing with issues that affect women's tenure rights.

Liberia: The RRI coalition trained communities to negotiate fair social agreements and documented justifications for renegotiation. Communities lodged formal complaints with the government on corporate non-compliance with the Community Rights Law and failure to meet commitments made in social agreements. The Liberian government formally recognized pit-sawyers: the first pit-sawing permits were acquired, and cooperatives were started and are now engaged with the state. A booklet on women's role in Liberian forest governance has been produced to be shared with policy and decision makers.

Mali: Recognition of local conventions for natural resource management advanced, with RRI proposals and guidance in developing their modalities accepted by key government actors. Implementation of decentralization processes and transfer of NRM authority likewise advanced, with a focal point and internal advocacy group on decentralization appointed and adoption of an action plan for the transfer of authority. Advocacy for mainstreaming gender in land and forest policy and for recognizing women's rights scaled up, with recommendations submitted to the Ministry for Women, Children and Family Affairs and a strategic action plan developed by the National Federation of Rural Women. A regional workshop on pastoralism produced recommendations for advocacy to develop regulations to secure pastoralists' rights.

Burkina: The tenure champions' platform (TENFOREST) is legally accredited as the first national network in Burkina focused on tenure reform and recognized by key actors and authorities, including the Ministry for Women. TENFOREST developed and validated a guide to drafting gender-sensitive rural land charters along with a flyer on drafting community/regional development plans. Regulations for community natural resource management were disseminated and adopted by stakeholders; informational booklets for stakeholders on regulatory texts were created, validated, and disseminated.

DRC: The terms of reference for a baseline study on tenure were completed. The profile of participatory rights mapping and its role in land use planning and zoning was raised; CSO dialogue with government was initiated on the importance of PRM as tool for land use planning and strengthening rights.

Asia

2011 saw RRI capitalize on the diversity of coalition members for significant convenings to advance the rights agenda across the region. Most notable was the International Conference on Forest Tenure, Governance, and Enterprises held in Indonesia, producing unprecedented commitments from the Indonesian government to implement a tenure reform road map with CSOs. This achievement was due in large part to the strong collaboration among Indonesian CSOs to produce analysis and recommendations shaping the conference outcomes, and to follow up on the commitments by producing a tenure reform road map. RRI also addressed palm oil's implications, through a workshop on human rights and business in Indonesia, as well as establishing a regional network to further develop human rights standards for the palm oil industry. Attention to the gender dimensions of forest tenure in Asia also increased this year, with a successful panel at the Indonesia conference catalyzing new regional analysis on gender.

Regional: Representatives of Collaborator organizations and civil society advocates from Papua New Guinea, Mekong countries, Nepal, India and China presented lessons from tenure reform in the Indonesia Lombok Conference and other GACF members held a preparatory workshop prior to the Conference that helped shape the final declarations. Regional assessment carried out of community forestry impacts on livelihoods and the economy. Work on building a palm oil network is strengthening and has led to a very significant workshop on human rights and plantations with the participation of major human rights commissions in Asia.

Indonesia: The Conference on Forest Tenure, Governance, and Enterprises held in Lombok led to the formal commitment by Indonesia's Ministry of Forestry to implement a road map with CSOs and other agencies for forest tenure reforms to secure and formalize tenure rights for forest dependent communities. The conference also generated important regional analysis on drivers of deforestation, sustainable alternatives, and the state of tenure and forests in Asia. Work on building a palm oil network is strengthening and has resulted in a very significant workshop on human rights and plantations with the participation of national human rights commissions in Asia.

Nepal: Collective action kept pressure on the Ministry of Forestry and Soil Conservation to prevent an amendment to the Forest Act that would weaken the autonomy of the community forestry user groups. Continuing political pressure limited the expansion of Protected Areas. The recent establishment of a new prime minister and government slowed the recognition of community property rights in the Constitution but advocacy for rights recognition is moving forward.

China: The coalition conducted important work assessing the achievements of the forest tenure reform to date among collective forests, as well as advise the reform of state forests already carried out, hoping to establish some key parameters within the new Forestry Law that will be prepared in 2012.

Laos: As the Forest Investment program moves into gear, new momentum for undertaking forest tenure reform led to a successful workshop on identifying pathways for reform, based on experience of key countries such as Brazil, China, Nepal and Vietnam. This workshop was prefaced and reinforced by a study visit to China by key Laotian ministry officials.

India: Key examination of the land grab phenomenon within forest areas is underway to draw attention to the on-going problems despite the enaction of the 2006 Forest Rights Act. This analysis will form important part of upcoming legal debate on compensation for land acquisition and restoration.

Thailand: Development of the community forestry network is gathering energy which will further mobilize to amend and shape the Community Forestry Bill.

Latin America

In 2011, RRI strengthened analysis on regional trends in external investments in indigenous territories, as well as on indigenous territories overlapping with protected areas. The coalition was consolidated considerably, with new key actors engaged in Peru and Colombia, and increased forest community influence in Central American and Colombian REDD+ processes. RRI analyzed opportunities for improving gender equity in territorial governance in Bolivia and Nicaragua, and continued advocacy efforts to influence national legislative processes in favor of forest communities and collective resource management in Guatemala, Bolivia and Peru.

Regional: RRI extended its reach across the Amazon countries to support leading indigenous, Afro-descendant and extractivist organizations, and produced key knowledge products to support advocacy, notably on themes of conflicts relating to territorial governance and strategies for defense of territory. Sub-regional studies on external investment in forest territories in Central and South America helped to direct plans for advocacy efforts in sub-regional, decision-making bodies.

Bolivia: RRI Collaborators developed and executed a strategy for greater harmonization between indigenous and *campesino* priorities and advocacy efforts and national legislative agenda related to natural resources and indigenous territorial rights. Collaborators repositioned advocacy efforts to have greater influence on lawmaking, and improved pathways of support to indigenous and *campesino* organizations to help claim and defend collective rights.

Colombia: Afro-descendant and indigenous forest communities influenced the Government and the World Bank to create a more inclusive and participatory R-PP for national REDD+ strategy. Afro-descendant communities opened spaces for participation in international FCPF processes.

Guatemala: The National Alliance of Community Forest Organizations was legitimized as an active interlocutor in forest, climate change and cadaster sectors. In the Petén, RRI Collaborators developed concrete proposals for renewing community forestry concession models in preparation for the upcoming negotiation with the Government

Peru: The registration of approximately 200 native forest communities paved the way for the next steps toward recognition of collective land rights for indigenous communities in the Peruvian Amazon.

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

In 2011, RRI and the Independent Advisory Group on Forests, Climate Change and Tenure (IAG) continued to shape the global climate debate and mechanisms. Global decision-makers and thinkers on forests and climate have increasingly asserted the fundamental role that forest tenure reform, governance, community management, participation and safeguards play in achieving REDD+ goals. Key governments shaping the debate (U.K., USA, Norway) and key funding mechanisms (UNREDD, CBPF, FCPF and FIP) especially emphasized the centrality of tenure; all policy documents and many REDD country plans now reflect this.

Global RRI dialogues in February, September and October catalyzed critical analysis of the conventional REDD approach and the over-reliance on carbon markets. They refocused attention to direct drivers, tenure, existing supply chains, and the oncoming threats from infrastructure and extractive sectors, looking more broadly at financing and instruments. RRI facilitated broader participation of indigenous leaders in global dialogues and other platforms, including the IAG, and brought different, private sector perspectives to the financing challenge, highlighting the potential role of community enterprise in sustainable supply chains. Notable gains included UNREDD Board's decision to undertake a study of land tenure issues in 2012 and new participation of RRI in discussions of food security and agriculture. "Behind the scenes" discussions helped insert new language around this into policy documents.

In the regions, RRI increasingly supported the engagement of key NGO, community and indigenous peoples' constituencies in REDD country plans, informing policy makers on tenure and rights issues in REDD and helping to broaden multi-stakeholder dialogues and shape the inclusion and definition of safeguards, particularly FPIC and SESA. Highlights include:

- In Colombia, Afro-descendent and indigenous forest communities influenced the Government and World Bank towards a more inclusive and participatory R-PP, setting SESA standards now being adopted in other Latin American country R-PPs.
- The Africa Community Rights Network workshops developed a strategic work plan for Durban to ensure that African decision-makers consider communities' rights during negotiations. RRI support enabled African civil society's substantive participation at COP17, including direct contributions to the Accra Caucus statements.
- In Liberia and regionally (through REFACOF), RRI built women's understanding of REDD concepts and processes, and at Durban raised awareness on gender and human rights, developing recommendations for full consideration of women's rights and community participation in decision-making on climate.
- The Cameroon coalition has brought its forest and land tenure advocacy to the national platform on REDD and climate change, with REFACOF's formal admission.
- The Indonesia Tenure Conference in Lombok provided a unique opportunity to bring tenure and rights squarely into the REDD agenda in the context of the Indonesia Norway REDD+ Partnership on climate and forests, and Indonesia's national REDD strategy. Mr. Kuntoro Mangkusubroto, the head of the Presidential Working Task Force on Development Supervision and Control (UKP4) as well as of the REDD Taskforce, presented a keynote address in the conference, for which he drew heavily upon a series of CSO advocacy papers prepared for the Tenure Conference, and committed the nation to recognition of customary rights. This provided a new avenue for CSO to collaborate with the Ministry of Forestry and other relevant agencies on framing and implementing a roadmap for forest tenure reforms, integrating implementation of both agrarian and forest legislation.

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

In 2011, RRI's Networking Support initiatives continued to catalyze strategic learning and experience sharing as well as promote local participation on the international stage. Networking Support remains a flexible mechanism to capitalize on RRI's multi-level approach to advancing tenure and rights.

RRI's continued engagement in the MegaFlorestais network improved forest agency leaders' understanding of the importance of secured tenure rights. In parallel, the second convening of the Global Issues in Governance seminar exposed and connected a new set of emerging "next generation" leaders from MegaFlorestais agencies to tenure, governance and rights issues relevant to their work, proving it is an effective mechanism meriting continued investment.

The Rethinking Forest Regulations workshop held in Montana, USA exposed technical officers and civil society representatives from Liberia, Indonesia, China, Brazil, Peru and Mexico to Montana's approach to forest regulations in Missoula, MT, in July. This initiative was especially valuable to the Liberian leaders in rethinking pit-sawing regulations.

The Networking Support program also enabled robust community participation at the ITTC 47, organizing a side event of the Mesoamerican Alliance of Peoples and Forests with the Civil Society Advisory Group at the ITTC 47 with 25 community representatives, and supporting 5 African civil society members to introduce ACRN and REFACOF positions and tenure issues into COP17.

RRI held a rich series of "Blue Skies" brainstorming meetings as part of a "Rethink and Renew" process to prepare a concept note for a new phase in 2013 and beyond, in complement to the Mid-Term Evaluation (MTE) also carried out and completed this year. Meetings included a Chatham House Blue Sky meeting in May; Royal Swedish Academy of Forestry & Agriculture in June; a brainstorming with private sector actors in mid-June; and targeted sessions at RRI country, regional and global planning meetings in the second and third quarters of 2011. Five key themes shaped the learning and discussions: (i) Resource trends and climate change to 2030, (ii) Regional Perspectives on Global Trends, (iii) Political forces shaping local land use, governance and development (iv) Markets, Technologies and Finance – Opportunities, and (v) Strategies for development, better international management and local rights.

These meetings allowed RRI to compare its own analysis of the global forces, threats and opportunities and emerging challenges with global experts in a range of fields. They also allowed RRI to get to know a new set of critical constituencies and sharpen RRI's understanding of its comparative strengths and sphere of influence in a changing world order. These meetings validated a number of points of RRI coalition's own critical thinking, brought strong participation from Partners and Collaborators into the preparation of a concept note for Framework Proposal II (FPII), and generated a set of new relationships and avenues for advancing tenure and rights for engagement in the future.

The conclusions of the Mid-Term Evaluation (MTE) provided complementary guidance for RRI's future direction. The MTE validated RRI's theory of change and found that RRI is a unique and effective source of support to policy makers and civil society in promoting an agenda of forest tenure and governance reform in favor of livelihoods for the poor. RRI is acknowledged as a key knowledge leader in this field, and its model also enables it to stay highly relevant while responding flexibly to the fast changing global and national drivers of forest management rights and use—including REDD and carbon rights and trading debates, large scale forest land acquisitions and conversions, and rapid increases in demand by emerging growth economies. The MTE found that without RRI, some reforms were unlikely to have gained much ground and certain countries would have suffered some serious rollback in rights.

Building on this learning, RRI developed a concept note for FPII, consolidating the successful model and modalities. RRI's approach agreed with global, regional and national Partners and Collaborators to keep a focus on forests, but extend RRI's reach to related landscapes where tenure and rights are under threat and can be strengthened. There is also agreement to engage the private sector, expanding the scope of RRI communications and outreach and bringing more balance to the three strategic themes of realizing rights, climate change, and alternative tenure and economic models (ATEMs).

Stronger engagement with the private sector also would provide opportunities to advance tenure and rights in responsible supply chains, corporate social responsibility, and investment risk assessment, and private-public partnerships.

Quarterly email updates and Tenure Trends both reached more readers from more countries and more evenly across the 3 main languages. Press coverage has dramatically expanded in 2011 with major news networks recognizing RRI outputs as insightful and credible (acknowledged and/or quoted in 80+ earned media stories across 17 countries and 7 languages), also increasing website traffic and flow of announced events. RRI is becoming the premiere, trusted global source for forest tenure policy and reform analysis.

1.24 Strengthen the Coalition

Reflection on RRI accomplishments to date and design of FPII centered in large part on the effectiveness of Partner and Collaboration synergies in identifying and acting on opportunities at the global, regional and country levels, and the extent to which RRI monitoring and evaluation provided needed lessons and feedback. Both the Independent Monitor and MTE document the learning culture and self-reflection embedded in reporting on Strategic Outcomes and in the annual planning process. In 2011, RRI refined its internal monitoring and evaluation with a logical framework of overall strategic goals and outcomes across programs, including a systematic self-evaluation by planning teams.

Regional and global planning meetings focused more explicitly on how to ensure planning and monitoring processes identify and analyze missed opportunities and lessons learned. The TIPNIS protests in Bolivia serves as an instructive example of such missed opportunities. While RRI has an active coalition of organizations working in the TIPNIS lowland Amazon region, to the extent that one RRI Collaborator was threatened by government for its involvement in the TIPNIS march to La Paz, 2011 plans did not include activities to influence the government or international actors during and after the march. Partner and Collaborator reflections on this and other potential missed opportunities (openings in Burma, indigenous protests in Belize and Guyana) shaped the steps taken in 2011 to improve collaboration and optimization of synergies at multiple levels. In parallel, RRI took significant steps to expand strategic communications, and strengthen RRG's human resources and capacity, to enable greater synergies across programs and levels, and capitalize on the coalition's full potential.

RRG has increased staffing in Finance and Administration, completing design of a new accounting system for improved management and access to historical data, accelerating contracting processes and closing extended contracts effectively, while creating more quality consistency and shared learning across regions and global activities. There were a total of 236 agreements managed in 2011, including some agreements from 2009. RRG has also spent time in planning and governance meetings to prepare the coalition members for the closure of current Framework activities in 2012, ensuring 2012 plans were tailored to a realistic timeframe and implementation capacity.

1.3 Strategic Response Mechanism

In addition to annual planning, the Strategic Response Mechanism (SRM) is designed to enable flexible, rapid response to unforeseen but strategic opportunities. It provides funding tailored to specific situations, and it is evaluated and approved through a simple process and monitored according to the scale of the intervention.

In 2011, RRI supported nine projects in 8 countries under the SRM, for a total of $422,728. Building upon the growth of SRM activities in 2010, and on increased familiarity with the SRM's design and purpose, RRI coalition members used the SRM to respond quickly to emerging political opportunities and advance the RRI agenda. Allocations were made for three types of SRMs:

Projects to influence key legislation included:

1. **Cameroon**: *Influencing land reform in Cameroon*
   March – September 2011
   Funding from RRI: $49,965

   RRI supported CED to develop a proposal in response to a presidential initiative on land reform in early 2011, to influence the land reforms to better recognize and secure communities' rights. CED mobilized and consulted with civil society and community leaders to develop and disseminate a rights-based proposal for reform, and held informal meetings with government actors in addition to a national workshop to inform public debate on the role of community rights in land reforms. The land reform process also coincides with ongoing forest and mining reforms, providing an opportunity to better coordinate policies affecting rural communities and encourage stronger recognition of their rights.

2. **DRC**: *Workshop and Advocacy Campaign to Influence Macro-Zoning in the DRC and Promote Participatory Community Mapping*
   April – May 2011
   Funding from RRI: $50,000

   RRI supported the Réseau Ressources Naturelles (RRN), a Congolese network of CBOs and CSOs working on natural resource management and community development, to conduct a workshop and advocacy campaign on zoning and community rights mapping in time to influence a major World Bank Forest Investment Fund mission in May. More broadly, the campaign targeted the Congolese government and its strategic partners to adopt micro-zoning (based on community mapping) as a requisite first step in all zoning decisions, in order to identify and protect communities' rights in land use planning. This project responded to the rapidly advance government plans to carry out macro-zoning ahead of REDD implementation. The advocacy campaign succeeded in persuading the National Assembly's Environmental Commission and Senate Commission to better integrate and implement micro-zoning and community rights in zoning processes. The Ministry of Environment, Conservation and Tourism likewise committed to considering the documents, and the REDD commission expressed its intention to promote micro-zoning to clarify community land rights in major charcoal producing zones.

3. **China:** *Support to Continue Second-Round Survey and Evaluation of Collective Forest Tenure Reform in China*
   May 1 – August 31 2011
   Funding from RRI: $49,919

   RRI supported Peking University to conduct a comprehensive evaluation of China's latest collective forest tenure reform, officially promulgated in 2003. This project generated new, national-level data and analysis to inform China's State Forestry Administration's assessment of the collective tenure reforms implemented over the last five years.

The evaluation produced an up-to-date understanding of the implementation and impacts of the reforms, particularly whether reforms had or had not increased forest farmers' incomes – as well as a basis to recommend a new round of legal and policy initiatives to improve rural livelihoods and increase forest cover. The survey encompassed over 2400 households, and the results of this research are also useful for China's forest management policy-making system, and could also influence policy debates beyond its immediate geographical borders, in particular in Indonesia and Laos. Policy briefs and academic papers based on the results of the evaluation are anticipated for 2012.

4. **India:** *Synthesis Paper on Findings from Internal Land Grab Phenomenon Study*
   September 1 – December 31, 2011
   Funding from RRI: $7,500

   Under this project, RRI Collaborators in India, led by the Society for Promotion of Wastelands Development (SPWD) synthesized the political and economic dynamics behind the land grab in forest and common lands in India, building upon a study of land grabs across nine Indian states to inform parliamentary debate on the Land Acquisition and Relief & Rehabilitation Bill. The synthesis also will be presented at a major 2012 conference on land acquisition, as an advocacy tool for tribal and rural activists in drawing attention to land grabs' effects on communities, especially in light of inadequate implementation of the 2006 Forest Rights Act. The synthesis was timed to capitalize on a recent appointment of a progressive tribal MP as the Minister holding dual charge of the Ministry of Tribal Affairs and the Ministry of Panchayati Raj.

5. **Liberia**: *A Second Assessment of Liberian Forest Area, Dynamics, REDD++, Protected Area Expansion, Agricultural and Mining Concessions and Their Relevance to Fiscal Revenue Projections and Policy for Sustainable Forest and Land Management*
   September 15 2011- March 31, 2012
   Funding from RRI: $47,400

   RRI supported Green Advocates, a Liberian CSO, to produce a comprehensive stocktaking of Liberia's forest area, forest grants, REDD+ and large-scale land appropriations. The report was designed to assemble reliable and up-to-date information to inform national dialogue during and immediately following the presidential and parliamentary election period. In addition to gathering and analyzing data to inform policy making, the project highlighted the importance of tenure, encouraging political leaders to address forest tenure and clarify carbon and forest land rights. The stocktaking project also served as a basis for social mobilization and advocacy for community rights regarding forest lands, as well as providing an opening for civil society engagement with the REDD and commercial processes in Liberia.

6. **Indonesia**: *Accelerating the Government's Adoption of CSOs' Road Map on Forest Tenure Reform*
   November 10, 2011 – May 10, 2012
   Funding from RRI: $42,944

   Civil society organizations in Indonesia, led by RRI Collaborator Epistema, developed the CSO Road Map Platform of 15 CSOs to create a set of forest tenure reform strategies, with the goal of obtaining agreement by the Indonesian Ministry of Forestry and National Land Agency. Supported by RRI, this project involves advocacy work and regular dialogue with these two agencies on the content of the proposals, development of clear policy recommendations on forestland reforms within the agrarian sector, and dissemination of the road map and media engagement.

This activity is timed to ensure government follow-up on historic commitments made in 2011 regarding tenure reform and come to an agreement on the direction of policy change established by the CSO Road Map Platform.

Projects to guarantee time-bound participation or consultation:

7. **Colombia:** *Strengthening a group of indigenous and Afro-descendant leaders to influence the SESA process in Colombia*
   January 1 – July 31 2012[1]
   Funding from RRI: $45,000

   RRI supported the *Instituto Latinoamericano para una Sociedad y un Derecho Alternativo* (ILSA) to ensure that the FCPF's Social and Environmental Safeguard Assessment (SESA) in Colombia includes inputs from forest communities to protect their tenure rights against possible negative impacts of REDD+ projects. With the approval of the R-PP in October of 2011, a new opportunity has emerged for forest communities to participate in decisions related to the REDD+ safeguard system. The Government has initiated negotiations with the World Bank to determine guidelines for the SESA that will apply to the forest sector, including how drivers of deforestation and respect for collective tenure rights will be addressed. Accordingly, this project entails collecting information on tenure security and drivers of deforestation and monitoring the FCPF's process with the government. This culminates in workshops for community leaders to share information, build capacity for negotiation, and prepare strategic inputs during the development of Colombia's SESA framework. Because Colombia is the first country in the sub-region to prepare a SESA, these decisions will set precedents for other countries in the region that are planning to start SESA processes in 2012.

8. **Liberia**: Supporting Liberian communities affected by oil palm land grab
   October 31, 2011 – July 31, 2012
   Funding from RRI: $80,000

   Under this project RRI Collaborators, led by Forest Peoples Programme, are supporting Liberian communities' campaign against oil palm concessionaire Sime Darby's land grabs for oil palm, aiming to yield a signed agreement between Sime Darby and communities based on respect for their customary rights and FPIC. It capitalizes on recent Liberian community and CSO mobilization against Sime Darby oil palm expansion into community lands and is timed to take advantage of Sime Darby's decision to freeze its operations in contested areas of Liberia, and its agreement to bilateral negotiations with communities following the RSPO's acceptance of communities' complaint. Support and training for communities, along with legal and advocacy advice from local collaborators, is critical to enable community leaders to negotiate effectively. The project will culminate in a trip by two Liberians to Malaysia to raise their concerns with the RSPO and jump-start dialogue with Sime Darby in an open and transparent way.

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[1] This project was contracted in 2012 but approved in 2011 and funded with 2011 funding.

Project for direct advancement of tenure rights:

9. **Peru:** *Advocacy strategy to advance indigenous territorial demands in the Peruvian Amazon and defending unrecognized territories from external threats*
   January 1 – October 31, 2012[2]
   Funding from RRI: $50,000

   RRI supported the *Asociación Interétnica de Desarrollo de la Selva Peruana* (AIDESEP) in capitalizing on the recent election of a new, receptive government to resolve pending land tenure claims in favor of Amazonian indigenous peoples and defend ancestral territories against threats from external investment.

   In compiling and categorizing documents of territorial claims, this project will work with 30 local indigenous organizations to present an unprecedented systematization of technical, legal, and political information, showing the clear and immediate need to advance a collective land titling process in the Peruvian Amazon. AIDESEP's strategy to make Amazonian communities' claims visible is aimed to promote protection of ancestral tenure rights from immediate threats, such us forestry and oil concessions, as well as REDD and conservation projects.

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[2] This project was contracted in 2012 but approved in 2011 and funded with 2011 funding

II.   RRI Summary Report: Key Outcomes and Products in 2011

Summary Report on RRI Activities in 2011

Overarching Goals for 2011	Overarching Accomplishments in 2011
1. Increase and deepen impact in existing countries, particularly Indonesia, by shaping design and implementation of REDD programs, tenure and forest policy reforms; consolidate program management and strengthen planning, monitoring and reporting of impacts and outcomes; and position to strongly influence design and implementation in DRC in 2012. 2. Influence design and implementation of policy analysis and the tenure and governance reforms sponsored by the global forest climate initiatives. Influence ODA and governments to strengthen support for forest restoration, agroforestry, and alternative conservation and enterprise models as necessary for progress on REDD, MDGs, reduced vulnerability, conflict. 3. Rethink & Renew RRI implementation and design via MTE, Blue Skies brainstorming on global forces affecting RRI agenda, and broad-based consultations with stakeholders; Prepare concept for FPII to generate new enthusiasm and commitment for RRI in 2012 and beyond. 4. Enhance RRI global impact by stronger Partner collaboration and strengthening and consolidating RRG as an advocate, delivery mechanism, and secretariat by expanding financial and analytical capacity, and increasing global awareness of RRI Partner and Coalition impacts, activities and arguments	1) Yes. In at least eight countries substantial progress was made and RRI's impact is noticeable. Indonesia was particularly important, as the Coalition, in close coordination with many national CSOs, achieved a major breakthrough whereby the government and CSOs agreed to a roadmap forest tenure reform. RRI played a critical role in a similar breakthrough in Laos. The Independent Monitor found that RRI's program management systems and M&E systems were much better integrated and improved. RRI made significant progress in the DRC, assessing the situation and initiating a set of analyses that will lay the groundwork for scaled-up engagement in 2012. 2) Largely achieved. RRI's work at global, regional, and country levels has significantly contributed to the acceptance of the centrality of tenure reform in climate initiatives, which is now reflected in all policy documents and many REDD country plans. Similarly, RRI analysis, advocacy and strategic convening led to serious rethinking of REDD, which is now being recalibrated to include and privilege confronting existing drivers of deforestation and encouraging restoration, agroforestry, and community based forest initiatives. 3) Yes. The Mid-Term Evaluation, Blue Skies brainstorming, and broad consultations with Partners and stakeholders were completed in 2011, leading to consultative preparation of the concept note for Framework Proposal II. As a result, the RRI Coalition has generated new positive relationships with a broader set of critical constituencies and earned support for the FPII from both existing and potential new donors. 4) Yes, global impact was enhanced. Significant steps were taken to improve Partner and Collaborator collaboration, the strategic communications of the coalition, and strengthening RRG's human resources in finance and analyses. The staff capacity additions came very late in the year and there is still much more progress to be made in this arena to reduce vulnerabilities and meet the dramatically increased demand on RRG staff.

Priority Objectives Identified in 2010 for 2011	Key Outcomes/Indicators of Achievement in 2011	Key Products of 2011
Tenure Analysis		
• Ramp up investment in forest tenure data analysis, expanding breadth and depth of coverage to include poverty, and analysis of the dimensions of	• **RRI Tenure Analysis increased scope, outreach and relevance to RRI's overarching objectives** and specific RRI-wide initiatives (Indonesia Tenure Conference, e.g.) • **Legal analysis performed for the Deepening Rights Assessment**	• 7 briefs on Africa and Asia, 1 publication and organizing 1 workshop: - Brief on *What Rights? Measuring the Depth of Indigenous Peoples and*

forest tenure rights ("depth of rights").	**provides RRI with a new set of robust data to inform strategy development and the global narrative:** Analyzed 61 Community Forest Tenure Regimes in 30 countries. This analysis will be part of the report on the state of forest tenure 1992-2012, in preparation for the Rio+20 Earth Summit. • Supported IFRI to **develop new spatial-analysis of the links between devolved forest tenure, forest cover and poverty reduction**. This will be carried out in 2012. • **RRI is positioned to launch a major tenure "baseline study" in DRC in 2012** with reach to the reconstruction, climate change, forest, and land communities.	*Community Forest Tenure* - Legal Analysis of 33 Community Forest Tenure Regimes in 15 Countries, in July; - Brief on *An Economic Case for Tenure Reform in Indonesia's Forests,* in July; - 5 brief series on *Rights to Resources in Crisis: Reviewing the Fate of Customary Tenure in Africa*, in November; - Publication on *Tropical Forest Tenure Assessment*, in April; • Detailed legal assessments of **analysis of the depth of rights in 15 countrie**s are available on RRI website since July. • Organization with FECOFUN of a **Tenure Analysis Workshop** entitled *Building a Collaborative Analysis of Global Forest Tenure* in March in Kathmandu, Nepal to establish RRI Coalition-wide definitions and methods for collecting and interpreting data on forest tenure dynamics, and presenting findings to the research community and policymakers. • ITTO published the Tropical Forest Tenure Assessment **as Technical Paper 37** in April. • **Conducted a scoping exercise in DRC** to identify opportunities to push for forest tenure reform in 2012.
Rights and Climate		
• Shape emerging structure adaptation and mitigation and their agendas to prioritize tenure reforms and address poverty, resilience, community restoration and reformed conservation.	• **Forest/climate agenda** better informed by tenure and governance considerations and options for improved effectiveness. Used Global Dialogues, new analysis, networks and platforms, and global engagement and outreach as instruments. • **Global decision-makers and thinkers on forests and climate have increasingly asserted the fundamental role that forest tenure reform, governance, community management, participation, and safeguards play in achieving REDD+ goals**, especially key governments (U.K., USA e.g.) and partnerships funds (UNREDD, CBFF, and FCPF). Clear progress was made at rhetorical level to	• Held **3 Global RRI Dialogues** on Forests, Governance and Climate Change in London (February and October) and The Hague (September) which contributed to RRI's analysis to REDD narrative and introduced RRI in discussions on food security. **Supported the participation of 18 community leaders**. • Published **3 analytical reports:** - *Integrating Agendas for Forests,*

	advance tenure reforms by working "behind the scenes".	*Agriculture and Climate Change Mitigation*, in November
	• **Catalyzed broader critical analysis of conventional REDD approach and fostered faster realization of the limits of the** carbon market and more emphasis needed to be put on direct drivers, tenure, restoration, existing supply chains, and oncoming threats from the infrastructure and extractive sectors	- *The Greener Side of REDD+*, in July. - *Making REAL (U) Right - Harmonizing Agriculture, Forests and Rights in the Design of REDD+*, in January.
	• **Facilitated practitioners and policy makers to acceptance** that over-reliance on a carbon market is unlikely to achieve REDD goals and that **REDD**, which focuses on tenure, restoration, drivers and existing supply chains, is necessary.	• Published **1 edition of Tenure Trends** analyses on REDD in March.
	• **New, forward looking thinking** on issues critical to addressing forest-climate-agriculture linkages, and provided a more realistic view of REDD through analyses on REDD+ implementation, finance, and linkages with forests, rights and agriculture.	• Contributed to the **Comments on the Guidelines on Stakeholder Engagement in REDD+ Readiness** compiled by members of the Independent Advisory Group on Forests, Rights and Climate Change and the extension of the deadline for comments to allow for more thorough civil society inputs.
	• **Independent Advisory Group on Forests, Rights and Climate Change** influenced the UNREDD Board to undertake a study of land tenure issues and REDD in 2012	
	• **Indigenous leaders' engagement in global dialogues and other platforms** such as the Independent Advisory Group on Forests, Rights and Climate Change (IAG) strengthened their advocacy and influence**.**	• Prepared and delivered **2 presentations** to the UNREDD Policy Board. • Created a **website** for the Independent Advisory Group on Forests, Rights and Climate Change (IAG).

Realizing Rights

• Lay the groundwork for a strategy to facilitate rethinking and renewal of conservation. Mobilize global learning process on the use of strategic instruments for advancing tenure claims and defense of community land and resource rights.	• **A unique Forum on Participatory Mapping in Latin America**, entitled "Participatory Cartography and Rights to Territory and Resources" in Bogota defined the regional context and local strategies struggles, and set new parameters for analyzing who, why and how communities should/could utilize approaches to mapping for their needs in the future.	• Held a **Forum** on Participatory Mapping in Latin America in Bogota in June and sponsored the participation of **4 community representatives** from Asia and Africa.
	• **Enabled information sharing within and between continents** about processes, opportunities and threats by bringing together ~80 people from Latin America and community representatives from Asia and Africa.	
	• **Created a working group on rights based conservation** and attempted the organization of a Dialogue on Conservation and Climate Change. This activity will be carried out in 2012.	

Alternative Tenure and Enterprise Models (ATEMS)

• Build evidence of the transition towards a more SMFE based economy and lucrative domestic markets particularly for Africa, mobilizing country and global	• The UNFF included strong language supporting tenure reform and the importance of supporting community enterprises in its declaration – in part due to the background paper prepared by RRI on SMFEs for the UNFF, the side event co-organized with ACICAFOC and strong	• Supported RRI ATEMs core group to prepare a proposal for outside funding on Africa potential for SMEs/CFEs; with links to ITTO-CSAG.

	participation by community representatives in the negotiations.	• Core group members met in March, ongoing work on Africa and Asia focused proposal, and scoping activities.
expertise on making this transition with engagement of community-based and women's enterprises.	• Generated a proposal outlining key ATEMs actions, priorities and gaps in knowledge.	• Support CFE exchanges to Mexico, CA, etc.
	• **Better understanding of the importance and feasibility of a SMFE based economy** made possible by organizing 2 study tours and publishing a brief.	• Supported **2 study tours:** - An exchange between CFEs and sponsored Africa CSAG members in Guatemala during the ITTC 47 meeting in November; - A workshop on Rethinking Forest Regulations in Montana in July. It showed to representatives of 7 countries how communities and private landowners can sustainably manage forests using the state's best management practices system.
	• Initiated discussions with law schools in the USA to **conduct a study on legal barriers to SMFE/CFE**.	
	• (There was limited effort and progress on this program in 2011 – as RRG and Partners involved prioritized taking advantage of opportunities in the climate change and tenure reform domains and there was limited funding available to do this program justice.)	
		• Published **one brief** on the economic case for tenure reform in Indonesia in July.
		• Presented a **policy paper** on community forest enterprises at the United Nations Forum on Forests in January.

Networking Support

• Support strategically relevant networks to strengthen their ability to promote tenure reforms and influence global and regional initiatives.	• **MegaFlorestais' annual meeting** gathered 21 leaders of public agencies representing more than 60% of the world's forest in Oaxaca, Mexico, in October and discussed "Forest governance in times of economic turmoil" and increased country ownership of the process.	• Engaged with present and emerging leaders of forest agencies at **3, week-long international workshops** in July, September and October.
	• The second convening of the **Global Issues in Governance seminar** exposed and connected emerging "next generation" leaders from MegaFlorestais agencies to tenure, governance and rights issues relevant to their work in Milford, Pennsylvania in September. And the **Rethinking Forest Regulations workshop** exposed technical officers and civil society representative from MegaFlorestais agencies to Montana's approach to forest regulations in Missoula, MT, in July.	• Promoted civil society networking by supporting the participation of **13 community representatives** in **2 major international events** [i.e. ITTC 47 in Antigua, Guatemala, in November and COP17 in Durban, South Africa, in December].
	• **Improved understanding of the importance of secured tenure rights understood** thanks to RRI's continued engagement in MegaFlorestais network.	• IAG presented in **both UNREDD Policy Board meetings** in 2011, and advised on research and policy questions.
	• Worked with IUCN and ACICAFOC to **support the participation of 25 community representatives** (23 from Latin America, 2 from Africa and 1 from Asia) **in ITTC 47** in Antigua in November.	
	• **Supported the participation of 5 members of the African civil**	

	society (Liberia, Cameroon and DRC) **in COP17** in Durban, South Africa, in December.	

Communications and Outreach

• Increase global awareness of RRI key messages from the thematic programs and support their inclusion in local, national and international discourse, and effectively promote activities, analyses, and impacts supported by and attributed to RRI and Coalition Partners.	• Began a more active email campaign, building on existing communications (Tenure Trends, Quarterly Newsletters, etc.) by increasing the use of targeted outreach a wider array of constituencies by type (media, donor, etc.), interest area, and geography • Increased functionality of the RRI website, streamlined organization, and increased "toggle" capability to both French and Spanish language information • Hosted a Communications Workshop with IUCN for the Tenure Champions in Burkina Faso, building upon the October 2010 Communications Exchange in Ghana • Worked with Country/Regional staff to insert communications forethought and discussion in the Asia and Latin America planning meetings • Worked with Regional Coordinators and Associates to introduce discussions on communications activities and efforts at the Country/Regional Planning level in Asia and Latin America • Worked closely with various Partners and Collaborators on the ground to ensure successful communications activities; specifically regarding the promotion of PUSHBACK: Local Power, Global Realignment, at relevant RRI Dialogues in London and The Hague, and at the International Conference on Forests, Governance and Enterprise in Lombok, Indonesia • Explored new opportunities and built relationships and with relevant bloggers – such as REDD-Monitor.org and Mongabay.com – and actively engaged with followers on Facebook &Twitter	• RRI Tenure rights perspective shared through 30+ presentations with diverse audiences outside the Coalition. • RRI strategic analysis outputs 45+ short policy briefs, reports, brochures, impact stories, and annual report and opinion pieces in 5 languages. • Quoted or noted in 130+ earned media stories across ~30 countries in 15 languages. Sources covering RRI work include the New York Times, the Guardian, Deutsche Welle, IPS, NPR, BBC, Reuters, and Mongabay.com. • Quarterly email update reached 2500+ readers in 3 languages (33% increase over 2009); Website: 3700 + visits per month from 175+countries (103% increase over monthly average in 2008) • Number of RRI constituents doubled in 2011 from more active outreach (including new social networks). • Increased functionality & language ability of RRI website, doubled number of constituents reached via email.

Country and Regional Initiatives

• Improve and deepen impact in existing countries. In Africa, improve the capacity for and impact of advocacy for tenure reform, based on recent knowledge-building and networking. Position RRI to become fully engaged in DRC in 2012.	**Africa** • Cameroon: A road map for institutionalizing mapping has been prepared by the RRI coalition in collaboration with key ministries, MINFOF, MINDAF, MINEPAT, and the Prime Ministry office; a concrete proposal on the revision of the 1994 forest law has been produced and agreed upon by the coalition members; the parliamentarian network (REPAR) has produced a position document on land and forest rights for local communities and IP's; REFACOF has been admitted in the national platform on REDD and climate change and has identified its focal points in five ministries dealing with issues that affect women's tenure rights. • Liberia: Communities are effectively trained and guided to negotiate fair social agreements (SA), issues justifying renegotiations have been documented; communities lodged formal complaints with the government on corporate CRL non-compliance and failure to meet SA; formal recognition of pit-sawyers by the Liberian government: the first pit-sawing permits are acquired; cooperatives started and are engaged with the state. The handbook on pit-sawing is ready	

In Asia, substantially increase the recognition of community and indigenous rights in forest areas; reforms in regulatory instruments for fuller realization of those rights; and wider acceptance of FPIC by governments and private sector.

In Latin America, consolidate the work in existing countries, aim to expand in Peru, and highlight the urgent need to strengthen defense of IP and community territories across the region.

- Consolidate program management and strengthen planning, monitoring and reporting of impacts and outcomes in all regions.

but awaiting final regulations for inclusion, civil society shaped rights-based draft regulations on pit-sawing that were presented to the Forest Development Authority; a booklet on the state of women in Liberia forest governance has been produced to be shared with policy and decision makers.

- Mali: Proposals and modalities of Local Conventions agreed by MPs, local councilors, and major stakeholders have been submitted to the High council of Territorial Collectivities (HCC); a guide on local conventions (LC) finalized and adopted by the Ministry of Environment and Sanitation; the HCC has named a focal point on transfer of power and an internal advocacy group was established, the Ministry of Environment and Sanitation's Unit on Decentralization and Deconcentration has an action plan and broad vision for transferring power in natural resource management; recommendations on gender issues submitted to the Ministry for Women, Children and Family Affairs; the National Federation of Rural Women (FNAFER) made a declaration to the President of Mali during Rural Women's Day and drafted its advocacy plan; RRI regional workshop on pastoralism produced recommendations for advocacy to develop regulations to secure pastoralists' rights.

- Burkina: The tenure champions' platform is legally recognized with an official receipt and well acknowledged by various key actors and authorities, including the Ministry for Women; a guide to drafting gender-sensitive rural land charters along with a flyer on drafting community/regional development plans have been produced and validated; the regulations for community management have been disseminated and adopted by stakeholders; various analytical studies were completed on forest policies, gender/forest tenure dimensions of climate change policy; informational booklets for stakeholders on the regulatory texts are created, validated, and disseminated. Radio shows have been scripted, produced and broadcast, listening clubs ("clubs d'écoute") established to analyze popular perception.

- DRC: profile of participatory rights mapping and its role in land use planning and zoning was raised; CSO dialogue with government on importance of PRM as tool for land use planning and strengthening rights was initiated

- Regional: A work plan and strategy have been developed at the ACRN/RRI workshop for further action on REDD and to ensure African decision makers take into account communities' rights during REDD and climate negotiations in COP 17 in Durban; recommendations for full consideration of women rights in REDD processes have been made including capacity on human rights instruments and gender concepts during the last REFACOF and ACRN workshops; RRI coalition members directly contributed to Accra Caucus statements at Durban and engaged with delegates on the importance of community participation in decision-making regarding REDD

Asia

- Indonesia: National commitments obtained from Ministry of Forestry and REDD Taskforce to CSO Road Map on Forest Tenure Reform for recognition of customary rights, for forest gazettement and conflict resolution. In parallel, increased acceptance of TAP/MPR XI as umbrella legislation calling for integration of all agrarian and forest laws.

- Nepal: Withdrawal of legal amendments put forward by Ministry of Forestry and Soil Conservation to the Forest Act that would weaken the autonomy of the community forestry user groups. Continuing pressure to halt expansion of Protected Areas. Recognition of community property rights in Constitution moving slowly due to recent establishment of a new prime minister and government.

- China: Important work on both assessments of the achievements of the forest tenure reform to date among collective forests as well as reform of state forests carried out that will help establish some key parameters within the new Forestry Law that will be prepared in the near term.

- Laos: Very significant recognition for forest tenure reform as FIP moves into gear leads to a successful workshop on identifying pathways for reform based on experience of key countries such as Brazil, China, Nepal and Vietnam. Prefaced by a study visit to China by key Laotian ministry officials.

- India: Key examination of the land grab phenomenon within forest areas to draw attention to the on-going problems despite the enaction of the 2006 Forest Rights Act. This will form important part of debate on upcoming legal debate on

- compensation for land acquisition and restoration.
- Thailand: Development of the community forestry network is gathering energy which will further mobilize on the Community Forestry Bill.
- Regional: The Conference on Forest Tenure, Governance, and Enterprises held in Lombok was very successful; particularly leading to the formal commitment by Indonesia's Ministry of Forestry to carrying out forest tenure reforms in the interests of securing and formalizing tenure rights for forest dependent communities. Work on building a palm oil network is strengthening and has led to a very significant workshop on human rights and plantations with the participation of major human rights commissions in Asia.

Latin America

- Bolivia: RRI Collaborators developed and executed strategy for greater harmonization between indigenous and campesino priorities and advocacy efforts and national legislative agenda related to natural resources and indigenous territorial rights. Collaborators repositioned advocacy efforts to have greater influence on lawmaking, and improved pathways of support to indigenous and campesino organizations to help claim and defend collective rights.
- Colombia: Afro-descendant and indigenous forest communities influenced the Government and the World Bank to create a more inclusive and participatory R-PP for national REDD+ strategy. Afro-descendant communities opened spaces for participation in international FCPF processes.
- Guatemala: The National Alliance of Community Forest Organizations was legitimized as an active interlocutor in forest, climate change and cadaster sectors. In the Petén, RRI Collaborators developed concrete proposals for renewing community forestry concession models in preparation for the upcoming negotiation with the Government.
- Peru: The registration of approximately 200 native forest communities paved the way for the next steps toward recognition of collective land rights for indigenous communities in the Peruvian Amazon.
- Regional: RRI extended its reach across the Amazon countries to leading indigenous, afro-descendant and extractivist organizations; and, produced knowledge products on themes of conflicts relating to territorial governance and strategies for defense of territory. Sub-regional studies on external investment in forest territories in Central and South America helped to direct plans for advocacy efforts in sub-regional, decision-making bodies.

Coalition Coordination

• Strengthen Partner collaboration on program and governance and effectively integrate new Partners. Conduct collaborative review of RRI with Partners, donors, original key participants in the development of RRI.	• **Effective RRI Governance and Planning meetings held** • **Third RRI Global Programs planning meeting** held in November (DC) with Partners, RRI Fellows, and regional representatives. • **Integrated planning for RRI Global Programs** at the Country/Regional planning level. • **Successful completion of the Rethink & Renew Process, with involvement from Partners, Collaborators, and Original supporters of RRI** in suite of activities, including Blue Skies brainstorming sessions, the independent Mid-Term Evaluation of RRI's Framework Proposal • **Monitoring and Evaluation of all RRI Programs; including an independent evaluation of RRI's internal M&E system.**	• **3 Board Meetings held** in January (MD), May (London) and November (DC) • **3 Blue Skies/Global Scan brainstorming sessions** held in May (London), June (Stockholm) and Nov (DC) • **Third Global Program Planning Meeting** held in Washington, DC • Overall positive findings and **validation of RRI's theory of change in the independent Mid-term Evaluation** of implementation of RRI Framework Proposal • **Increased collaboration** between

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		Partners, and RRG and Partners (including with new Partners – CED, IFRI, PRISMA, and Tebtebba - who joined the Coalition in late 2010).
Operations		
• Investments in building financial and contracting capacity consolidated.	• **Contracting capacity** and efficiency improved with more rapid review and issuing of new agreements without compromising compliance and fiscal standards • We have not been as successful increasing **additional finance capacity**: other hires did not work out as planned, and thus capacity remained static in 2011; we have hired a new Grants Administrator in December 2011 and are recruiting an additional position in early 2012 • Implementation of **new accounting system** for current transactions, with a reconfigured chart of accounts to allow more effective program management and reporting • We did not complete migration of historical data, the transition was difficult to undertake simultaneous with ongoing work and took much longer than anticipated, and improvement of systems continues into early 2012	• **175** – Number of new agreements/contracts issued in 2011 (12% increase over 2010) • **236** – Total number of agreements/contracts managed in 2011 (21% increase over 2010) • **$13,710,000 USD** – Total amount fundraised in 2011 (including multi-year funding)

III.   State of RRI in 2011

3.1 Performance of the Coalition in 2011

RRI finished 2011 with: (i) a solid evaluation of its performance as a Coalition since its inception (in the MTE and Independent Monitor complementary reporting), (ii) completion of a robust process of "Rethink and Renew" scanning the world for new trends, threats and opportunities and (iii) a new understanding of how RRI can best effect change going forward. The Coalition incorporated this reflection and learning into the 2012 planning process – identifying a program for the last year of the first Framework that consolidates the important gains in tenure reform and protection of rights, and prepares RRI for a new level of engagement and partnership.

The findings of the MTE have provided important evidence that RRI is achieving its desired goals. Key findings are quoted here:

First, *"RRI is recognized as a key knowledge leader in the field of forest tenure—one that is uniquely fulfilling an essential role in fostering forest tenure policy reform and local people's rights to forests."*

Second, *"RRI is widely acclaimed for its critically important relevance to local, regional and global policy agendas for forest tenure reforms, increasing development opportunities, addressing tenure issues in climate change responses, and improving governance.*

Third, *"The diverse nature of the coalition of partners, with both large international semi-governmental and non-governmental research and advocacy organizations alongside much smaller country and grassroots advocacy organizations has led to some fruitful synergies and action. However, it has also let to divergent expectations and a certain amount of tensions."*

And fourth, *"The scientific and relatively neutral platforms provided by RRI support to governments, country level coalitions and global networks, provided productive open spaces for opposing organizations and perspectives to interact and discuss sensitive issues... this approach widened and deepened understanding of pro-poor forest tenure and management issues. It gave credibility and legitimacy to this reform agenda, increased the capacity, confidence, and legitimacy of advocates for change, and increased the access of academics and civil society to government policy makers."*

There were big wins in countries and regions and at the global level. In Indonesia, the Lombok tenure reform conference linked civil society aspirations for recognition of customary rights and reduction of land conflicts to the government's national REDD and Climate Change strategy and to on-going reform processes, committing the Forest Ministry to collaborate with civil society organizations and other government actors to implement a roadmap for tenure reforms in the near term. Laos agreed to move forward seriously in 2012 on a forest tenure reform, informed by the experiences of other Asian countries and other regions. China entertained new evidence on the impacts of its forest tenure reform to shape a new Forest Law to be drafted.
Afro-descendent organizations in Colombia reshaped the REDD readiness strategy's standards on SESA and FPIC, sharing key lessons with advocates in civil society in neighboring REDD countries. AIDESEP in Peru documented indigenous people's customary land ad forest rights prior to regulation of the new Forest law, to ensure these rights will not be ignored or rolled back in its implementation.

At the global level, critical dialogues on tenure rights and climate change shared the implications of the failure of a unilateral agreement on climate mitigation and adaptation and stagnation in forest carbon markets.

These dialogues have helped to wake up donors, experts, participating countries and international organizations to the need for a new approach to REDD, grounded in tenure and rights, agriculture and food security, responsible supply chains, restoration, and balanced with new initiatives to shape private sector investment affecting forest areas and forest enterprises. MegaFlorestais has been established as a highly valued space and institution for forest leaders to collectively evaluate their reform strategies, with demand for regular annual events, with top leaders, next generation leaders, shared learning on smart regulations, and potential targeting of community leaders in parallel. Local voices were highly visible at the global level, e.g. the recently formed Mesoamerican Alliance of People and Forests showcased their climate change response through local forest management in Antigua, Guatemala at the International Tropical Timber Council and at the UN Forum on Forests, and presented alternatives for REDD+ in a London RRI dialogue. The tenure tracking assessment expanded this year to include legal analysis of deepening rights, and results of the first phase analysis has strengthened RRI's position as the "go-to" place on forest tenure, and its multiple rights dimensions.

The Strategic Response Mechanism allowed RRI to respond to unanticipated windows of opportunity, and to amplify its regular activities' impacts with targeted, strategic actions to advance the rights agenda. SRM projects had a variety of impacts. In the cases of Colombia and Liberia, the SRM had implications beyond the individual cases, to influence SESA processes in Latin America and influence palm oil's expansion into Africa, respectively. Other projects, such as Indonesia, China and DRC, allowed civil society to shape specific legal reforms as well as initiate longer-term collaboration with government and international actors active in forest and land tenure. The SRM remains one of RRI's most flexible and valuable mechanisms, well adapted to shifting political landscapes.

RRI prepared a new concept note for the Framework Proposal II, and developed a consensus around the directions, objectives, desired impacts and scope of engagement, as well a plan for adjusting RRI modalities of operation to support these. RRI is now proposing to mobilize greater global action to confront land and resource grabbing and to recognize and strengthen customary rights to rural lands. RRI will deepen engagement in globally strategic countries, developing stronger linkages with FLEGT, VPA and REDD initiatives, strengthening its programs to support women's networks and enterprises, and new programs to influence and leverage private investment. This strategy is expected to produce improved governance of forest areas in developing countries for poverty reduction, biodiversity conservation and climate resilience, evidenced by tenure, governance and market reforms that secure local rights to own, control and benefit from natural resources. Partners and the RRI Board endorsed the concept note for FPII and new log-frame, with its new vision and ambition, while recognizing the need for flexibility given the uncertainty in future funding for 2013-2017.

3.2. Composition and Governance of the Coalition

As of December 31, 2011 there were 14 Partner organizations in the Rights and Resources Initiative (see table 2 below). One new organization joined the Initiative in 2011, CED (Center for Environment and Development), and Intercooperation merged with Helvetas Swiss to form a new organization, HELVETAS Swiss Intercooperation, reaffirming its status as a Partner.

There were also over 76 formal Collaborators – NGOs, federation of forest user groups, associations of community organizations, policy research and training organizations and international development and research organization from 22 countries that collaborated with Partners on RRI activities in the country and regional programs.

Partner Name	Location	Partner Since
RECOFTC – The Center for People and Forests	Bangkok, Thailand	2005
Forest Trends	Washington, DC, USA	2005
ACICAFOC – Central American Coordinating Association of Indigenous Peoples and Farmers for Community Agroforestry	San Jose, Costa Rica	2005
FPCD – Foundation for People and Community Development	Port Moresby, Papua New Guinea	2005
Forest Peoples Programme	Moreton-on-Marsh, United Kingdom	2006
ICRAF – World Agroforestry Centre	Nairobi, Kenya	2006
Civic Response	Accra, Ghana	2007
FECOFUN – Federation of Community Forestry Users, Nepal	Kathmandu, Nepal	2008
Samdhana Institute	Indonesia, Philippines	2009
Tebtebba – Indigenous Peoples' International Centre for Policy Research and Education	Baguio City, Philippines	2010
PRISMA – Salvadoran Research Program on Development and Environment	San Salvador, El Salvador	2010
Centre for Environment and Development	Yaoundé, Cameroon	2011
HELVETAS Swiss Intercooperation	Berne, Switzerland	2011

BOARD MEMBER NAME	ORGANIZATION	LOCATION
John Hudson, *Chair*	International Forestry Expert	United Kingdom
Jean Aden, *Secretary*	Overseas Private Investment Corp	United States
Don G. Roberts, *Treasurer*	CIBC World Markets	Canada
Ghan Shyam Pandey, *Executive Committee Member*	Global Alliance of Community Forestry	Nepal
Doris Capistrano	ASEAN- Swiss Partnership on Social Forestry & Climate Change	Philippines
James Murombedzi	UN Environment & Development Programme	Liberia
Kyeretwie Opoku	Civic Response	Ghana
Ujjwal Pradhan	ICRAF, World Agroforestry Centre	Indonesia
Victoria Tauli-Corpuz	Tebtebba	Philippines
Andy White	Rights and Resources Group	United States

3.3 State of RRG in 2011

RRG is responsible for three program areas, plus the overall coordination and administration of the RRI. The three program areas are: Strategic Analysis, Networking Support, and Communications and Outreach, and the performance of all in 2011 are described earlier in the report. This section focuses on the organization, program coordination, internal staffing and administrative functions of RRG.

Figure 1, below, displays the overall annual expenditures of RRI and the number of RRG staff between 2006 and 2012. In this period the annual expenditures have grown roughly seven times, from $1.2 to 7.5 million and the number of RRG staff has increased roughly three times, from 7 to 24 regular staff by January 2012. Because roughly 60% of all funds that come into RRG are subsequently disbursed to Partners and Collaborators (Figure 2), the work entailed in administering these funds has increased dramatically as well, shown in the second figure below.

Figure 3 shows that the number of contracts administered increased from 29 in 2006 to 175 in 2011, and we estimate approximately x new agreements in 2012.

Since a substantial portion of contracts initiated in one year continue to the next (approximately 30%), the total number of contracts under management in 2012 is estimated to reach about 180.

During the grant year, RRG undertook the conversion of its accounting system from Quick Books to BlackBaud Financial Edge and has adapted its other administrative systems to generate the appropriate information for this software. New Financial and Administrative staff was hired in late 2011 and early 2012 to develop RRG's capacity in operational and financial systems to effectively manage RRI's resources. Additional training and capacity building of RRG staff is planned to achieve greater efficiencies and productivity. RRG moved into new office space in 2011, designing the new space to be conducive to team interaction, visits from regional facilitators and RRI Partners and Collaborators, as well as formal and informal meetings between teams and staff. Integration of new staff into the office has therefore been more fluid.

New Africa facilitators were recruited towards the end of 2011, assigned to sub-regions (Mali, covering the Sahel, and Cameroon, covering central Africa). They are already increasing the strategic outreach of RRI – bringing regional intelligence to country coalition members, providing technical assistance to smaller organizations on their activities and linking them to new political actors in government and staff in international organizations, and providing real-time feedback to RRG's Africa team. It was agreed in January 2012 to recruit a South America sub region facilitator by mid-2012, to foster similar synergies.

Rights and Resources Group has again reorganized its management and lines of authority and responsibility in response to the departure of the Sr. Director, Strategic Outreach and Coalition Development, and the division of that position's responsibilities within RRG. Andy White, the President, continues to focus on further strengthening the coalition, and engagement of external actors to further the integration of tenure into relevant sectors, programs and institutions, taking the lead on "Rethink and Renew" and the development of the concept note for FPII. Arvind Khare continues to play the role of Executive Director of the organization, also taking responsibility from 2012 for planning and monitoring and evaluation. Augusta Molnar continues to play the role of Sr. Director, Country and Regional Programs and also has taken responsibility for annual narrative and other donor technical reporting and supporting the President on technical development of funding proposals. Jeff Hatcher continues as Director of Global Programs and James-Christopher Miller continues as Director of Finance and Administration, each of them with new staff hired in 2011 and early 2012. One position remains to be added to Global Programs (a Policy Analyst), and Country and Regional Programs was in the process of recruiting a Program Administrator at the end of the grant period.

Program associates and regional coordinators have also been assigned more institution-wide responsibilities to increase RRG synergies: supporting the Management Group, and tracking a set of globally relevant themes bubbling up from the regional level.

IV.   Looking Ahead

The year 2012 will be a year of transition for RRI. 2011 was a year of stock taking and reflection (i) reflection on the implications of the Blue Skies brainstorming for RRI's future identity and directions, and (ii) beginning to act upon the findings and recommendations of the MTE. The MTE validated that RRI is fulfilling an essential role in fostering rethinking in governments and increasing local people's rights to forests and filled a void in the development landscape for livelihoods and forest tenure reform.

Blue Skies and the MTE both illuminated the crossroads at which RRI had arrived by mid-2011: rights and tenure are more clearly on the agenda of major climate change and forest reform initiatives, but forests are the stage of a host of new demands and conflicting pressures, which will only expand as world population and the size of the middle class increases.

At least four clear points emerged in these meetings:

- First, global growth, development models, and land and resource use will be increasingly shaped and defined by the governments, citizens and private investors of the rising economic powers of Brazil, India, China and other middle income countries.

- Second, the rural and forested areas of the developing world – 30% of the global landscape – will be the focus of increasingly intense global interest and contest, both for producing the additional food, fuel, wood and water required to feed and service global demand, and for maintaining globally relevant ecosystem services, including securing forest carbon and biodiversity.

- Third, the contest for land and resources will be contentious and potentially violent. The some 2 billion owners and dwellers of these areas are among the poorest and most politically disenfranchised on the planet – and they have unmet expectations for justice.

- Fourth, in many ways, the question of whether there will be adequate global natural resource protection and production over the coming decades hinges on how the rural and forest-dwelling people of the developing world are involved in these transformations.

Most notable learning in 2011 included:

Improved planning processes. There was real pay-off from strengthening the planning process at all levels, to include adequate self-reflection by planning teams (with strong Collaborator participation at regional as well as country planning levels), and adequate discussion of links between country engagement and globally-relevant themes and global program activities.

Reflection for 2012. Partners and RRG agreed to make adjustments in the 2012 planning process and RRI operating modalities to better prioritize action in light of the new emerging world order and related threats and opportunities, better engage a new set of constituencies, balance short and longer-term actions, analyzing missed opportunities as much as successes to keep a strategic edge and return.

The value of synergistic collaboration. RRI continues to excel where all levels work together strategically for a common goal – enduring forest tenure reform requires demonstrable and sustainable shifts in the positioning of a set of key national and international institutions not just pressure from below. This was exemplified in the Lombok conference, where global engagement in MegaFlorestais, ITTO-CSAG and RRI dialogues, strategic showcasing of regional and global analysis of tenure and sustainable development, use of SRM to strategically support CSO preparation, and strong facilitation from RRG collectively opened a political space in Indonesia with a lasting outcome in Indonesia, in the form of a roadmap, and influence on moving tenure reforms in the region, notably Laos and China. Tracking aftermath of these big investments of resources by RRI is extremely important to see new opportunities and learn what may be missed.

This synergy was visible in the MegaFlorestais related events organized in 2011. The Government of Mexico hosted MegaFlorestais, inviting the President to speak. The next generation forest leadership training held this year in Pennsylvania received high accolades from participants, and built a larger network of trained agency staff sharing lessons across their countries, as well as resource persons positioned to help host this training over the longer-term. Community leaders in the RRI coalition are now requesting that this training be tailored in the future to their capacity and learning needs. The related training on rethinking forest regulations was held again in Montana in July, with participants from Liberia, Indonesia, China, Brazil, Peru and Mexico, leading Liberia's Forest Administration to significantly rethink its own policy directions and move closer to CSO positions.

Deepened understanding of global trends and implications for forest communities. A changing world order requires a stepped-up engagement from RRI, beyond the current set of development agents and social actors. Blue skies brainstorming and outcomes of the global dialogues shows clearly that global regimes governing finance, trade and investment are all in flux and private sector investors and companies, sovereign wealth funds, and bi-lateral and multi-lateral trade agreements are ever more important determinants of policies and action. While government change agents, civil society and social movements, and bilateral and international development institutions continue to be important for reforms, increasingly private sector shapes tenure and the lives of forest communities.

This learning has shaped the **program identified for 2012**.

1) RRI will strengthen government commitment of reforms in priority countries, specifically on tenure reform roadmaps in Indonesia and Laos, initiate full RRI engagement in DRC and Peru, and more fully engage REDD, conservation, FLEGT, and VPA processes on tenure, regulatory and enterprise reforms.

2) We will influence broader international adoption of RRI's assessment of the global state of forest tenure and poverty, with particular attention to the role of reforms in achieving global goals of climate and food security, forest conservation, and low emission economic growth. We will continue to advance the development of new global instruments to scale up the political and financial support for tenure and governance reforms and pro-community business models.

3) RRI will gain support for FPII and prepare for new program directions, including engagement of the private sector, gender analysis and reforms, and supporting community organizations, and crafting strategies to influence critical constituencies in the agriculture, infrastructure and extractive sectors.

4) To scale up in 2013, we will strengthen modes of program delivery and planning by fully establishing a strong and resilient Finance and Administration team and financial control systems and strengthening management and overall RRG structure, including Global Programs teams and its strategic communications.

V.   RRI Strategic Priorities for 2012

RRI Strategic Priorities for 2012
Overarching Priorities

1) Strengthen government commitment to reforms in priority countries, specifically on tenure reform roadmaps in Indonesia and Laos. Initiate full RRI engagement in DRC and Peru, more fully engage REDD, conservation, FLEGT and VPA processes to provide practical guidance on tenure, regulatory and enterprise reforms and provide more capacity building for strategic communications.

2) Gain broader international adoption of RRI's assessment of the global status of forest tenure and poverty, with particular attention to the role of reforms in achieving global goals of climate and food security, forest conservation, and low emission economic growth. Continue to advance the development of new global instruments to scale-up the political and financial support for tenure and governance reforms and pro-community business models, including the design of a global tenure fund.

3) Gain full, long-term support for the FPII and initiate new program directions, including greater level of effort to engage the private sector, promote gender analyses and reforms, and support community organizations. Begin to identify and craft strategies to influence critical constituencies in the agriculture, infrastructure and extractive sectors.

4) Begin to implement stronger modes of program delivery and strategic planning for optimal implementation of the FPII. Fully establish a strong and resilient Finance and Administration team and financial control systems. Strengthen the management and structure of RRG and the Global Programs teams, including strategic communications, to meet new demands and prepare for scaled-up programming and impact in 2013.

Tenure & Poverty Analysis	Key Deliverables/Indicators of Achievement
• Gain greater recognition of RRI's assessment of global progress on tenure and poverty in forest areas in Rio+20 and similar events, while consolidating gains made in 2011 on analyzing the "depth of rights" and tenure tracking through high-level publications and web presence.	• Developed and implemented method for measuring poverty in forest areas and correlations with tenure and forest cover for the period 2000-2010. • Contributed to Rio+20 analysis: published the deepening of rights analysis, consolidated RRI tenure data, analyzed 5 countries to show their impacts on forest tenure reform (or lack of) on sustainable development. • Developed a DRC baseline study and organized interactive validation workshops with major local stakeholders.

Rights and Climate	
• Consolidate gains on rhetorical support for tenure reform in forest/climate agenda by advancing concrete investments in reforms in the REDD, FIP and VPA countries , lead the design and initiate establishment of a global forest tenure reform fund, and develop complementary analyses to advance the tenure agenda in the food security/climate arena.	• Held 2 global dialogues and 2 regional dialogues on Forests, Governance and Climate Change with key leaders and decision-makers. • Published strategic analyses contributing to the global thinking on the linkage between rights and climate with a brief on secure tenure rights as good climate policy; a report on Forest, Tenure and Food Security; and an analysis on the drivers of deforestation. • Developed a strategy to engage with the private sector in consultation with RRI Partners and Collaborators. • Supported the Independent Advisory Group to secure commitments for more active government and multi-lateral fund support for securing forest tenure as part of REDD programs. • Facilitated the design and endorsement of a Global Tenure Fund.

Realizing Rights	
• Using a solid evidence base, ramp up engagement to promote a re-imagined conservation models while providing strategies to defend against rights-rollbacks.	• Engaged with the conservation community to open spaces for more active recognition of rights and tenure as integral to success • Published key-analyses on the biggest threats to rights. Informed constituencies and helped them understand how they can defend themselves. • Considerably increased RRI global focus on gender: developed an RRI gender strategy, analyzed legal barriers to gender equity

ATEMS	
• Win allies for ATEMs in the REDD and FLEGT-VPA processes to advance understanding of the role played by small-scale forest enterprises and potential threats under governance certification regimes. Convince key stakeholders of the connection between tenure, SMFEs and low-emissions growth.	• Engaged the FLEGT-VPA Process: analyzed the rights and small-scale enterprise dimensions of the FLEGT-VPA processes and legal agreements, generated narrative to support ATEMS and participated in illegal logging events. • Showed the importance of SMFEs by promoting successful models of community forest enterprises and analyzing forest sector productivity by tenure type. • Supported the participation of community representatives in the ITTC 48 in Japan.

Networking Support	
• Enhance support strategically relevant networks to strengthen their ability to promote tenure reforms and influence global and regional initiatives.	• Supported the MegaFlorestais network of public forest agencies by gathering and influencing key actors of the agencies. Organized 3 week-long international meetings and supported additional gatherings of the leaders. • Strengthened regional and gender networks, and supported the involvement of community leaders in regional bodies to increase the IP voice in those convenings. • Reinforced RRI impact on community IP networks: supported their initiatives to influence climate change negotiations in relevant meetings. Initiated a *MegaComunidades* network and organized leadership development seminars to community leaders.

Communication & Outreach	
• Further establish the global identity of RRI, and increase global awareness of RRI key messages and support their inclusion in local, national and international discourse. Develop new methods of influencing existing and new key constituencies (e.g., extractive industries) and effectively promote activities, analyses, and impacts supported by and attributed to the RRI Coalition.	• **Interview Workshops for key RRI spokespeople and Regional Messaging Workshop hosted** to develop cohesive RRI messaging strategies. • **Private sector targets influenced at three levels**; 1. Supporting CSO/NGO awareness and advocacy campaigns, 2. Target-country media hits, 3. Private sector leadership engagement • **Key economies influenced via increased engagement with Country and Regional Teams** to identify "hooks" for targeted media outreach when opportunities arise. • **Existing communication tools are sharpened** to be more narrative rich and focused on major accomplishments; continuing to expand translated materials available in print and online. • Communications needs focused on during the **country and regional planning process**, to assist in bridging the gap between national, regional and global. • **Successful communications strategies implemented** for RRI events/publications including the 2011-2012 Annual Report and Rio+20 media campaign. • Use of **event specific communications** and follow up in increased to better capitalize off of RRI engagements/activities. • **Program audit/return on investment study completed** to identify actual audience, distill audience needs and assist in better circulation of analysis on the ground

Country and Regional Initiatives

- Carry out country-level research and analysis, advocacy, and convening to generate new legislation, regulations or improved implementation by governments to establish forest tenure rights, as well as build regulatory capacity and standards within the private sector engaged in agribusiness/forest sector in priority countries.
- Country and Regional programs will engage government, policymakers and private sector, drawing on strategic actors from the NGO and social/policy research sectors to share emerging reform lessons, build voice and capacity, and smooth ongoing transitions to pro-poor outcomes.

Africa

- Cameroon: RRI coalition builds on the strategic alliances it promoted within the executive and legislative branches of the government to influence forest law reform, linked to land and sectoral policy reform and ongoing processes (VPA, REDD) for the recognition of local communities, women, and Indigenous People's tenure rights. Community rights mapping is institutionalized and adopted by government as part of the national zoning agenda.
- Liberia: CRL regulations include pit-sawyers' needs on the domestic timber markets and women's interests and rights in natural resources management; the Forest Development Authority (FDA) and the Land Commission's policy position on tenure is shaped by civil society through multi-stakeholder dialogues same as the national REDD policy, RPP and other forest governance processes.
- Mali: The RRI coalition engages key government branches for legal Local Conventions, farmers tree tenure rights, tenure security of women, and finalize a decree on the effective transfer of power in forest resource management. Proposal on women's land and forest tenure rights and security are drafted and included into the regulations of the agricultural framework act (Loi d'Orientation Agricole).
- Burkina Faso: Guidelines on equitable tenure rights, gender equity, and climate adaptation are adopted and owned by government and decentralized institutions and included in the new Communal and Regional Development Plans (PCD, PRD). The tenure champions' platform, TENFOREST, has a three years strategic action plan that aligns with RRI second framework proposal.
- DRC: Through collaborative scoping and a multi-stakeholders dialogue, RRI identifies key thematic areas, a territorial base for its intervention, and a set of strategic partners to form a local coalition and holds its first planning meeting on the DRC soil.
- Regional: The RRI Africa civil society networks, ACRN and REFACOF, contribute to strengthen national advocates, Indigenous Peoples, and women's leaders' networking and to build their capacities on tenure, gender, REDD and related issues.

Asia

- Indonesia: Significant progress on agreeing to a final text of the CSO Road Map and beginning implementation on forest gazettement and conflict resolution. Improvements in community rights within forest plantations (HTR, oil palm etc.).
- Nepal: Community property rights for forest communities in the new constitution through close work with legal drafters now that awareness and mobilization has resulted in recognition of its importance. Major advocacy and media campaign to strengthen awareness of contribution of community forestry in order to both halt regressive tendencies within Ministry of Forestry and permit expansion into Terai.
- China: Close involvement with regulatory takings in forest sector should lead to changes in Land Management Law being debated, and in State Forestry Administration's policy/legal upcoming work. Development of an integrated understanding of the relationship between collective forests, ecological forests, state forests, poverty and ethnic minority geographies. Dissemination of cutting-edge work on gender and forest tenure rights in China.
- Laos: Substantially engage with government on review of forest legislation to ensure forest rights for communities drawing on the positive experience of community titling in one district. Strengthen

	capacity of National Assembly to advocate for change on forest tenure reform.
	• India: Share the findings from a major study on land acquisition dynamics within forest lands in India through a conference for major forest movements/CSOs in order to take advantage of a new positive leadership in Ministry of Tribal Affairs/Panchayat.
	• Thailand: Build upon the community forestry network to mobilize for completion of Community Forestry Bill.
	• Regional: Development of tenure champions network in Asia, and a separate network of policy makers on forest tenure reform in South Asia. Paralleled by overview study of forest tenure transition across Asian countries. Build regulatory capacity and human rights standards among agribusiness sector (including palm oil) in Asia. Launch and dissemination of scoping study on gender and forest tenure/governance in Asia.
	Latin America
	• Bolivia: Natural resources legislation, such as the Law of Mother Earth, Law of TIPNIS, and the Forest Law, is improved & adapted to 2009 constitution, with a rights-based & integrated approach to natural resource management based on critical input from indigenous and campesino organizations.
	• Colombia: Indigenous and afro-descendant forest communities in Colombia are included in each step of the process for national REDD+ preparedness and SESA monitoring plans, with their inputs included, and gain spaces in the World Bank's FCPF for continued participation in national REDD+ implementation.
	• Guatemala: Tenure rights are deepened for forest community concessionaires in the Mayan Biosphere Reserve and other forest communities. Communities and allied NGOs establish a mechanism for civil society monitoring of the implementation of the communal lands registry and cadaster process.
	• Peru: Indigenous communities in the Peruvian Amazon develop tools to show historic territorial claims to land and resources, and further their processes of registry in the national database as a strategy to defend their territories against extractive industry, mega-infrastructure projects, and exclusionary conservation schemes (such as REDD+).
	• Regional: Leading indigenous and other forest dweller organizations improve their strategies to consolidate and defend territorial and natural resource rights from economically driven pressures and threats. The Mesoamerican Alliance of Peoples and Forests is consolidated as a key actor for exercising influence at the regional and national level on climate, mitigation and adaptation, and tenure rights policies. Develop strategies for regional influence in key intergovernmental economic alliances (UNASUR) and relevant regional financial institutions with investments in the Amazon region (BNDES).
Coalition Coordination	
• Focus on developing and assuring funding for Framework Proposal II, review and strengthen RRI's delivery mechanisms, and adjust planning and budgeting processes to ensure desired impacts and efficiency in 2012 and throughout Framework Proposal II.	• Conduct and analysis of RRI's impacts to assess where and how RRI is best able to affect the rights and governance agenda. • Review and (if necessary) modify RRI's delivery mechanism and planning and budgeting processes to increase effectiveness, make necessary changes to the Institutional and Business Arrangements. • Develop a participatory Logical Framework for Framework Proposal II. • RRI Coalition Governance meetings are held in a way to maximize opportunities for input and results.

	• Complete Independent Monitoring of 2012, and Framework Proposal I. Review Monitoring and Evaluation processes for Framework Proposal II.
Operations	
• Continue improving Finance & Administration capacity to support RRI growth. • Develop & implement systems complementary to new accounting system for more efficient and effective program and organizational management.	• Additional **Finance & Administration staff** integrated with defined areas of concentration, to ensure comprehensive and effective coverage, while providing for back up coverage to mitigate institutional risk. • Complete migration to **new accounting system** including historical data. • Improved systems allow further **automation of processes**, reducing duplication and increasing productivity, while ensuring data integrity and robust documentation. • Improved systems permit RRG program staff real-time access to program transactions, allowing more effective and responsive program budget and expenditure management.

Logical Framework Progress Report for 2010

Strategic Outcomes	Objectively measurable and verifiable indicators	Milestones for 2011	Sources of verification (Annex III)
1. Complementary global, national, regional and local organizations effectively synergize to achieve significant breakthroughs in tenure reform processes.	Facilitate at least **twenty** new, value-added joint actions and activities between partners and collaborators w/ a demonstrable effect on the other strategic outcomes.	Total (2 in 2011): a) *African Community Rights Network* b) *Indonesia: CSOs Establish Platform for Tenure Reform*	African Community Rights Network Indonesian CSO Tenure Coalition
2. A select set of strategic networks are better-informed, more active and effective in promoting reform nationally, regionally and/or globally.	At least **six** existing or new networks increase their capacity to influence policy related to forest tenure at all levels.	Total (1 in 2011): a) *Next Generation Forest Agency Leadership*	Next Generation Forest Agency Leadership
3. Key strategic actors at the global level are committed and engaged in promoting major reforms in existing tenure, regulatory and governance arrangements. (Previous #1)	At least **five** inter-governmental and multilateral institutions (multilateral banks, ITTO, and other UN institutions) alter their position on forest tenure and actively support tenure and related reforms in their narrative and portfolios.	Total (2 in 2011): a) *Influencing Bilateral Aid Policy* b) *UNFF*	RRI Effect on Bilateral Development Aid UNFF Adopts Tenure and Community Forestry in Voluntary Agreements
4. Changes in tenure legislation and regulatory or policy framework in favor of local communities in a subset of countries in Africa, Asia and Latin America	In **six** countries where RRI is active, structural tenure reforms (legal, regulatory, policy) are adopted/advanced.	Total (2 in 2011): a) *Bolivia* b) *Liberia*	Major Legislative Changes in Bolivia Crafting & Passing the Community Rights Law in Liberia
5. More equitable forest governance, enterprise and conservation models are identified and disseminated and/or more broadly supported as a viable approach to support social and economic development.	In at least **five** cases, these models lead to an increase in community access to resources and markets.	Total (1 in 2011): a) *Nepal Community Forest Enterprise*	Community Forestry and Enterprise in Nepal increase household income

Included in the following pages:

Figure 1 – Growth of Expenditures & RRG Employees
Figure 2 – Division of Expenditures RRG & Partners/Collaborators
Figure 3 – Growth of Agreements Issued & RRG Employees

RRG 2011 Budget, as approved January 2011

Table 1: Rights and Resources Group Total Budget for 2011

Table 2: Rights and Resources Group Program Budget for 2011

Table 3: Rights and Resources Group Program Budget for 2011, by Components

RRG 2011 Workplan, as approved January 2011

Asia Regional Plan

Africa Regional Plan

Latin America Regional Plan

Networking Support Plan

Strategic Analysis Plan

Communications & Outreach Plan

SRM Plan

Coordinations & Operations

Growth of Expenditures & RRG Employees
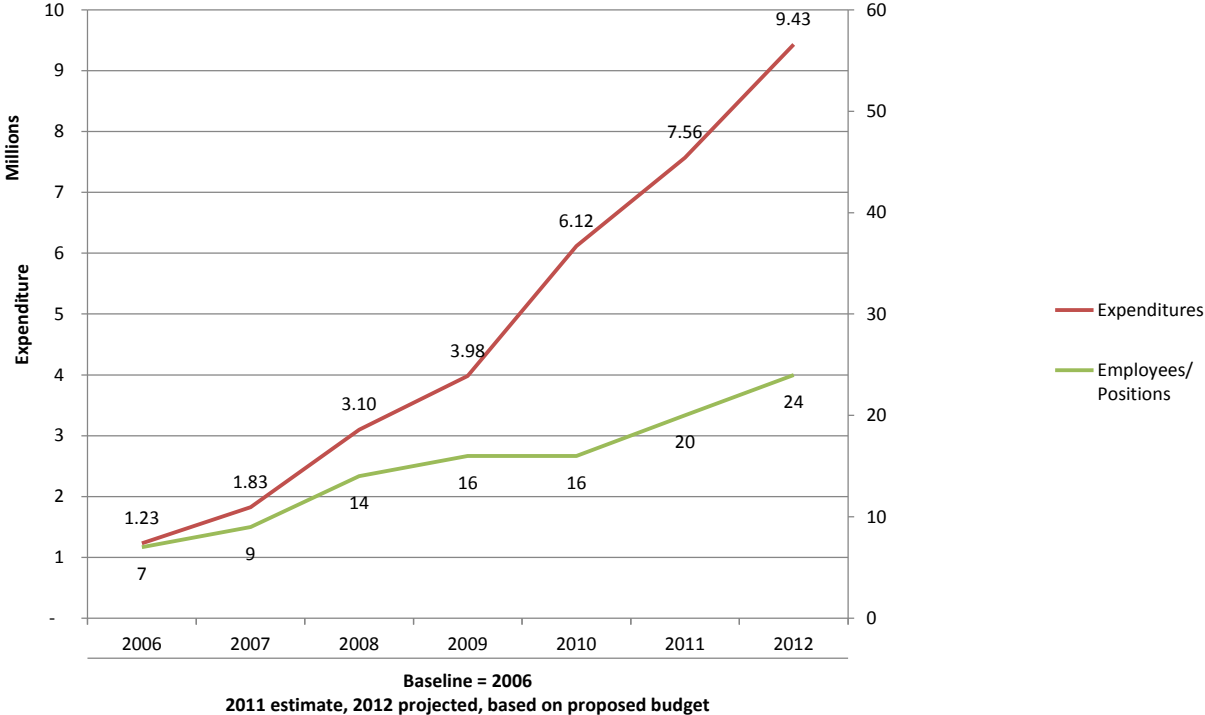
Notes and assumptions:
· 2006 - 2010 are expenditures per audited financial statements.

· 2011 expenditures are estimated based on transactions recorded through Dec 15
· 2012 expenditures are a based on proposed budget
· Employees/Positions counts are full-time employees at the end of each year (2012 based on positions budgeted)

Baseline = 2006
2011 estimate, 2012 projected, based on proposed budget

Growth of Agreements Issued & RRG Employees

Baseline = 2006
*Number of 2011 agreements issued through December 12, 2011
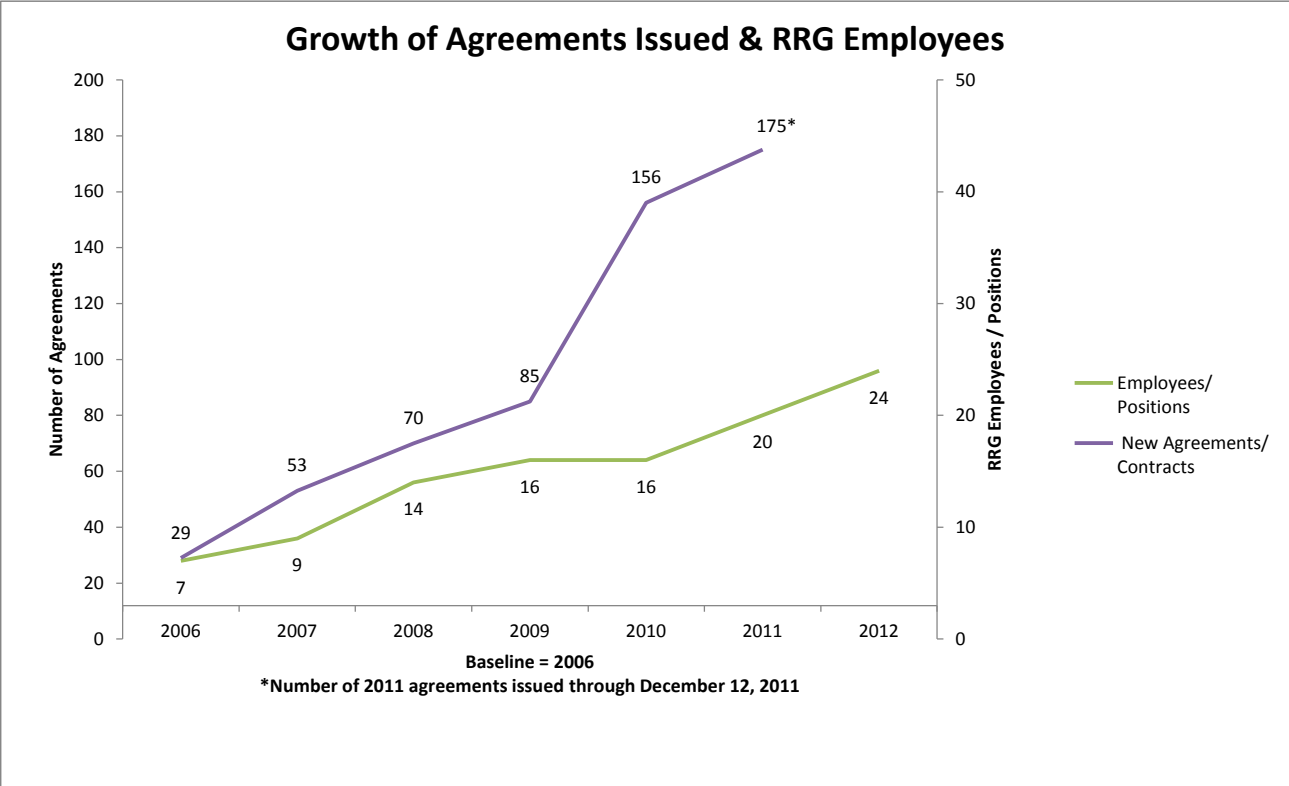
Notes and assumptions:
· Number of agreements/contracts includes all collaborative agreements and agreements with program consultants.
· Number of agreements/contracts only includes new agreements issued each year. It does not capture agreements than have carried over from the previous year. Thus, a multi-year agreement is captured only once.
· A total of 236 agreements were managed in 2011, including agreements continuing from 2009.
· Employees/Positions counts are full-time employees at the end of each year (2012 based on positions budgeted)

**Division of Expenditures
RRG & Partners/Collaborators**
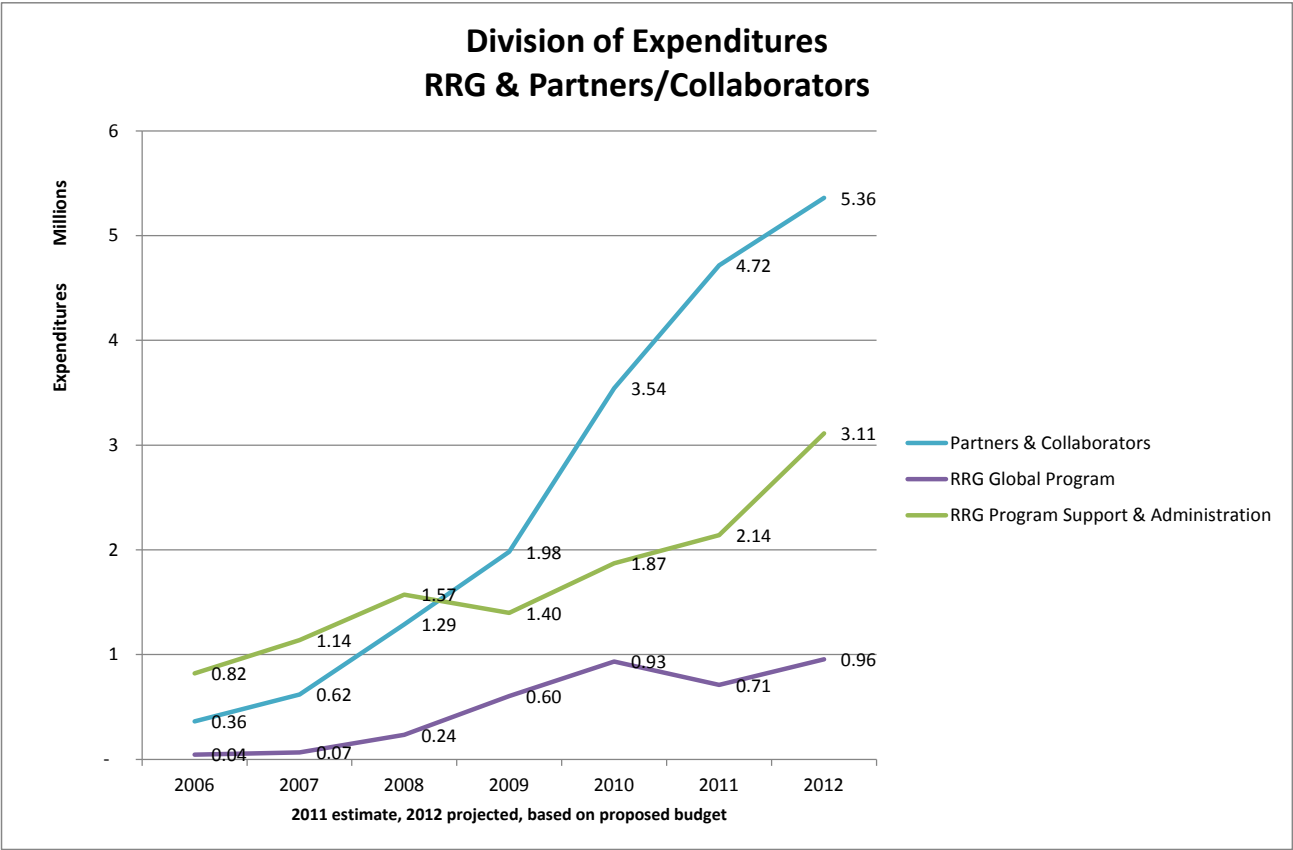
Legend:
- Partners & Collaborators
- RRG Global Program
- RRG Program Support & Administration

Partners & Collaborators values: 0.36, 0.62, 1.29, 1.98, 3.54, 4.72, 5.36

RRG Global Program values: 0.04, 0.07, 0.24, 0.60, 0.93, 0.71, 0.96

RRG Program Support & Administration values: 0.82, 1.14, 1.57, 1.40, 1.87, 2.14, 3.11

X-axis: 2006, 2007, 2008, 2009, 2010, 2011, 2012

2011 estimate, 2012 projected, based on proposed budget

**Notes and assumptions:**

· 2006 - 2010 are expenditures per audited financial statements.

· 2011 expenditures are estimated based on transactions recorded through Dec 15
· 2012 expenditures are a based on proposed budget
· Partners & Collaborators include all collaborative agreements, program consultants, and participant travel/lodging paid or reimbursed by RRG.
· RRG Global Program includes only activities implemented directly by RRG
· RRG Program Support & Administration includes all RRG employee salaries & benefits and all operations costs.
· In cases of ambiguity, the expenses are included in RRG Program Support & Administration

Table 1
Revenue for 2010 Activities
Based on actual receipts and terms of new agreements

Tuesday, December 14, 2010

(USD) →

	Current Allocations[2]	Effective 2010 Allocation[3]	2009 Deferred revenue[4]	Remaining liabilities[5]	Secure Revenue 2010 Actual receipts	Secure Revenue 2010 Current Value future payments	Adj. Hedged (5% non-US$)	Prospective Revenue 2010	Total Revenue Available 2010	Notes
Framework Grants										
DFID[1] (2009 - 2010 allocation)	UK£ 1,500,000	US$ 1,235,025	(110,353)	(207,809)	1,345,378	-	-	-	1,027,216	balance
DFID[1] (2010 - 2011 allocation)	UK£ 1,000,000	UK£ 750,000	-	-	771,236	425,883	404,589	-	1,175,825	pro-rated 9 of 12 months (allocation Sep - Mar)
SIDA[1]	SEK 6,000,000	SEK 6,000,000	791,797	(420,405)	598,365	-	-	-	969,757	pro-rated 12 of 12 months (allocation Apr - Mar)
NORAD INGO[1]	NOK 5,000,000	NOK 5,000,000	-	-	841,655	-	-	-	841,655	(allocation Jan - Dec)
Ford Foundation	US$1,100,000	US$916,667	-	-	916,667	-	-	-	916,667	pro-rated 10 of 12 months (allocation Mar - Feb)
SDC	US$ 200,000	US$ 200,000	90,602	-	183,333	16,667	16,667	-	290,602	pro-rated 12 of 12 months (allocation Jun - May)
Subtotal			772,046	(628,215)	4,656,635	442,550	421,255	-	5,221,722	
Other Grants										
NORAD Climate Change[1]	NOK 6,800,000	US$ 817,268	191,358	(26,500)	652,410	-	-	-	817,268	balance
renewal	NOK 8,600,000	NOK 5,735,947	-	-	947,492	-	-	-	947,492	pro-rated 6⅔ of 12 months (allocation Jun 16 - Jun 15) plus US$168,000 advanced to 2010
Finland MFA[1]	EU€ 600,000	EU€ 600,000	-	-	830,130	-	-	-	830,130	(allocation Jan - Dec)
Ford REDD	US$ 125,000	US$ 87,284	45,617	-	41,667	-	-	-	87,284	balance
								-	-	
Subtotal			236,975	(26,500)	2,471,700	-	-	-	2,682,175	
Contracts & Other Income										
Forests Monitor[1]	UK£ 21,500	~ UK£ 16,118	5,904	-	9,483	10,263	9,749	-	25,137	balance
USFS Grey Towers	US$ 59,225	US$ 59,225	-	-	53,036	-	-	-	53,036	
ILC Platform	US$ 8,000	US$ 8,000	-	-	-	8,000	8,000	-	8,000	
Transparency International[1]	EU€ 1,200	EU€ 1,200	-	-	-	1,624	1,543	-	1,543	
Other					302	-	-	-	302	
Administration	USD	USD	(122,966)		32	-	-	-	(122,935)	2009 expenses in excess of accrual
Subtotal			(117,063)	-	62,853	19,886	19,292	-	(34,917)	
Total Revenue			891,958	(654,715)	7,191,188	462,436	440,547	-	7,868,979	

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

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

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

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

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

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

Tuesday, December 14, 2010

Table 2
Revenue for 2011 Activities
Based on actual receipts and terms of new agreements

(USD) →

	Current Allocations[2]	Effective 2011 Allocation[3]	Secure Revenue 2011 Actual receipts	Secure Revenue 2011 Current Value future payments	Adj. Hedged (10% non-US$)	Prospective Revenue 2011	Total Revenue Available 2011	Notes
Framework Grants								
DFID[1] (2010 - 2011 allocation)	UK£ 1,000,000	UK£ 250,000	-	397,775	357,998	-	357,998	balance
DFID[1] (2011 - 2012 allocation)	UK£ 1,000,000	UK£ 750,000	-	1,193,325	1,073,993	-	1,073,993	pro-rated 9 of 12 months (allocation Sep - Mar)
SIDA[1]	SEK 6,000,000	SEK 6,000,000	199,455	649,350	584,415	-	783,870	pro-rated 12 of 12 months (allocation Apr - Mar)
NORAD INGO[1]	NOK 5,000,000	NOK 5,000,000	-	828,000	745,200	-	745,200	(allocation Jan - Dec)
Ford Foundation	US$1,100,000	US$183,333	183,333	-	-	-	183,333	pro-rated 2 of 12 months (allocation Mar - Feb)
renewal			-	-	-	833,333	833,333	pro-rated 10 of 12 months (allocation Mar - Feb)
SDC	US$ 200,000	US$ 200,000	-	200,000	200,000	-	200,000	pro-rated 12 of 12 months (allocation Jun - May)
Subtotal			**382,788**	**3,268,450**	**2,961,605**	**833,333**	**4,177,726**	
Other Grants								
NORAD Climate Change[1]	NOK 8,600,000	NOK 7,522,386	485,703	771,420	694,278	-	1,179,981	pro-rated 12 of 12 months (allocation Jun - Jun) minus US$168,000 advanced to 2010
Finland MFA[1]	EU€ 600,000	EU€ 600,000	-	811,860	811,860	-	811,860	(allocation Jan - Dec)
USFS/USAID MegaFlorestais	US$ 100,000	US$ 100,000	-	100,000	100,000	-	100,000	
renewal - not definite			-	-	-	-	-	not yet definite enough to be prospective
Subtotal			**485,703**	**1,683,280**	**1,606,138**	**-**	**2,091,841**	
Contracts & Other Income			-	-	-	-	-	
Subtotal			**-**	**-**	**-**	**-**	**-**	
Total Revenue			**868,491**	**4,951,730**	**4,567,743**	**833,333**	**6,269,567**	

2010 Carry Over	568,387
Budget	6,837,954

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

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

[3] "Effective 2011 Allocation" is amount of allocation available for 2011 budget after pro-rating and prior-year spending. Changed to US$ when only US$ balance is known.

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

[5] Agreements from prior year budgets extended into 2011 (not part of 2011 budget)

Table 3
Rights and Resources Initiative
2011 Budget by Components

Component		Budget by Component				Budget by Category	
RRG	Regular Staff, Salaries and Benefits	1,826,196			Program	1,503,208	22%
	Travel	225,000					
	Workshops and Conferences	110,000			Coordination	609,383	9%
	Communications and Outreach	183,000					
	Office and Other Costs	434,145			Administration	665,750	10%
	Sub-total	2,778,341	41%		Sub-total	2,778,341	41%
Partners & Collaborators	Collaborative Agreements with Partners and Collaborators	2,941,859					
	Strategic Response Mechanism Agreements	467,754					
	Collaborating Program Consultants	65,000					
	Participant Travel Expenses	585,000					
	Sub-total	4,059,613	59%		Sub-total	4,059,613	59%
	Total:	**6,837,954**			**Total:**	**6,837,954**	

Rights and Resources Initiative
Recommended 2011 Funding Allocations

Table 5

	Activity	Lead (Co-Implementors)	Funds Committed by partners *	Priority 1	Priority 2
	TOTAL		257,890	6,837,954	2,338,015
	Total Country Initiatives		257,890	3,239,875	1,353,015
Asia			67,090	1,131,868	523,498
Regional Activities			-	162,500	197,500
1	Intl Conference on Forest Land Tenure Reform in the Context of Climate Change: Experiences and Opportunities in Asia	RRI, MoF, ITTO (ICRAF, RECOFTC, Samdhana, FPP, HuMa, AMAN, GACF)			100,000
2	Regional palm oil advocacy	FPP (RECOFTC, Samdhana, Sawitwatch)		40,000	
3	Regional work on legal pluralism	FPP (RECOFTC)		30,000	
4	Review of Forest Tenure Transition in Asia	ICRAF (RECOFTC, RRG)		30,000	
5	Tenure review in South Asia	IC-Nepal (RRI Partners, Helvetas-Bhutan)		37,500	12,500
6	Forest Law Drafting Dialogue	GACF (IC, FECOFUN, HuMa, RDI, RRG)			35,000
7	GACF - Strengthening networks in Asia	FECOFUN (RRI Partners)			50,000
8	Community forestry review	IC (RECOFTC)		25,000	
Tier 1: China			61,090	188,000	163,998
10	Improving forest farmers' land rights through legal aid and education services	RDI	30,000	40,000	30,000
11	Ensuring poor women benefit from forestland reforms in China	RDI		30,000	15,000
12	Develop an understanding of community perspectives on policy reforms within collective forests in Southwest China	RDI, Yunnan Academy Social Sciences	16,090	30,000	29,248
13	Ability to benefit from collective forest reform: case study in Yunnan	ICRAF-China, Chinese Academy of Sciences		30,000	20,290
14	Recommendations from Logging Quota Experiments in Yunnan	Yunnan Agricultural Univ	15,000	28,000	28,800
15	Reform of state forest areas in Northeast China	Peking Univ		30,000	
16	Resistance, resilience and reconstruction of forest tenure in ethnic minority areas of Southwest China in response to collective forest reform	ICRAF-China, Chinese Academy of Sciences			40,660
Tier 1: Nepal			6,000	159,500	20,000
17	Ensure community forestry property rights in new constitution and legal framework	NRM Confederation (NRMC members, IC, ForestAction)	3,000	20,000	6,000
18	Develop Terai-based advocates to fight for community forestry and reduce corruption in Terai forests	FECOFUN (Media, COFSUN, NRM parliament, IC, ForestAction)		20,000	10,000
19	Ensuring government accountability toward communities in climate change policies and program	IC (ForestAction, FECOFUN)	3,000	20,000	4,000
20	Enhance inclusion and participation in community forestry institutions	HIMWANTI (FECOFUN, ForestAction, NRMP, Draft.com)		15,000	
21	Strengthen institutional capacity of FECOFUN	COFSUN (ForestAction, IC, NRMF, consultants)		20,000	
22	Extend solidarity with IPs and communities in high Himal	GACF (IC, FECOFUN, ForestAction, local VDCs)		22,000	
23	Democratize PA governance	ForestAction (FECOFUN, community devpm't orgs)		22,500	
24	Remove barriers and ensure adequate incentives for forest enterprises	GACF (ANSAB, IC, ForestAction, FECOFUN)		20,000	

Country Initiatives - Asia

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Rights and Resources Initiative
Recommended 2011 Funding Allocations

Table 5

Country Initiatives - Asia

	Activity	Lead (Co-Implementors)	Funds Committed by partners *	Priority 1	Priority 2
	Tier 1: Indonesia		-	**120,000**	**100,000**
25	Legal and policy reform tenure and adat rights are recognized				
a	Legal reform platform	FPP (HuMa, Samdhana, ICRAF)		20,000	
b	Legal pluralism	FPP (HuMa, RECOFTC)		20,000	20,000
c	Putting rights into spatial planning	FPP (Institut Dayakologi, Samdhana, ICRAF)		20,000	
d	Putting rights into migration	FPP (YMP, AMAN)		20,000	
26	Private sector made more accountable and respecful of human rights: HTR review	FPP (Samdhana, ICRAF)		20,000	
27	Strengthened tenure & stewardship instruments guarantee sustainable livelihoods & poverty alleviation: Study on nexus of tenure & poverty	ICRAF (RECOFTC, Samdhana)		20,000	
28	Revisiting & updating tenure assessment in Indonesia by updating *Strengthening Forest Management in Indonesia through Land Tenure Reform: Issues & Framework for Action*	ICRAF (HSA, Samdhana, HuMa, MFP (Kehati))			50,000
29	Network strengthened and support provided for social movements				
a	Advocacy on law on Indigenous Peoples	AMAN (FPP, HuMa, others)			15,000
b	National conference on conservation and Indigenous Peoples	AMAN (FPP, HuMa, others)			15,000
	Tier 1: Lao PDR		-	**50,000**	**30,000**
30	Preparation of policy brief on tenure and rights, with learning from China and collective recommendation for Lao PDR	RECOFTC (NAFRI, MAF, NuOL, NAFES, NLMA)		5,000	
31	Shared learning workshop on forest tenure rights with resource persons from other countries	RECOFTC (NAFRI, MAF, CIFOR, NuOL, NAFES, Dept of Planning, NLMA)		20,000	10,000
32	Exposure visit of key personnel from Lao PDR to China	RECOFTC (NAFRI, MAF, NLMA)		25,000	5,000
33	Working group to establish long-term cooperation between Lao PDR & China to share learning on tenure rights	RECOFTC (MAF, NLMA)			5,000
34	Capacity building & training of Lao Government officials on tenure and rights related issues	RECOFTC (NAFRI, MAF, NAFES, NLMA)			10,000
	Tier 2: India		-	**34,000**	-
35	Analysis to strengthen grassroots advocacy on forest rights	SPWD (RRI Fellow, consultants)		34,000	
	Tier 2: Thailand		-	**9,000**	**12,000**
36	Strengthening network of community forestry			5,000	
				4,000	
37	Producing commented version of new draft of CF bill and related policies	RECOFTC (GACF, CF assemblies, CSO networks)			12,000
	Regional Facilitation & RRG Asia Program Coordination & Technical Support		-	**408,868**	-
9	Regional Facilitation	RECOFTC		105,000	
+	RRG Asia Program Coordination & Technical Support / *Includes RRG staff time, travel, and other expenses to support Asia program management: coordination, technical assistance, contract development, M&E*	RRG		303,868	

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Country Initiatives - Africa

Activity	Lead (Co-Implementors)	Funds Committed by partners *	Priority 1	Priority 2
Africa		**26,000**	**1,247,346**	**714,347**
Regional Activities		**-**	**100,000**	**145,000**
RRI work on rights and tenure is introduced and linked to key regional institutions: establish correspondence, secure meetings/ invitations to strategic meetings, and establish contact with subregional and regional liaison offices	FPP (RRG, entire coalition)			40,000
Prepare and circulate introductory briefing notes on RRI programs in Africa (French and English)	RRG (Africa facilitator, Civic Response)			5,000
Create a regional database of civil society organizations engaged on rights and tenure (using RRI Burkina database as a model)	IUCN, CIFOR, Civic Response		-	
Engage subregional parliaments & mayor networks; institutional mapping of sub regional legislative networks, their management and operational frameworks (West, Central & East Africa)	NESDA Cameroon, (Civic Response, Africa facilitator)			100,000
Africa Community Rights Network (ACRN) regional meeting on REDD	CED, Civic Response		50,000	
Regional gender workshop on Gender and Land and Forest Tenure in Africa	FPP, REFACOF, Partners & Collaborators		50,000	
Tier 1: Cameroon		**-**	**246,700**	**119,747**
"Capitalization"/ Collection: synthesis of lessons and problems for SMCFEs Workshop : dialogue with decision-makers regarding SMCFEs	CAFT (CED, REFACOF)		41,700	-
Collection, Synthesis of thematic maps done by RRI partners and collaborators over the past two years, organize a national workshop to disseminate findings, and develop plan for advocacy	CamEco (CED, ICRAF, FPP)		35,000	34,768
RRI engagement to the review of the 1994 forest law	RRI-Cameroon coalition			30,000
Meetings with parliamentarians on a position paper on land and forest tenure to influence the review process of the 1994 forest law	ICRAF (IUCN)		25,000	4,600
Identification of existing forest and land platforms and reform processes and mobilization of women's groups to advocacy for women's tenure rights in policy reforms	REFACOF, CamEco		25,000	15,000
National preparatory workshop : IPs and land/forest ownership rights	IUCN (FPP, CED)		40,000	
Advocacy for involving the coalition in REDD bodies and platforms ; information and awareness-raising for stakeholders	ICRAF (CamEco)		15,000	10,844
Consultations with indigenous communities in potential REDD sites	CED, FPP		35,000	15,000
National workshop with MINDAF/MINFOF/MINEPAT on land and forest tenure	CamEco (ICRAF, CIFOR)		30,000	9,535

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Rights and Resources Initiative
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Table 5

Country Initiatives - Africa

Activity	Lead (Co-Implementors)	Funds Committed by partners *	Priority 1	Priority 2
Tier 1: Liberia		**-**	**168,292**	**334,675**
Support CFDCs & host communities to develop strategy and actions to advocate for renegotiation of their SA's and new contract signings; raise awareness of tax obligations, e.g. EIAs, and potential environmental impacts if companies fail to respect EIAs	SDI (ACORD, Liberia, Green Advocates)		37,570	-
Raise communities' awareness of REDD and plantation development and impacts on community rights; national stakeholders workshops	SDI		22,000	31,410
Informal caucus informed by internal study tours and RRI support at national level; Facilitate consultative outreach visits to regional and subregional bodies (ECOWAS, UEMOA, MRU) and with parliamentarians in Mano River	Green Advocates, NGO coalition (SDI, IUCN, RRG)		-	30,000
Develop a coalition-wide dialogue with land commission based on current situation with land grabs, forest-REDD dialogue, and emerging strategy for land rights/tenure; Develop an advocacy plan with all country collaborators to launch nationally, using national-level stakeholder workshops	Green Advocates, IUCN (SDI, RRG)			50,000
Stocktaking studies on shifting cultivation, REDD and climate change to establish a platform for local community/CSO intervention and participation in REDD/climate change.	Green Advocates (SDI, IUCN, FCI)			
Community Rights Law Phase 3: community dialogues & legislative roundtable discussions for lawmakers, local community leaders & civil society leaders; regional consultative outreach & experience sharing tour for Liberian legislative caucus; consultative fora between lawmakers & local community participants	Green Advocates		30,000	
Continue participatory mapping and capacity- building of GA and CFDCs to develop community maps for use in advocacy.	IUCN & Green Advocates			49,750
Training communities in participatory tools to form community forestry cooperatives: scoping studies, identify target groups, analytical work with target groups	SDI			20,400
Pit-sawing handbook; engagement in steering committee on law, strategy for stakeholder endorsement of new legal framework and national strategy; support Pit-Sawyer Union to maintain engagement and strengthen capacity of members to follow new law	Green Advocates		20,000	
Forest Democracy Initiative, Phase 2: local community Environmental Impact Assmt (EIA) training workshops, reprint EIA action toolkit, facilitate participation of local community leaders in EIA review conducted by EPA in Monrovia	Green Advocates		5,000	
Strengthening Women Participation in Forest Governance and Management Through Networking and Capacity Building	FCI		18,000	71,990
Increasing women participation and ownership to land by identifying the problems they face.	FCI		35,722	-
Database of existing groups, and analysis of gaps and needs; assessment report including the development of training tools to increase women's capacity	FCI (SDI, BAWODA, CBOs)			51,125
Identify potential women and opportunities for women's groups in CFEs and conduct small business and project management training with initiative micro-lending linkages	FCI (SDI, Green Advocates)			30,000

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Rights and Resources Initiative
Recommended 2011 Funding Allocations

Table 5

Country Initiatives - Africa

Activity	Lead (Co-Implementors)	Funds Committed by partners *	Priority 1	Priority 2
Tier 2: Mali		-	**192,159**	**44,925**
Draft and implement a strategy for advocacy with arguments for an effective transfer of power to decentralized bodies and the recognition of community rights through local conventions to be shared with government and local elected officials	IC (Sahel Eco)		17,659	
Participation as co-organizer at national workshop on local conventions in Mali organized by the government; Drafting of tools adopted for beneficiaries; organize a subregional workshop to share tools develop by RRI coalition and by the government with other Sahelian countries	ICRAF (RRI-Mali coalition)		40,000	26,000
Inform & engage with government divisions (DNCT, HCC, CADD, elected officials/policy makers (AMM)), & advocates (CNOP) on local conventions, decentralization, & newly adopted forest law	IC (Sahel Eco, coalition)		50,000	6,425
Drafting legislative and regulatory texts on managing protected trees in peasant land, drawing on RRI-Mali work on agroforestry and decentralization for a recognition of peasants rights	Sahel Eco (Intercooperation, ICRAF)		40,000	2,500
Support women of FNAFER (National Federation of Rural Women) and their allies in the drafting and implementation of an advocacy plan for including gender in land/forest tenure and agriculture legislations, laws, and regulations	IUCN (coalition members)		24,500	
Organize regional workshop on Pastoralism and tenure rights	IUCN (Sahel Eco, IC, UEMOA)		20,000	10,000
Tier 2: Burkina Faso		**26,000**	**100,000**	**25,000**
Gender disaggregated analysis of the value chains for selected NTFP resources	CIFOR (IUCN, University of Ouagadougou, National NTFPs association)	26,000		25,000
Implementation of the advocacy plan on gender and tenure	IUCN (Facilitation for tenure champions), CIFOR		12,000	
Implementation of a gender platform of Burkina Civil Society Organizations	IUCN (Facilitation for tenure champions), CIFOR		16,990	
Guide for rural land charters (CFR) to incorporate forest tenure rights and to address gender	IUCN (Facilitation for tenure champions), CIFOR		8,790	
Capacity building of local officials on climate change mitigation, adaptation, & participation in different decisionmaking bodies	IUCN (Facilitation for tenure champions), CIFOR		35,390	
Monitoring and Evaluation of the tenure Ad hoc committee on advocacy and communication	IUCN (Facilitation for tenure champions), CIFOR		14,190	
IUCN's role to facilitate (support, advise) civil society organizations i.e. tenure champions to implement RRI 2011 activities in Burkina Faso	IUCN		12,640	

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Rights and Resources Initiative
Recommended 2011 Funding Allocations

Table 5

	Activity	Lead (Co-Implementors)	Funds Committed by partners *	Priority 1	Priority 2
Country Initiatives - Africa	**Tier 2: Ghana**		-	**55,000**	**45,000**
	Participate in and popularize resource rights approaches to the constitutional review process, forest sector policy review, forest legislation review, and land legislation	Civic Response (FWG, NETRIGHT, NCOM, CICOL)		30,000	20,000
	Hold governance training workshops for FOSSA and other senior staff of FC and invite senior forestry staff to governance workshops	Civic Response	IUCN	-	
	Promote District Forest Forums aggressively and focus them increasingly on the "what if?" and at the same time deepen collaboration amongst RRC network members and build on their communication resources		other		
	Support climate network information and capacity building for CSOs and CBOs through a REDD listserv for Ghana; capacity-building and strategy workshops on REDD; capitalizing on forest forums to discuss relevant REDD issues; information campaign (community radio stations)			25,000	10,000
	Media campaign: engaging MEST, MLNR and PSCs on community rights issues; quarterly mainstream publications on communities' experience with REDD+ implementation				15,000
	Regional Facilitation & RRG Africa Program Coordination & Technical Support		-	**385,195**	**-**
	Regional Facilitation			100,000	
	RRG Africa Program Coordination & Technical Support *Includes RRG staff time, travel, and other expenses to support Africa program management: coordination, technical assistance, contract development, M&E*			285,195	

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Rights and Resources Initiative
Recommended 2011 Funding Allocations

Table 5

Country Initiatives - Latin America

Activity	Lead (Co-Implementors)	Funds Committed by partners *	Priority 1	Priority 2
Latin America		**164,800**	**860,661**	**115,170**
Regional Activities		**145,000**	**281,700**	**54,000**
1 Design the next stage of Governance and Territory focusing on the assertion of rights and defense of territory	IC (ACICAFOC, FT, FPP, RRG)	25,000	100,000	20,000
2 Identify key regional bodies in which to broaden the sphere of influence for strengthening territorial agendas	ACICAFOC (IC, FT, FPP; PRISMA-CEDLA-RRG)		46,000	4,000
3 Identify and characterize the combination of economic and political pressures on territories in order to understand how they affect forests and territorial rights	CEDLA, PRISMA (RRG)		75,700	
4 Create a mechanism to strengthen the dialogue and exchange at the national level between local community leaders and regional leaders in key countries for the monitoring of REDD+ and adaptation mechanisms	FT (ACICAFOC, FPP, IC)	120,000	60,000	30,000
Tier 1: Guatemala		**8,500**	**90,000**	**10,000**
5 Promote discussion and analysis of defense strategies to ensure collective rights in communal lands; and, position CFM in local and national public forums	CEIDEPAZ/ PERT (Ut'z Che', CEIBA)	8,500	60,000	10,000
6 Mobilization of community concession organizations along with ally organizations to stop laws prejudicial to collective rights and prepare own proposals for participation in the planning in Petén (4-BALAM)	ACOFOP (Ut'z Che')		30,000	
Tier 1: Bolivia		**-**	**86,000**	**14,000**
7 Promote monitoring of the legislative process and its impacts on the governance of territories and forest resources with indigenous organizations	CEDLA/CEJIS (LIDEMA,IC, CIFOR, IPHAE)		54,000	
8 Facilitate strategic regional alliances between the lowlands indigenous and campesino organizations to strengthen their capacity to influence decision-making governmental spheres	IPHAE (CEJIS, LIDEMA, CEDLA, IC)		32,000	
9 Develop spaces for reflective and critical analyses of mechanisms REDD+ and climate change	CEDLA - CIFOR (IC ,LIDEMA)			14,000

Rights and Resources Initiative
Recommended 2011 Funding Allocations

Table 5

	Activity	Lead (Co-Implementors)	Funds Committed by partners *	Priority 1	Priority 2
Tier 2: Nicaragua			**11,300**	**65,500**	**2,800**
10	Open spaces for the diffusion, dialogue, meetings, discussion, and consensus building on the political priorities of indigenous peoples	CADPI (NITLAPAN, URACCAN)	3,500	6,500	
11	Take actions to give greater visibility and importance to gender issues in the spaces of discussion of territorial governance (course, workshops, forums, and panels)	NITLAPAN (URACCAN, CADPI, CIFOR)	2,000	4,000	
12	Develop case studies and analyses of territorial economic dynamics that affect the governance and management of territories	NITLAPAN CIFOR (CADPI, URACCAN, PRISMA)	5,800	55,000	2,800
Regional Facilitation & RRG Latin America Program Coordination & Technical Support			**-**	**337,461**	**34,370**
	Regional Facilitation			75,000	
	RRG Latin America Program Coordination & Technical Support *Includes RRG staff time, travel, and other expenses to support Latin America program management: coordination, technical assistance, contract development, M&E*	RRG		262,461	34,370

(Row label, left margin: Country Initiatives - Latin America)

* Current figure only includes committed funding reported during the 2011 Planning process. Partners contribute additional funding and in-kind staff time for RRI activities which have not yet been estimated and reported to RRI.

Rights and Resources Initiative
Recommended 2011 Funding Allocations

Table 5

	Activity	Lead (Co-Implementors)	Funds Committed by partners *	Priority 1	Priority 2
	Total Networks		-	**418,827**	**170,000**
	RRI-supported Networks			**265,000**	**170,000**
	MegaFlorestais, Public Forest Agencies		-	**205,000**	**70,000**
	MegaFlorestais, Indonesia	RRG, SFA		135,000	
	Grey Towers next generation training	RRG, USFS		50,000	50,000
	Rethinking regulations workshop	RRG, SDI, GA, FECOFUN, FT, RECOFTC, UBC		20,000	20,000
	Regional Networks & Policy Bodies		-	**-**	**70,000**
	Strengthen REFACOF and other gender networks			-	50,000
	Regional bodies with Civil Society Organization voices			-	20,000
	Community IP Networks		-	**30,000**	**-**
	GACF; Global IP networks – support their initiatives to influence climate change programs in country and UNFCC negotiations in South Africa			30,000	
	Convenings		-	**30,000**	**30,000**
	Strategic engagement in international or regional events (*e.g.*, UNGG, ITTO, COMIFAC, ALPI, Rio 20, COP17)			30,000	30,000
	RRG Coordination & Technical Assistance for Networking Support			153,827	
	Includes RRG staff time, travel, and other expenses to support Networking Support program: coordination, technical assistance, contract development, M&E			153,827	

Networking Support

* Current figure only includes committed funding reported during the 2011 Planning process. Partners contribute additional funding and in-kind staff time for RRI activities which have not yet been estimated and reported to RRI.

Table 5

Rights and Resources Initiative
Recommended 2011 Funding Allocations

	Activity	Lead (Co-Implementors)	Funds Committed by partners *	Priority 1	Priority 2
	Total Thematic Programs		-	**1,175,478**	**740,000**
	Realizing Rights		**-**	**105,000**	**55,000**
	Reimagining Conservation: Human rights, communities & conservation				
	RRI working group to scope opportunity & design process for encouraging expansion of rights-based conservation & independent accountability mechanism for conservatin practice	FPP, ACICAFOC, TEBTEBBA, IUCN, Prisma, RRI Fellows		20,000	20,000
	Mapping				
	State-of-Practice seminar in Latin America with other participation			80,000	5,000
	Publication of findings with web links			5,000	
	Design workshop to start reflection on process in Africa			30,000	30,000
	Rights and Climate		**-**	**400,000**	**140,000**
	Global RRI Dialogues of Forests, Governance, and Climate Change				
	Cancun post-mortem (including sessions on ARRDL, Safeguards), London	FPP, TEBTEBBA, FT		80,000	
	Forests and Agriculture (REDD+Green, Vulnerability, Poverty, Adaptation)	EcoAg, FT		40,000	
	Forest Financing: London ETFAG or House of Commons	FT		40,000	
	Strategic Analyses				
	Network tracking public forest funding	FT, others		30,000	30,000
	REDD+Green Analyses: Vulnerability, Adaptation, Operationalizing REDD+	IFRI		50,000	20,000
	Tenure as low hanging fruit: contributions from communities to mitigation and adaptation, with data			30,000	
	Benefit sharing at local level: how to, national level systems, looking outside sector			30,000	
	Safeguards, operationalization of FPIC	WRI, CIEL		-	20,000
	Technical support				
	Technical support missions on tenure and climate	consultants		50,000	50,000
	Independent Advisory Group				
	Audits & evaluation of climate funds, governance meetings, UNREDD Policy Board participation	RECOFTC, FPP, CR, IC, FERN		50,000	20,000

(Left margin label: **Thematic Programs**)

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Rights and Resources Initiative
Recommended 2011 Funding Allocations

Table 5

	Activity	Lead (Co-Implementors)	Funds Committed by partners *	Priority 1	Priority 2
Thematic Programs	**ATEMS and economic models**		-	**80,000**	**515,000**
	Studies				
	Rethinking regulations	RECOFTC, IC		30,000	
	Land-grab & investment pressures methodological studies	RRG		-	
	Proposal for collaborative ATEMs work	FT, UBC, RRI, IFRI, RECOFTC, FECOFUN, IC, CAFT, ICRAF		20,000	
	Alternative industrial scenario development			-	100,000
	Shifting cultivation - REDD & climate			-	
	Best practices/guidelines for macro-frameworks for SMFEs and CBFM, creating ATEMs reference groups in Tier 1 & 2 countries			-	100,000
	Convenings				
	Reference team meeting			20,000	
	RRI-ITTO Conference				100,000
	Workshop to discuss recommendations				90,000
	ITTO-CSAG				
	CSAG-ITTO reporting in ITTC, community opinion & TP training workshops in Africa	CSAG, GACF			35,000
	Exchanges				
	Study tours to communities in EU, Mexico, other		SDI, GA, CR, RNN	10,000	50,000
	Regulation & Policy maker sharing exchanges				40,000
	Tracking RRI Targets (on tenure and poverty)		-	**85,000**	**30,000**
	Systematize tenure tracking				
	Create RRI internet platform to share information & collaborate on improving data on forest tenure	Partners & Collaborators, consultant		3,000	
	Tenure tracking methodology workshop	RECOFTC, ICRAF, CIFOR		30,000	
	Develop data sets for new research areas				
	Expand work on tracking deepening of rights	consultants		30,000	
	Develop initial work on tracking poverty - literature review, scoping, expert meeting	IC, RECOFTC, CIFOR, WB			30,000
	Develop methodology for research into large-scale acquisitions of arable land in Latin America and India	Regional Programs		2,000	
	Disseminate up-to-date information on forest tenure				
	Briefs (*e.g.*, analysis of FRA numbers, deepening rights findings, MegaFlorestais)	consultant(s)		20,000	
	Update and maintain data sets and graphics, providing inputs for coalition, wbesite, reports, meetings	RRG		-	
	RRG Coordination & Technical Assistance for Strategic Analysis	RRG		**505,478**	
	Includes RRG staff time, travel, and other expenses to support Strategic Analysis program: coordination, technical assistance, contract development, M&E			505,478	

	Activity	Lead (Co-Implementors)	Funds Committed by partners *	Priority 1	Priority 2
	Total Communications & Outreach		-	**384,097**	**55,000**
Communications & Outreach	**Communications & Outreach**				
	Impact Stories		-	**2,000**	**25,000**
	Develop & disseminate impact stories reflecting the championing of RRI's mission	RRG (Partners & Collaborators)			25,000
	Glossy RRI Impacts Pamphlet	RRG		2,000	
	Website		-	**10,000**	**-**
	Website maintenance & hosting	RRG		2,000	
	Website design & support	RRG		3,000	
	Expansion of multilingual resources & capabilities of website	RRG		5,000	
	Representation & Outreach		-	**72,000**	**-**
	Increase use of targeted outreach to wider array of constituencies	RRG		60,000	
	Representation of RRI at major int'l & Washington fora; engagement with non-Coalition actors to incorporate tenure & rights into forest mgmt, conservation, development, aid, & other sectors	RRG		9,000	
	Updating of email/web outreach: Tenure Trends, Quarterly Update, Impact of Month, External Communications Update, Social Media	RRG		3,000	
	RRI 5th Anniversary Celebration / Branding		-	**10,000**	**10,000**
	Design RRI 5th anniversary logo & print new materials	RRG		5,000	
	RRI 5th Anniversary Celebration	RRG, Partners, Collaborators, Donors		5,000	10,000
	Partner & Collaborator Support		-	**10,000**	**20,000**
	Africa regional communications workshop for Partners & Collaborators	RRG, Partners & Collaborators		10,000	
	Annual meeting of Partner communications staff	RRG, Partners & Collaborators		-	20,000
	Products & Publications		-	**98,000**	**-**
	Design & formatting of RRI materials	RRG		12,000	
	Translating & editing of RRI documents into multiple key languages	RRG		16,000	
	Design & formatting of RRI publications	RRG		18,000	
	Publication printing	RRG		40,000	
	Publication dissemination	RRG		12,000	
	RRG Coordination & Technical Assistance for Communications & Outreach	RRG		**182,097**	
	Includes RRG staff time, travel, and other expenses to support Communications & Outreach program: representation, coordination, technical assistance, contract development, M&E			182,097	
SRM	**Strategic Reponse Mechanism**		-	**478,243**	**-**
	Collaborative Agreements under the SRM	RRG, Board (partners & collaborators)		**467,754**	
	RRG Coordination & Technical Assistance for SRM	RRG		**10,489**	
	Includes RRG staff time, travel, and other expenses to support Strategic Response Mechanism: assessment, coordination, technical assistance, contract development, M&E			10,489	

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Rights and Resources Initiative
Recommended 2011 Funding Allocations

Table 5

	Activity	Lead (Co-Implementors)	Funds Committed by partners *	Priority 1	Priority 2
Coordination	**Total Coordination**		**-**	**475,684**	**20,000**
	Coordination			**475,684**	**20,000**
	Governance		**-**	**55,000**	**-**
	January governance meeting	RRG (Partners, Board, Donors)	travel	35,000	
	Mid-year governance meeting	RRG (Partners, Board)	travel	20,000	
	Regional & Global Programs Planning		**-**	**153,000**	**-**
	Asia 2011 planning meetings	RECOFTC, RRG		40,000	
	Africa 2011 planning meetings	CR, RRG		48,000	
	Latin America 2011 planning meetings	ACICAFOR, RRG		30,000	
	Global programs 2011 planning meetings	RRG		35,000	
	Monitoring, Evaluation & Learning System	Consultant (RRG, partners, collaborators)	staff time	**20,000**	
	Includes Independent Monitor consultants staff time, travel for assessment visits to select partners and events, and other expenses.				
	RRI Review & Redesign		**-**	**131,000**	**20,000**
	Mid-term Evaluation (MTE)	Consultant (RRG, P&C)		70,000	20,000
	Conduct Blue Skies I & II to assess implications of RRI and design			35,000	
	Comparative review	Lele, Gregersen		25,000	
	Dissemination of MTE	RRG (P&C, Donors)		1,000	
	RRG Coordination & Technical Assistance for Coordination	RRG		**116,684**	
	Includes RRG staff time, travel, & other expenses to support Coordination program: coordination, technical assistance, M&E, donor & partner relations, RRI Fellows program			116,684	
Operations	**Total Operations**		**-**	**665,750**	**-**
	Operations				
	Facilities *(rent, utilities, cleaning, insurance)*	RRG		185,000	
	Financial services *(audit, accounting, bank, payroll, legal, tax filing)*	RRG		85,000	
	IT & Telecommunications	RRG		85,000	
	Other equipment, software, & furniture *(non-depreciated portion)*	RRG		10,000	
	Office supplies, postage, shipping, subscriptions, etc.	RRG		25,000	
	Depreciation *(of prior-year fixed asset purchases)*	RRG		38,000	
	Other costs	RRG		6,145	
	RRG Operations	RRG		**231,605**	
	Includes RRG staff time, travel, & other expenses for Operations: contract development, financial mgmt, fundraising, inst'l mgmt, facilities & IT, HR, donor relations			231,605	

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STRATEGIC OUTCOMES
Milestone for 2011
MONITORING DATA REPORT
SO 1 – African Community Rights Network (ACRN)

SO 1 – African Community Rights Network (ACRN)

DATE: October 3   REPORTED BY: François Tiayon, Marina France, Solange Bandiaky-Badji

OUTCOME REFERENCE: Complementary global, national, regional and local/civil society organizations effectively synergize to achieve significant breakthroughs in tenure reform processes and climate change mitigation mechanisms and strategies.

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

MONITORING HYPOTHESIS: African Community Rights Network (ACRN), RRI partners organized and drive this network. With financial and technical support from RRI, including collaboration with its members in strategic events such as the 2009 Yaoundé tenure conference, the ACRN has entered effectively into the REDD debate, developing an understanding of REDD and creating core modules linking tenure concerns to REDD for its broader membership. With the incremental support from RRI (mainly Civic Response, SDI, and CED), ACRN has been effective in helping African CSOs working on REDD and climate change to play a more key role in shaping a rights-based approach to REDD and understanding the political stakes at the local, national , and global levels. International members of the Informal Advisory Group on Forest Tenure, Rights and Climate Change, an informal space coordinated with RRI, can provide key technical support and strategic inputs to the ACRN. Boosting the member organizations abilities' to learn and act collectively, helping them to build their capacity to develop strategies to influence the key decision makers (nationally and globally) will increase their effectiveness and thus their potential of linking tenure concerns to REDD.

BASELINE DATA: Since the 1990s, a renewed 'democratization of Africa sparked a surge of democratic civic society activism'. While many of these organizations are part of forest or environmental networks or platforms at the national level, most recently spurred on by the FLEGT-VPA initiative of the EU, with the onset of REDD+ negotiations and international engagement at the country level, it became evident that there was a need for greater CSO response to and participation in REDD not only at the national but regional and global levels.

There is growing evidence that the potential for REDD to curb deforestation and improve communities' livelihoods is contingent on its ability to catalyze pro-community rights tenure reforms. This fact counters the initial expectations of grounding this mechanism in market-based approaches, which focused on carbon offsetting as its main funding source. While CSOs can and should play a crucial role in influencing REDD processes and in providing the critical, and often lacking, inputs on rights and tenure, this role has been limited. Some members of

ACRN have clear advocacy strategies, but in general CSO strategies are often ineffective. CSOs' technical and financial capacity is very weak, and they compete with each other, as well as being sometimes manipulated or exploited by governments.

In many African countries, CSOs have started dealing with REDD and climate change recently, with little learning or experience of local and civil society organizing in other regions. Prior to the ACRN's formation, many African national CSOs lacked a broad understanding of REDD, as well as the political and economic issues raised by climate change at the regional and global levels. CSOs engaged on REDD focused mainly on national-level advocacy, for local communities to benefit from REDD (or else refuse REDD altogether). Very few African CSOs (and very few from CAR, Congo-Brazzaville or DRC) had links or access to regional or international institutions such as the UNFCCC, nor did they have a clear understanding of these institutions' policies. Additionally, prior to the ACRN's establishment, there was no mechanism for regional learning about REDD, a gap exacerbated by the sense that scaling up advocacy was too great a challenge if "each were on its own."

There was also the problem of a small group of individuals being coopted and presented as representatives for all of civil society in regional and international meetings on climate change, which raised many concerns about the message and representativeness of CSOs in the REDD and climate change discourse.

Additionally, CSOs' understanding of REDD's complexities and the international negotiations on climate change is often quite limited: their perceptions of the link between REDD and tenure can be vague, and they lack a clear grasp of the actors, dynamics and interests. They also lack a clear assessment of the big picture, in which REDD interacts with other national and international dynamics and processes (for example, FLEGT/VPA). CSO interventions are often uncoordinated, their initiatives duplicated, and their individual knowledge of REDD and tenure issues is often inconsistent. For CSOs to be effective in addressing REDD-related issues affecting communities, and especially for them to promote a rights-based REDD, their institutional capacities, as well as their understanding of REDD and other local and global processes, must be supported.

The ACRN's establishment has allowed CSOs to connect with FERN, the World Rainforest Movement, and RRI (through Civic Response) – all of which have solid experience in advocating for a pro-rights, pro-tenure and pro-poor REDD, and in challenging mainstream statements that make the business case for REDD. Among its members, the ACRN has fostered a better, more unified understanding of the REDD discourse and its implications, and the ACRN is one of the very first regional CSO platforms working on REDD issues that has developed a strong and clear position in relation to community rights and tenure. The ACRN's link with the Accra Caucus has also provided ACRN members with views from Asia and Latin America, lessons that informed the ACRN position on how and why REDD should benefit local and indigenous communities.

The network's genesis was catalyzed by Civic Response-Ghana and the national network it coordinates, Forest Watch-Ghana. While this network has been emerging for some years, both financial and technical support from RRI enabled Civic Response to dedicate time to catalyzing

the network and establishing an initial momentum. Membership includes NGOs from Ghana, Liberia, Kenya, Tanzania, Cameroon, Togo, Central African Republic, Congo Brazzaville, Gabon, and Nigeria.

RRI CONTRIBUTION: RRI contributed to the genesis and consolidation of the ACRN as a network and its ability to respond to rapidly developing REDD and FLEGT/VPA processes. ACRN developed out of collaboration between Africa, Asian and European NGOs to use the EU FLEGT/ VPA as a platform for advancing community rights. European NGOs [primarily FERN] took the lead in identifying EU FLEGT as a strategic process and in creating space for direct Southern CS participation in it. Over the years African members have met and corresponded about VPAs, developed their advocacy and networking skills and developed constructive working relations. In April 2008, at a coordination meeting hosted by FERN in Brussels, members agreed to improve their networking and expand and deepen coordination particularly around:
   a. Shaping the VPA process;
   b. Exploring the potential of REDD for strengthening democratic community forest management; and
   c. Greater attention to continental and regional policy platforms and processes.

RRI's contributions to the ACRN were primarily to co-finance and help organize trainings and meetings in 2009 (Cameroon), 2010 (Liberia and Cameroon) and 2011 (Cameroon), drawing on the expertise of regional and international collaborators. These meetings have reached out to a broad set of civil society actors engaged in forestry and community rights, and allowed the ACRN to expand its membership and increase awareness of the rights and tenure dimensions of REDD. The trainings co-organized by RRI were platforms for information on the links between forests and climate change, REDD, carbon markets, and community rights. The trainings also allowed members to exchange knowledge on REDD and its developments in the international arena, as well as REDD processes across African countries.

By providing participants with up-to-date information on REDD from international, regional and country levels, the meetings became central for building capacity for ACRN members and other participants to engage actively with stakeholders in their home countries, and to inject rights and tenure messages into their national REDD and VPA discourses. RRI was well positioned to provide this critical knowledge thanks to coalition's linking of international, national and community level perspectives and knowledge, particularly through the informal advisory group on climate change. Therefore the analytical inputs provided by RRI, in addition to the organizational and financial support of these meetings, contributed to the ACRN's ability to influence REDD and VPA and empower civil society to substantively shape the terms of REDD and VPA to protect community rights.

Through its connection with RRI, the ACRN was also able to expand its membership to include women from the African Women's Network for Community Management of Forests (REFACOF), an RRI-supported network aimed at advancing women's rights in forest policy and governance. By linking with REFACOF members and including them in capacity-building trainings on REDD,

climate change and the VPA, ACRN has strengthened women's engagement in processes affecting forest-dependent communities, and has made an intellectual and advocacy link with community rights and gender equity in REDD. Reciprocally, based on the learning from REFACOF members in attendance at ACRN workshops, REFACOF has borrowed from ACRN's vision and put on its agenda the intersection of REDD and community rights, seeing it as an opportunity to advance the recognition of rights, including those of women. This case illustrates RRI's ability to foster strategic intellectual connections among its constituents.

ACRN is a permanent platform open to new national CSOs who see it as strategic for regional and national influence. As ACRN members, CSOs capitalize on their affiliation with ACRN in international climate change meetings and in interactions with government officials, as they find they can leverage this association to gain recognition as important and credible community advocates. ACRN also provides space for capacity building of national NGOs who lack both understanding of the international community and access to the information, funding and information critical to their work. These NGOs hail from Least Developed Countries, like Central African Republic and Congo-Brazzaville, or post-conflict countries such as Liberia, Sierra Leone and the DRC, and tend to demonstrate an especially strong motivation and desire for social justice. These NGOs in particular can dramatically scale up their work with incremental inputs from the ACRN.

DATA ANALYSIS: Through these meetings, ACRN members have been able to develop a common, regional understanding and position with regard to REDD and its impacts on the country level. During these meetings, the ACRN developed an advocacy plan and aims to participate in the COP17 in Durban (acceptance of their participation by the UNFCCC pending). ACRN members have participated in side events at COP16 and COP15.

At the 2nd annual ACRN conference in 2010, facilitated and funded by RRI, the ACRN members developed a formal position on REDD:

"ACRN agenda on REDD is based on the following principles:

• That REDD should not substitute for emissions reductions in the north;
• REDD must be effective in reducing emission from deforestation and forest degradation
• REDD should be based on the agenda of community people vis-à-vis their rights.
• REDD should concern itself with deforestation and biodiversity loss.
• Promote good governance and improve participation in REDD for sustainable development of forest resources
• REDD should not be financed by Carbon Trading"

It was also noted at the RRI-supported 2nd annual ACRN conference in 2010 that "the meeting has built more alliances, credibility and capacity building among local community people and NGO representatives."

ACRN is closely linked with the Accra Caucus on Forests and Climate Change[1], and in fact developed out of the 2008 Accra Caucus Strategy Meeting on Forests and Climate Change, which gathered about 40 civil society and Indigenous Peoples representatives just before COP14 "to reinforce the capacity of Southern organizations to influence the debate and policy decisions on REDD, to provide an opportunity for those organisations to gather information and exchange amongst themselves, and to strengthen coordination across organizations and regions." Founding members of the ACRN actively involved in the 2008 Accra Caucus meeting include RRI Collaborator and Partner organizations SDI, CED and Civic Response. Members of the ACRN participate regularly in Accra Caucus actions and products, such as alternative negotiating strategies for Caucus members on climate change policy at the national level.

MONITORING DATA: Links to meeting reports, ACRN declarations, concept notes for RRI-supported ACRN events, back to office reports.

1. Africa Community Rights Network (ACRN) & World Rainforest Movement (WRM) International Conference on Community Rights & Natural Resources Conference Report

2. ACRN and RRI coalition Africa REDD workshop proposal

3. Community Rights and Natural Resources 2nd Annual Conference, April 27-29, Monrovia (Solange Bandiaky Back-to-Office Report)

4. Draft concept note: Community Rights Network Civil Society Meeting on Community Rights in Forestry

5. REPORT ON THE ACRN WORKSHOP "ON REDD, GOVERNANCE AND RIGHTS IN AFRICA" (1-4 August, 2011), by François Tiayon

6. SourceWatch page on Accra Caucus on Forests and Climate Change: http://www.sourcewatch.org/index.php?title=SourceWatch

7. Provisional agenda – Civil Society Meeting on REDD (Accra Aug 18-20 2008)

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[1] According to the entry on SourceWatch, "the **Accra Caucus on Forests and Climate Change** is a coalition of civil society groups from Brazil, Cameroon, Costa Rica, Democratic Republic of the Congo, Ecuador, Ghana, Honduras, Indonesia, Nepal, Nicaragua, Papua New Guinea, Philippines, Republic of the Congo, Thailand, and Vietnam. In a statement to the COP14 the group stated that a REDD scheme must "recognize and respect the rights of Indigenous Peoples and local communities to lands, territories and resources, and their traditional uses of the forest. Implementation of REDD must not lead to displacement of Indigenous Peoples and local communities from their territories and lands."[1]

DATE: 26 Sept 2011   REPORTED BY: Nayna Jhaveri

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

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

MONITORING HYPOTHESIS: Strategic engagement of RRI with Indonesian CSOs working on forest tenure issues leading up to the July 2011 "International Conference on Forest Tenure, Governance and Enterprise: Experiences and Opportunities for Asia in a Changing Context" (in Lombok, Indonesia) to create a unique informal collaborative platform that provides the social base for advocating forest tenure reforms by the Ministry of Forestry in Indonesia.

BASELINE DATA: In Indonesia, 70% of the land has been classified as "Forest Estate" under the management of the Ministry of Forestry. While some attempts from mid-1970s to late 2000s were made to clarify the area which is the "State Forest" (about 12% of this forest land), there has been little progress in clarifying ownership in the remaining 88% of the Forest Estate in and around which we find about 33,000 villages with up to 70 million people involved in managing millions of hectares planted as community-based agro-forests. Despite ongoing attempts by various Indonesian CSOs to push for legal recognition of the *adat* forest lands (customary owned lands), the Ministry of Forestry has thus far been unwilling to move forward in an effective fashion. Not only is this issue of tenure security generally important for ensuring long-term livelihood improvements, but very recently it has become crucial to the viability of the proposed program on Reducing Emissions from Deforestation and Forest Degradation (REDD). Indonesia is not only a major forested country but it is also a substantial contributor to greenhouse gas emissions, with some arguing that it is the world's third-largest emitter because it has the fastest deforestation rate of any country in the world.

There are a number of key civil society, non-governmental organizations as well as researchers in Indonesia that have pushed for reform of this inadequate forest tenure rights and governance system. These include AMAN (Alliance of Indigenous Peoples of the Archipelago), HuMA (Association for Community and Ecologically Based Law), Epistema, Forest Peoples Programme, FKKM (Indonesia Communication Forum on Community Forestry), ICRAF (World Agroforestry Centre), Samdhana Institute, KPA (Consortium for Agrarian Reform), Kemitraan (The Partnership for Governance Reform), Sawitwatch as well as the Working Group on Tenure among others. While they have engaged in their sustained individual as well as collaborative activities, over the years advocating for forest tenure reform relying on research of forest-based conflict, success of community forest systems, and push for integration of policy and legal agendas on agrarian land and forestland reform, so far the effect has been relatively limited.

RRI CONTRIBUTION: The Indonesian forestry ministry has been engaged with RRI through MegaFlorestais since its inception in 2007. When RRI organized a major regional tenure conference with

ITTO in Yaoundé, Cameroon for Central and West Africa[1], an Indonesian MegaFlorestais member attended and decided with the Ministry of Forestry to request a similar conference be funded by ITTO for Asia to be hosted by the Indonesian government. Because of its relationship with MegaFlorestais and with ITTO (CSAG), RRI was asked to collaboratively organize the event. The RRI country team, CSAG-ITTO Asia focal points and regional RRI Partners were heavily engaged with RRG (CSAG co-chair) in setting the goals of the conference and the agenda. The RRI country coalition in Indonesia consulted other key organizations and constituencies (such as Kemitraan and KPA) creating a strong civil society counterpart and complement to the Government organizing committees and ITTO.

Whilst initially there was skepticism among most groups about the utility of such a conference, given the historic difficulty of obtaining any forest tenure reforms from the Ministry of Forestry, as the process of organizing developed and focused, some CSO members who were involved in the Steering Committee as well as Program Committee began to perceive a slight shift in political will within the Ministry that could be open to change. Inspired by this insight, the groups decided to meet regularly and develop a *shared and clearer* advocacy position that involved producing new assessments of the key achievements over the previous decade in four major areas that would then be presented at the conference and form a centerpiece of their longer-term strategy. These were the reports prepared on the:

a. status of various social/community forestry models within most recently developed management regimes
b. tenure conflicts in Indonesia forest management
c. peoples' rights to forests and lands
d. legal dimensions of forest tenure and legal certainty

The groups had regular meetings some of which RRG participated in. This preparatory process culminated in a 2-day workshop on May 31-June 1, 2011 for which RRG provided financial support. At this workshop, these specific assessment papers were presented and discussed, and subsequently finalized for presentation in a Lombok Tenure Conference session specifically devoted to the CSO views on forest tenure and governance in Indonesia. Given that this informal coalition consists of not only major forest tenure reform groups (supporting rights for indigenous as well as rural communities) but also agrarian reform groups (such as KPA), and governance reform groups (Kemitraan) these advocacy positions served to collate the views from multiple interest groups. During this time, there was no evidence from the Ministry of Forestry that indeed they were also considering moving forward with reforms in practice. If anything, there was some frustration among the Ministry that the conference would end up giving too much political visibility to CSO views.

The creation of these updated advocacy position papers was also extremely useful when Mr. Kuntoro Mangkusubroto, the head of the Presidential Working Task Force on Development Supervision and Control (UKP4) as well as of the REDD Taskforce, approached these groups and analysts for information and insight into the history of forest tenure reform, in order to prepare his Keynote Address for the conference. This keynote address "Importance of Land and Forest Tenure Reforms in Implementing a Climate Change Sensitive Development Agenda" played a pivotal role at the conference itself in urging the Ministry of Forestry to commit to a series of tenure reforms such as handing over customary forest rights to Indigenous Peoples in the way land rights had been under the Agrarian Law.

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[1] See: 2010 Milestones

Following the speech, the Ministry of Forestry, for reasons that are still being assessed, in a ´breakthrough´ moment, decided publically to commit to a process of reform whose content and timetable would be developed in the few months after the conference itself. As one CSO leader said, when the Ministry was publicly embarrassed in this fashion, they ran into the arms of the CSOs for help in a way that had not been seen before. The primary understanding is that the presence of numerous key international forestry organization leaders, government representatives from Asian and other countries, as well as strong CSO representation from Asia and elsewhere who were present at this ITTO-funded conference, all created the context within which the CSO position was legitimized and had to be acknowledged by the Ministry of Forestry.

Since the conference, the CSOs have had a series of formal organizational meetings with the Ministry of Forestry about the nature and timing of these reforms. They agreed in late August that a meeting on 28 and 29 September would be held where the CSOs would present their roadmap for this reform for discussion.

DATA ANALYSIS: The RRI contract with Epistema, as key organizer of the CSO workshop on "Formulating the Direction of Forest Tenure Reform in Indonesia" provides the details of the goals and methods of the workshop. It sets out the four key areas that the CSOs have identified as crucial to developing a comprehensive advocacy position on tenure reform. The concept note provides details of the individuals given responsibility for particular themes for analysis, as well as the format for the workshop itself. The set of four position papers were developed at this workshop (summaries in English provided) demonstrate the current state of understanding as to what achievements have been made and what remains to be remedied. These were then formally presented at the Lombok conference (see agenda). Given the substantial presence of Indonesian community and CSO groups as participants to the conference which RRG helped facilitate, this CSO session and the strength of their analytical findings created considerable interest. As such, it played an important role in the Ministry of Forestry acknowledging the need to initiate a new round of forest tenure reforms. Since the conference, the Ministry has had a number of meetings with this informal CSO coalition in order to establish a process for determining which reforms and the time-frame involved. As a result, a meeting on 28 and 29 September has been set to discuss the specifics of the CSO Road Map for Tenure Reform. The CSO position paper on this road map will be available shortly.

MONITORING DATA:

1. Narrative report submitted by The Epistema Institute, summarizing the following:
   o Preparatory workshop held on May 31-June 1, 2011 in Jakarta, in which CSOs discussed and finalized their advocacy positions on four key areas of forest tenure and governance reforms
   o Preparatory field visit to Lombok by CSO leaders to collaborate with local Ministry officials and designate field visit sites
   o Mobilization of Indonesian media to cover the Conference
   o Position papers presented to Conference plenary on conflict, social forestry, agrarian reform, *adat* rights and legality of forest areas
2. Summaries of four position papers (in English)
3. Mr. Kuntoro Mangkusubroto's key note speech on "Importance of Land and Forest Tenure Reforms in Implementing a Climate Change Sensitive Development Agenda" where he opens by acknowledging the help of key persons from CSOs:
   http://www.rightsandresources.org/publication_details.php?publicationID=2483

4. PowerPoint presentations from Session D: Panel on the Role and Perspectives of Forest Communities in the Indonesian Reform Process.
5. Press release: Indonesian Government Announces Dramatic Shift in Forest Policy. http://www.rightsandresources.org/publication_details.php?publicationID=2503
6. Final Conference Declaration: Unlocking the Potential of Forests through Tenure Reform. http://www.rightsandresources.org/publication_details.php?publicationID=2517
7. Awaiting the position paper for the CSO Road Map to Forest Tenure Reform to be discussed on 28/29 September 2011. Draft road map available in Bahasa

STRATEGIC OUTCOMES
Milestone for 2011
MONITORING DATA REPORT

SO #2: Next Generation Forest Agency Leadership

DATE: 30 Sept 2011   REPORTED BY: Jeffrey Hatcher

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

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

MONITORING HYPOTHESIS: Emerging forest agency leaders chosen by leaders within the MegaFlorestais network have a clearer understanding of and commitment to reform tenure, regulations, governance and markets in favor of forest communities. Together they form the basis of a new generation of leaders who, through peer-to-peer learning, will be networked and available in the future for participation in other RRI programmatic agendas.

BASELINE DATA: As of 2009, senior-level staff and emerging leadership in forest agencies had little exposure to the global-level trends and analysis or a sustained network of peers similar to that of their leaders (ie MegaFlorestais). As such, their understanding of the relevance of tenure, governance and market reforms in favor of forest communities was nationally-focused, and in many cases, very weak. The existence of MegaFlorestais as a senior level peer-learning effort stimulated interest by the participants to expand this special approach to 'informal, safe and unique' learning to their younger, promising forest service professionals.

RRI CONTRIBUTION: RRI has contributed to shaping the next generation of leaders of public forest agencies, and to prepare professionals to deal with the increasingly complex challenges on forest landscapes by organizing and leading (with the US Forest Service) a new peer-learning network of emerging forest agency leaders selected by the leaders of MegaFlorestais Countries (Australia, Brazil, Cameroon, Canada, China, DRC, Indonesia, Peru, Russia, South Sudan, USA). Overall, RRI has designed and led two annual workshops/seminars each organized around peer-learning (Global Issues in Governance) and site-based training (Rethinking Forest Regulations). Both were conceived in 2009 when MegaFlorestais leaders suggested it would be a great opportunity to expose their staff to the ideas and networking opportunities they found useful in MegaFlorestais meetings. The success of the first 2010 Global Issues in Governance and Rethinking Forest Regulations seminars led to the continuation of the program in 2011.

The Global Issues in Governance seminar (held in Grey Towers, Pennsylvania) was designed to expose mid-career officers from forest ministries, other public agencies or civil society to cutting-edge analysis and information for a deeper understanding of global transitions in the issues related to forest governance and to promote peer learning.

The Rethinking Forest Regulations seminar (held in Montana and co-hosted by Montana Department of Natural Resources and Conservation) has been designed as site-based training for technical officers from forest ministries to promote international learning and exchange of forest government strategies and

regulations systems. Participants were exposed to Montana regulations system and asked to think about the situation in their respective countries (see Monitoring Data below). Participants learned how area logging operations are audited, BMP monitoring and the interactions between tribal communities and their corresponding federal, state and tribal jurisdictions.

For both meetings, RRI prepares technical inputs, facilitates discussions, brings resources persons and promotes frank and open dialogue in a small-group setting to produce a stronger collaboration among the new leaders. A salient characteristic of the approach to both events is the purposeful active role of the participants themselves, utilizing their experience and testimony as a core part of the agenda. At the end of the 5 day trainings, participants have open access to one another via email and social networks, allowing the special relationships and professional bonds created during the week-long meetings to continue. RRI also keeps a record of the participants, their positions, capacity and status within the Forestry agencies for potential involvement in other key RRI activities at the national or international level.

After the recent 2011 Global Issues in Governance meeting, the participants created a Facebook page (see Monitoring Data below) and sent several emails to the whole group to facilitate their ongoing discussions (see Monitoring Data below). They also committed to engage with the past participants within their ministries, and support the selection and introduction of next year's participants. After both seminars, participants discussed options for organizing similar meetings in their own country and confirmed that they would make presentations sharing their experience to their ministry colleagues.

The Global Issues in Governance and Rethinking Forest Regulations seminars are not only creating a network of next generation forestry leaders, but sub-networks of past participants within Megaflorestais ministries that are informed of and interested in tenure reform, regulations, governance and markets. As RRI continues convening these seminars, these networks will continue to develop providing ample opportunity for RRI to establish more formal and broader past-participant engagement with the wider RRI Coalition. In 2011 participants discussed ways to be more involved in the program; including serving as a point of contact within their ministries, returning to future meetings as resource persons, etc.). Even at the highest level, forest leaders are showing an interest in continuing their involvement with these RRI activities: during the last MegaFlorestais meeting, various leaders offered to attend the 2012 Global Issues in Governance seminar.

DATA ANALYSIS: The value of the emerging leadership networks is evidently growing in the eyes of MegaFlorestais leaders. This is clear from the commitment (in time and financial resources) of the forest agencies (see participants list and budget that shows several countries sponsoring their own participants).

The demand for and participation in each event is growing as evidenced through the number of participants increasing from 2010 to 2011 in both seminars. During the 2010 and 2011 MegaFlorestais meetings, leaders spontaneously mentioned those seminars and confirmed the importance of the topics we address in each event.

The synopsis of the meetings and presentations show that participants are exposed to new ideas that challenged their original conceptions, and broadened their knowledge of the global issues facing forested areas. This experience made participants realizes that though their countries may differ, the challenges they face are similar. The feedback forms from the events show a positive reception to the

workshops/seminars, the networking and analysis presented, and an appreciation for the informal character of the meetings.

During the 2011 Global Issues in Governance, a participant declared that "By stripping away our agency, our job titles, as individuals we're able to devote more than a half a powerpoint slide on the challenges and forestry problems our countries are facing. As agency reps we traditionally share a large national success story without the context of the challenges we overcame. I think that's the real benefit of a venue like this, of attending the Global Issues in Governance seminar. The honesty in sharing difficulties and not just best practices helps us all to deal with the pressing issues facing forest governance around the world."

A clear statement of the value of the emerging leadership engagement comes from a widely respected land tenure consultant in Africa: in a phone conversation he recently stated that "the Montana workshop did more to change the perspective of the FDA [Liberian Forest Development Authority] in the right direction than all the USAID land tenure funding over the past 3 years."

MONITORING DATA:

1. Global Issues in Governance (2010/2011)
        1.a Participants list 2010
        1.b Participants list 2011
        1.c Budget 2010
        1.d Budget 2011
        1.e Feedback forms
        1.f Facebook: Screenshot of the MegaFlorestais Group
        1.g Email exchanges after the last meeting
- **Interviews with participants and their agency leadership**
- **Quote highlighted in the "Data Analysis" section from a Global Issues in Governance 2011 participant.**

2. Montana Rethinking Regulations
        2.a Participants list 2010
        2.b Participants list 2011
        2.c Budget 2010 and 2011
        2.d Synopsis 2010
        2.e Key Findings 2011
        2.f PowerPoint Presentation by Andy White and Sally Collins
        2.g Feedback forms
- **Interviews with participants and their agency leadership**
- **Interview with Paul De Wit**

STRATEGIC OUTCOMES
Milestone for 2011
MONITORING DATA REPORT

SO 3 – RRI Effect on Bilateral Development Aid

<u>DATE:</u> 10/25/2011   <u>REPORTED BY:</u> Andy White

OUTCOME REFERENCE: SO3 - Key strategic actors at the global level are committed and engaged in promoting major reforms in existing tenure, regulatory and governance arrangements.

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

MONITORING HYPOTHESIS: RRI's ongoing close collaboration with key donors for the forestry sector has led to increased donor confidence in investing in tenure and governance reforms, subsequently leading many of them, particularly the UK's Department for International Development (Dfid) and the Norwegian Agency for Development Cooperation (Norad)/Norwegian Climate Forest Initiative (NCFI) to substantially increase their investments in promoting major tenure and governance reforms in the developing world.

BASELINE DATA: Prior to 2008, the Norwegian Agency for Development Cooperation (Norad) did not provide any funding to forest tenure and governance reforms. In 2008, after initial discussion with RRI, The Government of Norway launched the Climate and Forest Initiative in 2008 which focused on achieving cost-effective and verifiable reductions in greenhouse gas emissions from deforestation and forest degradation in developing countries (REDD). The discussions and direct dialogue with Norwegian bilateral agency NORAD began funding RRI's 5 year framework proposal which is specifically focused on tenure reform.

In 2008, the only funding focused on the rights and tenure agenda from the UK's Department for International Development (Dfid) was the £5 million committed to RRI through the five year Framework Proposal (from 2008-2012) focusing on harmonizing and strengthening international efforts for the creation of a favorable business climate for sustainable and pro-poor forestry, in particular, for the advancement of pro-poor forest policy, tenure and market reforms. The only other additional funds on these issues were £500,000 committed to World Resources Institute (WRI) to improve forest sector transparency in Cameroon, Gabon, Congo, Democratic Republic of the Congo and Central African Republic. The money was used to improve the collection and dissemination of accurate and up-to-date forest sector information. The explicit connection between tenure reform and governance was drawn only after formal engagement began with RRI.

RRI CONTRIBUTION: The annual meetings of the RRI Donor Support Group outlined in the RRI Framework Proposal (2008-2012) and regular interaction at global level activities (like RRI Dialogues on Governance and Climate Change in London, and the International Conference on Forests, Governance and Enterprise in Lombok, Indonesia) and collaborative work in their own countries (such as the May and June Blue Skies meetings) has enabled RRI donors to accelerate their cross-learning on the multiple

sector influences on forests and forestry, and helped them develop a more informed & increased commitment to tenure & rights analysis and fighting poverty through investing in forests.

Because of continued interaction with RRI, Dfid and Norad have been able to sharpen their own analysis and understanding of the challenges and opportunities they face, and have been given the tools and opportunities (through presentations and activities led by RRI in their country) to increase support within their institutions to broaden support for forest tenure and development goals. For several of the donors with which RRI continuously engages the increased donor commitment to both RRI and our sector has been more dramatic, this is specifically the case with Dfid and the Norad/Norwegian Climate Forest Initiative (NCFI).

For Norad NCFI, in 2008 they made major investments in the forest governance and forest tenure governance reform including work on standards, increasing Indigenous Peoples participation in global forums on REDD, REDD+ planning, and a dramatic increase in funding to RRI Partners since 2008. The RRI hosted conference in Oslo in October 2008 provided the basis of their strategy for investment in forest tenure and governance (See Reuters article highlighted in data section below). More recently, RRI helped design and chair a session on safeguards at the Oslo UN REDD exchange in June 2011. Since then Norway has invested substantially in FIP which includes tenure reforms as a major part of its program, has ramped up investment in Indonesia and made tenure reform their a key part of their strategy.

Continuous RRI engagement with the UK government, such as the February and October 2011 RRI Dialogues and RRI analysis on the connections between secure tenure, governance, climate change, and poverty alleviation aided the Governments confidence to launch the Forest Governance Markets and Climate Programme, a commitment to fund 60 million pounds over the next 4 years, which was approved in July 2011. This commitment is Dfid's first commitment to the wider issues of forest tenure and governance. (Information on the Programme can be found in the monitoring data below.) UK commitment to this Programme was represented by the speeches made by Parliamentary Under-Secretary of State for Department for International Development Minister Stephen O'Brien and UK Minister of State for Climate Change and Energy Gregory Barker at RRI's October London Dialogue, at which Minister Barker claimed that "securing fair land tenure must be the foundation of REDD," and that to play a useful role REDD should be re-designed to serve as "a trigger" for fuelling tenure reform.

DATA ANALYSIS: The data is presented below points to the catalytic and decisive role played by RRI in increasing donor confidence in investing in tenure and governance reforms, subsequently leading many of them, particularly the UK's Department for International Development (Dfid) and the Norwegian Agency for Development Cooperation (Norad)/Norwegian Climate Forest Initiative (NCFI) to substantially increase their investments in promoting major tenure and governance reforms in the developing world. RRI was not alone in making these achievements possible, but played a key role through continued interaction and guidance via the annual donor support group meetings (minutes and agendas in attachment #4), participation in various global RRI events (such as RRI Forests, Governance and Climate Change Dialogue Series, and International Conference on Forests Governance and Enterprise in Lombok Indonesia) and increased requests for RRI engagements with donors and donor agencies in their own countries to help them build their own knowledge and strengthen their constituencies with regard to continuing and increasing support for forest tenure and governance reforms in the developing world. Specific examples provided in the citations below include Norad

representative Leif John Fosse presenting on the Norwegian Forest and Climate in Indonesia, the number of RRI donors present and engaged in the "rethink and renew" process that RRI has engaged in throughout 2011 (as demonstrated by the Blue Skies events in London and Stockholm in May and June 2011, respectively), RRI being invited to chair a session on Safeguards at the 2011 UN REDD Exchange, taking stock of REDD related progress and activities in Oslo in June 2011, and the change in tone and commitment expressed by the UK government from February 2011 and October 2011 (as represented by the speeches made by Parliamentary Under-Secretary of State for Department for International Development Minister Stephen O'Brien and UK Minister of State for Climate Change and Energy Gregory Barker. The former speeches were demonstrably more reserved and unwilling to discuss issues of tenure and governance reforms in any real terms than the latter, in which Minister Barker claimed that "securing fair land tenure must be the foundation of REDD," and that to play a useful role REDD should be re-designed to serve as "a trigger" for fuelling tenure reform. These sentiments are bolstered by the UK Government (Dfid) commitment to fund 60 million pounds over the next 4 years, which was approved in July 2011. This commitment, the Forest Governance Markets and Climate Programme, is Dfid's first commitment to the wider issues of forest tenure and governance. Information on the Programme can be found in the monitoring data below.

This data points to crucial relationship between RRI and the donors with which we regularly engage. Since the beginning of the RRI framework proposal, continued engagement and regular shared learning has provided the demonstrated success of RRI programs needed by donors in order to build support in their own countries for funding initiatives promoting tenure reforms. Most donors with which RRI regularly engages (and specifically demonstrated in the data below for Dfid and Norad), and arguably the success of RRI programming since the beginning of the framework proposal in 2008 has led to an opportunity for learning and advancement of their own development agendas and a substantial increase in investments promoting tenure and governance reforms moving forward.

MONITORING DATA:
Attachments:
1. RRI Mid Term Evaluation showing evidence of RRI impact and strategic engagement with donors
2. Dfid Forest Governance Markets and Climate Programme (April 2011)
3. Dfid Forest Governance Markets and Climate Programme: Project Summary (August 2011)
4. RRI Donor Support Group Minutes & Agendas: 2006-2011
5. London Blue Skies Event co-hosted by Chatham House (May 2011)
    a. Agenda
    b. Participant list
    c. Meeting Summary
6. Stockholm Blue Skies (Sweden, June 2011)
    a. Presentation to Donors
    b. Concept Note & Agenda
7. Presentation made at UN REDD Exchange to Donors (Oslo, June 2011)
8. Email from John Hudson with excerpts from review of UK aid from March 2011. (March 2011)
9. Letter from Mr. Gregory Barker, UK Minister of State for Energy and Climate Change to Andy White

Web Links:
- Dfid Annual Report 2008:
  http://webarchive.nationalarchives.gov.uk/+/http://www.dfid.gov.uk/About-DFID/Finance-and-performance/Annual-report/Annual-Report-2008/

- o Specifically on climate change and environment (noting engagement with RRI):
  http://www.dfid.gov.uk/Documents/publications1/departmental-report/2008/Chapter9.pdf?epslanguage=en
- Dfid Priorities and Business Plan 2011 – 2015: http://www.dfid.gov.uk/Documents/DFID-business-plan.pdf
- Dfid Project details and committed funding: Forest Governance, Markets and Climate Programme 2011-2015: http://projects.dfid.gov.uk/project.aspx?Project=201724
- Dfid /UKaidBilateral Aid review: Technical Report (March 2011) quoting Dfid Priorities: http://www.dfid.gov.uk/Documents/MAR/FINAL_BAR%20TECHNICAL%20REPORT.pdf
  - o Page 7: **Give people the right to their land**. Millions of people around the world do not formally own the land on which they live and work. Many more lack basic rights over the buildings and tools they rely on to make a living. At best, this makes it difficult to plan and save for the future. At worst, it means the poorest are at risk of losing their land or property. The genocide in Rwanda left a legacy of land disputes as people returned to their villages and homes. We are helping to map boundaries through aerial photography so communities can agree land ownership amongst themselves. This will help give at least 6.4 million people the paper deeds to their land, half of whom will be women.
  - o Page 23: **Helping poor people fight and deal with climate change**. We will…
    - ▪ Help millions of poor people protect their lives and livelihoods from the impacts of climate change
    - ▪ Support poor countries to develop in ways that avoid or reduce harmful emissions of greenhouse gases
    - ▪ Help millions of poor people secure clean energy
    - ▪ Give more protection to the world's forests and the 1.2 billion people who depend on them
  - o Page 24:**Tackle deforestation**. We will reduce carbon emissions from loss of forests by supporting countries to manage their forests better and tackle illegal logging. We will help people who depend on forests for a living to secure rights to the land they live on, and rights over the things they need.
- Information on the International Conference on Rights, Forests and Climate Change (Oslo, October 2008) including agenda and list of participants: http://www.rightsandresources.org/events.php?id=80
  - o Outcomes and additional information: http://rightsandclimatechange.wordpress.com/
  - o Reuters "Oslo says forest plan to help indigenous peoples" Oct 15, 2008 http://uk.reuters.com/article/2008/10/15/us-climate-rights-idUKTRE49E6YK20081015
- Information on 9th RRI Dialogue on Forests, Governance and Climate Change (London, Feb 2011) including agenda, video coverage and event summary: http://www.rightsandresources.org/events.php?id=419
  - o Speech by UK Parliamentary Under-Secretary of State for Department for International Development Minister Stephen O'Brien: http://www.dfid.gov.uk/Media-Room/Speeches-and-articles/2011/Dialogue-on-Forests-Governance-and-Climate/
  - o Speech by UK Minister of State for Climate Change and Energy Gregory Barker: http://www.decc.gov.uk/en/content/cms/news/GB_RRISpeech/GB_RRISpeech.aspx
- Information on 11th RRI Dialogue on Forests, Governance and Climate Change: Status and Role of Public and Private Finance to Reduce Forest Loss and Degradation (London, Oct 2011) including agenda, video coverage and event summary: http://www.rightsandresources.org/events.php?id=457

- o Speech by UK Parliamentary Under-Secretary of State for Department for International Development Minister Stephen O'Brien: http://www.rightsandresources.org/documents/files/doc_2694.pdfhttp://www.rightsandresources.org/documents/files/doc_2694.pdf
  - o Speech by UK Minister of State for Climate Change and Energy Gregory Barker:
  - o http://www.rightsandresources.org/documents/files/doc_2694.pdfhttp://www.rightsandresources.org/documents/files/doc_2693.pdf
- Information on the International Conference on Forests, Governance and Enterprise: Experiences and Opportunities for Asia in a Changing Context (Indonesia, July 2011) including agenda, video coverage, event summary, Final Conference Declaration: http://www.rightsandresources.org/events.php?id=432
  - o Norad Presentation: Forest Land Tenure and Livelihoods in a Changing Climate Context Keynote Address by Leif John Fosse on The Government of Norway's Initiative on Climate and Forests: http://www.rightsandresources.org/publication_details.php?publicationID=2539
- Stockholm Blue Skies (Sweden, June 2011): http://www.rightsandresources.org/events.php?id=460
  - o Agenda & Summary: http://www.sifi.se/nyheter/global-trends-%E2%80%93-implications-on-the-development-and-use-of-natural-resources/
  - o Presentation (Attachment 6a).
- Information on the 2011 Oslo REDD exchange in which Andy and Arvind were invited to chair a panel on safeguards: http://www.osloreddexchange.org/
  - o Agenda: http://gyroconference.event123.no/oslo/reddexchange/programme2.cfm
  - o Final Summary: http://www.osloreddexchange.org/pop.cfm?FuseAction=Doc&pAction=View&pDocumentId=31337

STRATEGIC OUTCOMES
Milestone for 2011
MONITORING DATA REPORT
SO 3: UNFF Adopts Tenure and Community Forestry in Voluntary Agreements

SO 3: UNFF (United National Forum on Forests) places tenure and commitment to community-based forestry as pre-conditions for sustainability firmly in their UNFF 9 Voluntary agreement and prioritizes tenure in activities for International Year of the Forest 2011. RRI provided UN Forum on Forests leadership with the language and evidence.

DATE: September 26, 2011   REPORTED BY: Augusta Molnar

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

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

MONITORING HYPOTHESIS: By mobilizing the documented evidence and learning on the positive impacts of community forestry, --teaming up with forest Community leaders from Mesoamerica in a UN Forum on Forests (UNFF) side event, and utilizing the space during a high level moment of internal deliberation, RRI has been able to incorporate the tenure and community rights recommendations from the RRI 2010 report "Pushback" into the positions of key forested countries and countries funding forests and climate change, empowering the UNFF secretariat to raise the profile of forest tenure as an enabling condition for forest governance and REDD and climate change adaptation including in the International Year of the Forests 2011 agenda.

BASELINE DATA: The UNFF is a multilateral forum which was created in October 2000 in response to the agreements made in the 1992 Rio de Janeiro Earth Summit declaration regarding the Forest Principles, Chapter 11 of Agenda 21 and includes all UN members and multilateral organizations committed to the principles. The UNFF Secretariat has been keen to craft a voluntary agreement with its members that is strongly in favor of community forestry and community forest tenure and rights, but has not been able to garner support from the collaborative forest partnership members who fund forests in the tropical countries, nor from key forested developing countries to endorse community forestry as a viable economic vehicle at scale. Most countries have not committed adequately to reforms to create enabling conditions, including secure tenure. This has made it hard for committed donor countries (USA, Nordic countries, United Kingdom) to push for stronger commitments to tenure reform and community forestry in the voluntary agreements and work plans.

RRI CONTRIBUTION: RRI was asked by the Secretariat, because of its strong reputation and expertise in this area, to prepare a position paper for the UNFF on community forest management. This was one of several position papers commissioned to empower the UNFF to shape country positions in the International Year of the Forests 2011 and garner support and commitments from the donor community in the forest sector. For a voluntarily submitted position paper called "Community based Forest Management: The Extent and Potential Scope of Community and Smallholder Forest Management and Enterprises", RRI summarized the findings of cumulative strategic analysis by the coalition on forest

enterprises. (http://www.rightsandresources.org/publication_details.php?publicationID=2065)

One of RRI's global partners, International Forestry Resources and Institutions (IFRI), was asked to prepare a companion position paper on forests and poverty reduction to complement and substantiate the pro-community forestry position with strong evidence. The RRI paper incorporated the findings of the annual report Pushback, on the increasing activism and visibility of indigenous peoples and forest communities in the forest and climate change debates (http://www.rightsandresources.org/publication_details.php?publicationID=2072) and related findings from the community forestry study prepared by RRI and the Mexican Council for Sustainable Silviculture (CCMSS) for the UNFCCC COP16 in Cancun, Mexico in 2010. (http://www.rightsandresources.org/publication_details.php?publicationID=2018)

At the UNFF meeting, RRI collaborated with the emerging indigenous network, the 'Mesoamerican Alliance of People and Forests, an alliance of Mexican and Central American forest communities who collectively own, administer, protect and/or manage nearly 50 million hectares of forests, each under a collective and socially derived forest management model. The combined impact of the background papers and the community and RRG panel supported the Secretariat to elicit new commitments from the UNFF members on community forest rights and tenure as well as empowering the US delegation in the negotiation of language that reflect these commitments. An RRI board member, Ghan Shyam Pandey, participated as well in the UNFF discussions representing the Global Alliance of Forest Communities, and Tebtebba, a Philippines-based global indigenous organization, also an RRI partner-recommended the UN focal person for UNDRIP to serve as a commentator on the panel. This has also now connected UN's UNDRIP office with the UNFF Secretariat for the first time, effectively linking international commitments to forest tenure and community forest management of Indigenous Peoples.

DATA ANALYSIS: RRI utilized its high level contacts and coalition legitimacy to help open and use this political space in UNFF judiciously, drawing upon the work of RRG and partners, and creating the opportunity for Indigenous and community organizations in Mesoamerica to simultaneously launch their initiative publically at the global level, while offering a solid position and critical language on community based forestry to UNFF. The voluntarily produced paper was able to draw on a range of RRI products:
- a 2007 global analysis of the economics of community forestry for the ITTO and the global conference in Brazil to discuss it,
- the 2010 analyses of large land acquisitions in forest countries,
- the 2010 analysis of Mesoamerican community contribution to carbon sequestration,
- the 2010 Annual report, and the 2010-11 analysis of the role of restoration and reforestation in combating climate change.

The RRI panel balanced this serious body of analysis with the visible and vibrant power of example presented by the alliance of Mesoamerican forest communities. The Mesoamerican Alliance of People and Forests is an initiative still in the process of political formation and being carefully consolidated, and its participation in UNFF was extremely important to globally showcase the potential of forest communities to combat climate change in fragile forest landscapes such as Central America. The organization of the panel drew on relationships with Central American partners (ACICAFOC and PRISMA) and collaborators in the sub-region (ACOFOP, IUCN, Utz Che, Nitlapan). The Alliance was able to forge new contacts as well with GACF in this forum.

MONITORING DATA:

Reports and Publications, including the background paper presented at the UNFF (see above)

Community based Forest Management: The Extent and Potential Scope of Community and Smallholder Forest Management and Enterprises.
http://www.rightsandresources.org/publication_details.php?publicationID=2065
http://daccess-ods.un.org/TMP/5370019.html

Mesoamerican Alliance presentation at the event
www.rightsandresources.org/documents/files/doc_2054.pdf
www.rightsandresources.org/espanol/blog.php?id=292

Conversation with USAID/US Department of State staff on the importance of the panel to enable them to encourage countries to strengthen the voluntary partnership agreement.
http://www.iisd.ca/forestry/unff/unff7/apr23.html

Chairmanship of the panel by UNFF Secretariat Executive Director; Commentator from UN UNDRIP
http://www.rightsandresources.org/events.php?id=424

Voluntary agreement with strong language in support of forest tenure and rights and community forestry. Item 5(a) of the Provisional Agenda: Community-Based Forest Management • E/CN.18/2011/4

Item 5(b) and 5(c) of the provisional Agenda: Forests for people: Cultural and social values of forests and social development • E/CN.18/2011/5

Report of the Secretary-General: Conclusions and Recommendations in addressing key challenges of Forests for People, Livelihoods and Poverty Eradication • E/CN.18/2011/6

Report of the Secretary General: Enhanced cooperation and policy and programme coordination, including the provision of further guidance to the Collaborative Partnership on Forests • E/CN.18/2011/10: "Enhanced cooperation and policy and programme coordination Report of the Secretary General"--- N1063784.pdf

In July 2010, a multi-stakeholder workshop organized to support the United Nations Forum on Forests process, entitled "Applying sustainable forest management to poverty reduction: strengthening the multi-stakeholder approach within the United Nations Forum on Forests" was held in Accra. The workshop was aimed at enhancing the meaningful participation of major groups at the policymaking level and identifying strengths and weaknesses in the multi-stakeholder dialogue process associated with the Forum and creating specific recommendations for increasing its effectiveness. It recognized efforts by Member States and stakeholders to advance sustainable forest management through the Forum and to develop key recommendations linked to tenure rights, access and benefit-sharing, traditional forest-related knowledge, community- based forest enterprises, and leadership for sustainable forest management among women, indigenous peoples and other marginalized groups.

In September 2010, an expert workshop on "Forest governance and REDD in Latin America: emerging issues", held in Oaxaca, Mexico, sought to identify trends and facilitate the sharing of experiences and lessons learned on sustainable forest management, forest governance and decentralization in the light of REDD-plus; to identify opportunities and threats to livelihoods and poor people; and to contribute

directly to the ninth session of the Forum. Key recommendations to the Forum included supporting the strengthening of the inclusion of local people, including indigenous peoples and women, in decision-making, benefit-sharing, and preservation of their cultural and social values through sustainable forest management and REDD-plus; and promoting synergies between climate change adaptation and mitigation in forests through sustainable forest management.

The United Nations Forum on Forests has benefited from these, as well as previous, initiatives hosted by countries and international organizations and major groups in support of its work. In the light of the experiences and lessons learned from initiatives led by countries, organizations and regions, and in order to help with even more targeted input to the work of the Forum, the Bureau of the ninth session of the Forum has developed draft guidelines for such initiatives for consideration by the Forum. These guidelines, which are annexed to the present report, are drawn from previous decisions and resolutions of the Economic and Social Council, the United Nations Forum on Forests and the Intergovernmental Forum on Forests.

Participation of Mesoamerican Alliance communities in the GACF event in Indonesia, 2011 and September G3 event in Sweden, 2011. GACF Declaration, Lombok   Thursday, July 14th, 2011 : GACF, with successful accomplishment of its third regional workshop on ” Strengthening Community forestry Federation/Network”

Three Rights Holders (G3) Planning Meeting: Tuesday, September 27th, 2011 First planning meeting of Three Rights Holders Group – G3 (GACF, IFFA, lAIPTF)

Speech by UNFF at the Indonesia International Tenure Conference, Lombok, July 2011
http://www.rightsandresources.org/documents/index.php?pubID=2540
"In the recently concluded 9th session, the United Nations Forum on Forests (UNFF) called on governments to strengthen enabling environments to promote local entrepreneurship, community–company partnerships and small and medium-sized forest-based enterprises in sustainable forest management. Forest-dependent communities have developed forest-related knowledge that in many ways is complementary to modern scientific knowledge. These communities live in and around forests and interact with forests on a daily basis. They, more than anyone else, are stewards of the forest. In many cases, however, securing tenure rights is not sufficient because forest communities are restricted in their access to markets. Policies need to take into account the aspirations of all, including the most isolated. They should provide an enabling environment for communities to set up enterprises that they both manage and benefit from. This could include institutional reforms and/or the strengthening of existing ones; capacity development through research, technology and extension approaches; and international and regional cooperation.”

I would like to refer to the Ministerial Declaration made at UNFF9, where ministers responsible for forests committed to a number of actions, including:
- Improving the livelihoods of people and communities by creating the conditions needed for them to sustainably manage forests, including by promoting secure land tenure, participatory decision-making and benefit-sharing.
- Developing and implementing cross-sectoral and multi-institutional policies, mechanisms and actions at all levels, which integrate sustainable forest management into development plans and programs."

STRATEGIC OUTCOMES
Milestone for 2011
MONITORING DATA REPORT
SO 4: Crafting & Passing the Community Rights Law in Liberia

SO 4: RRI influenced the crafting of the Community Rights Law & its passing and continued with follow up work to ensure that implementation of the Law and drafting of its regulations preserves the spirit of the law, and allows the flexibility for communities and informal harvesters (pitsawyers) to develop their management and enterprise models.

DATE: September 26, 2011   REPORTED BY: Augusta Molnar

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

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

MONITORING HYPOTHESIS: RRI support to local collaborators was key to ensure that a Community Rights Law (CRL) was drafted and passed in Liberia. Despite the opportunity for a new Community Rights Law (CRL) to recognize the customary rights of forest communities in statutory law, the version Congress approved was not optimal to underpin community forest tenure and rights nor to give needed flexibility and authority for forest communities to shape their forest management and utilization. Subsequent strategic engagement by the RRI coalition members in Liberia has led to positive developments in CRL regulations, the pitsawing regulations, and policies adopted and in implementation by the Land Commission which oversees land, forest, water, and sub-soil decision-making and on-going reforms under the President's office. While engagement continues to be needed, there have been clear advances in acceptance of the fundamental rights embodied in the CRL, changes in policies in the Forest Development Agency (FDA), and stronger support from Land Commission to ensure forest tenure and rights of communities.

BASELINE DATA: Liberia is reconstructing its country after a long civil war that ended in 2003 with the overthrow of Charles Taylor and his crony government funded almost exclusively by illegal activities including the public grabbing of customary land and resources to extract timber and minerals. Post conflict measures included the drafting of new legislation, including a 2006 Forest Law establishing more balanced rights and responsibilities. Because land and forest tenure was so contentious at the end of conflict, the customary rights of communities over forests was mentioned in the law but not defined, with a promise to draft a companion law, the Community Rights Law (CRL) by 2008. At the start of the RRI 2008-2012 framework period, there was strong momentum for the CRL but the fledging government still centered its hopes of fiscal balance on reinstating industrial concession based logging, mining, and commercial agriculture, with limited interest in community forestry or restitution of the customary rights. The Sustainable Development Institute (SDI) and Green Advocates (GA), two key RRI collaborators, engaged a broad sector of civil society in a comprehensive dialogue on the CRL. The dialogue was built around the findings of a SDI and FERN-sponsored study by Liz Wily and national researchers on the persistence of customary forest land rights. They also lobbied the

government authorities and legislators to counter concession and conventional conservation interests.

GA was engaged in the process of drafting the law, but due to controversy with FDA and some senior legislators, the version developed with civil society was overturned by a revised draft submitted by the President's office (and signed in October 2009). Collaborators debated whether to advocate for a new version of the law or work with the ratified version. Alarmingly to communities, conventional conservation interests- particularly international-saw Liberian reform as a space to promote expanded protected areas, without prior recognition or restitution of customary forest tenure and rights. Since then, a long awaited institution, the Land Commission was finally made active in the President's office and became a positive force to promote the CRL in the broader context of land reform. And FDA initiated a more inclusive process to draft the CRL regulations as well as to draft regulations to legalize pitsawing, an artesanal system of small-scale manual logging in community forests which has provided wood for reconstruction and employment to many displaced excombatants after the logging concessions were cancelled post-war. GA and SDI have been empowering communities to manage their forests, through mandated community forest committees (CFDCs), and training pitsawyer unions to more sustainably harvest and process wood as key to developing viable forest management and enterprise models within the context of the CRL.

By the end of 2010, the FDA had commissioned an independent study and consultation regarding the pitsawing regulations, the Land Commission had begun to review forest sector policies in relation to its overall mandate, USAID was implementing a pilot in Nimba county to test models for community forest management through the mandated forest committees (CFDCs), and the World Bank was evaluating its compliance with its policies in response to an Inspection Panel complaint filed by SDI and Global Witness on behalf of forest communities in timber concession areas in Buchanan and River Cess counties.

RRI CONTRIBUTION: RRI supported this process of legislative and regulatory reform in multiple ways from many areas of the coalition work. It supported the advocacy and analytical work by SDI, Foundation for Community Initiatives (FCI) and GA in 2011, with complementary global program interventions organized by RRG, which effectively positioned the coalition in Liberia for engagement with legislators, FDA, and the Land Commission and contributed to a positive change in World Bank interventions in country. GA continued to work with the legislators in upper and lower houses through a Legislators Community Rights Network as well as following redrafting of the pitsawing regulations, accompanying SDI, FDA, Land Commission and pitsawing union representatives to Montana on a study tour of Best Management Practices in the USA.
RRG contracted a review of the draft regulations to two forest experts, one of whom subsequently became a consultant to the World Bank FIP team--reshaping that team's thinking to endorse the spirit of the CRL in the draft regulations and to consider total redrafting of the pitsawing regulations. SDI and FCI engaged in a number of consultations around land commission activities and the drafting of regulations for the CRL, bringing gender issues to the table as well as initial learning from their own piloting of capacity building of CFDCs. FCI began to empower women's groups on the implications of the CRL and to engage them in thinking about their future role in forest management and forest-based enterprises. GA continued to work with CFDCs in the area of logging concessions, advancing their community mapping capacity and helping them to renegotiate social agreements.

RRG contracted Paul de Wit, a land tenure consultant with experience in Liberia post-conflict, to assess RRI strategies in regard to the land and forest reforms, and opportunities to work more closely with the Land Commission. On the basis of the report, the Liberia coalition plans to prioritize work with the Commission and engagement with the country's REDD strategy in 2012, seeing this combination as the best avenue to consolidate a model of community-led forest management and support development of community-based forest enterprises.

In a regional planning meeting in September 2011, GA brought 40 community representatives from 4 counties to Monrovia to engage Land Commission, the Environmental Protection Agency, and the agriculture, land and forest agencies, and inter-ministerial commission on concessions in regard to non-compliance of Sime Darby oil palm concessions in two counties. This led the Land Commission and the EPA to launch a full investigation of the non-compliance and alert other agencies of the seriousness of the CRL. It also opened dialogue for a stronger participation of the RRI coalition in work of the Land Commission. The Land Commission has publicly endorsed the importance of community-led forestry models for sustainable development, equitable economic growth, and combating climate change while benefitting from REDD and other forest-based mitigation mechanisms.

DATA ANALYSIS: Complementary action by RRI country coalition members and RRG Global Program efforts has enabled a shift in policies of both FDA and Land Commission, building on earlier advocacy but substantiating a number of the underlying assumptions presented in the advocacy of the RRI coalition members --regarding pitsawing potential and the nature of best practice regulation, regarding the centrality of CRL and community forest rights as a pre-condition for private or public investment in forests, and regarding the centrality of the CRL and community forest rights for any viable national REDD strategy. The wave of foreign investment in subsoil extraction and commercial agriculture creates a growing new threat, but the ground work has been laid to keep pressure on the FDA regarding the CRL and to link advocacy to these new threats and to the government agencies with authority for action in relation to them.

MONITORING DATA: Links to a number of reports and new releases are included below:

On the Threats:
RRI Liberia Strategy 2009: Land Reform, Community Rights & Forest Tenure
http://www.foresttransparency.info/liberia/2010/

Silas Siakor: SDI articles:
http://www.liberiaseabreeze.com/silas-siakor511.htm
http://www.rightsandresources.org/publication_details.php?publicationID=2678

Liberia reports and News Releases
http://www.rightsandresources.org/regions/country.php?country=Liberia
http://web.worldbank.org/WBSITE/EXTERNAL/COUNTRIES/AFRICAEXT/LIBERIAEXTN/0,,menuPK:356200~pagePK:141159~piPK:141110~theSitePK:356194,00.html

Article on Global Witness website that despite Inspection Panel not accepting the complaint, WBG has pledged to engage in improving the forest sector and community rights, in particular in its engagement through the FIP.

RRI Liberia Strategy 2009

Land Reform, Community Rights & Forest Tenure

Policy outcomes

- A Community Rights Law with Respect to forest Land enacted by the Liberian legislature and sign into law by the president of Liberia

- Participatory Community Forest Management (PCFM) promoted with the state as a regulator and provider of extension services

- A Land Commission is fully established and comprehensive land tenure reform legislation is enacted.

- Land and tree tenure reforms in Liberia are enacted to facilitate Participatory Community Forest Management (PCFM) and improved rural democracy

- Forest ownership is also explicitly defined to serve as a foundation of security for the development of alternative rural forest enterprises including pit-sawing/chain-sawing

- Parliamentarians and elected/appointed local government officials engaged in advocacy community forest ownership rights

- Liberian local civil society platform capacity is strengthened and enhanced to increase the participation, quality and support of local civil society and community based organizations in the campaign to reform forest and land tenure in Liberia

Challenges and problems

There are several challenges:

- **Inconsistencies and conflict** between statutory law and customary laws
- **Lack of education and awareness among policy makers on issues of forest tenure reform and alternative forest tenure enterprises**
- A strong support among policy makers and donors for large scale forest concessions
- A strong bias among policy makers in favor of statutory rights over customary rights
- Diminished capacity with in the government to address the issues of forest tenure reform.
- Overlapping and confused legislative mandates among administrative agencies in

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addressing forest tenure.

- Diminished capacity with in the judiciary to adjudicate and resolve forest tenure conflicts.
- Lack of capacity to conduct community mapping of forest land and resources
- Low level priority given by some civil society organizations in campaigning for forest tenure reform

OBJECTIVES

- **Strengthen and Promote** the institution of effective community land and forest tenure rights in the policy reforms process
- **Provide support** to the **comprehensive harmonization** between statutory and customary laws
- **Promote and Encourage** the democratization of forest management in a manner that decentralizes and devolves control and authority over forest management to local communities.
- **Support interventions** that contribute to increased poverty reduction of rural communities through small-scale forest enterprises

STRATEGIC ACTIONS

I. Ensure the signature and implementation of the Act Establishing Community Rights with Respect to Forest land

The campaign will focus on the following actions and activities:

Work with the leadership of the legislature

➢ to ensure that the enacted law is presented to the president for her signature
➢ convene at least 45 community meetings so that some law makers will discuss the benefit of the CRL with their constituency (Rural out reach and mobilization)
➢ If the president vetoes the CRL ensure that two-third of law makers are rallied to overcome the veto

Work with the office of the president/relevant Govt Agencies
➢ to ensure that the president sign on to the law,
➢ in that process meet with key ministers and advisors to obtain their support for the law

Ensure national ownership of the law by:(joint advocacy and lobbying at local level)

- ➢ Rallying public support behind the law
- ➢ Prepare talking points and background materials on the CRL
- ➢ Printing and disseminating several copies of the CRL
- ➢ Launching a massive media campaign to create awareness of the law (meet with publishers/editors)
- ➢ Working with other thematic civil society organizations to rally support behind the CRL
- ➢ Working with political and opinion leaders
- ➢ Immediately launch outreach to local forest communities to rally their support behind the law
- ➢ Host a national conference on the future of Liberia's natural resources and Community Rights (January 09)

II. Conduct Liberia Phase II: A three year Community Mapping Country-Wide
Capital investment
Mapping Activities
Capacity Building
Publication, Dialogue and Negotiation

III. Recognition and legalization of pit sawing as an alternative forest tenure enterprise
Undertake a comprehensive study on the production, marketing and impacts (social, livelihoods and environmental) of pit-sawing activities in Liberia so as to facilitate the formulation of comprehensive and realistic policies towards sustainable pit-sawing to promote small-scale forest enterprises' contribution to poverty alleviation.

Establishment of a multistakeholder platform to provide an open and transparent means of communication and dialogue on pit-sawing issues and also as a precursor for early action / implementation of the above study results.

An analysis of the organizational capacity of the Pit-sawyers the provision of support to them to become a legal entity or entities that are self-regulatory and capable of negotiating with other bodies (e.g. the TSC/FMC Holders, the FDA and other law enforcement agencies) as well as be able to forestall possible proliferation of their numbers to the detriment of the environment."

A situation analysis of communities and FDA capacity to monitor and enforce pit-sawing regulations and the facilitation of the provision of support to improve such capacities.

IV. Forest Democracy Initiative, community empowerment, and coalition building
Building and strengthening the involvement of multi stakeholder in forest tenure reform.

OPPORTUNITIES FOR RRI

- All National policy on land, forest and natural resources policy reform in progress are opportunities.
- They include but are not limited to a comprehensive community rights law

- A Comprehensive land reform law
- A new mineral policy
- The National energy policy
- A comprehensive energy law
- A comprehensive Agriculture policy and legislation
- Additional RRI opportunities will include:
- Support to ensure the implementation of The Community rights law. This could begin with a strategic assessment of the community Rights law focusing on its mandates and what will be required to implement the law.
- Support to Communities to establish ownership over the lands they live on through community mapping and the forests on that land, even without a formal deed or title to the land.
- Support to Strengthen the capacity of the government to honor its duty to protect a community's right to its forests, lands, and its customs.
- Support to build the capacity of Communities to have the right to approve of all decisions, contracts, or concessions that affect their forest lands.
- Support to Communities have the right to create their own forest management bodies or committees to manage their forest lands.
- Support to Build and strengthen the capacity of community forest management bodies to ensure that it is representative and shall include elders, women, young people, and the disabled.
- Support to Build and strengthen the capacity of Communities to have the duty to manage their forest lands in a sustainable way and the right to create protected areas and parks.
- Strengthen local civil society engagement in the REDD and FLEGT/VPA process in Liberia

2009 WORK PLAN		
Activity Descriptions	*RRI Partners & Collaborators*	*Budget*
Ensure the signature and implementation of the Act Establishing Community Rights with Respect to Forest land	Green Advocates & SDI	$120,000
Conduct Liberia Phase II: A three year Community Mapping Country-Wide project	Green Advocates, FPP & SDI	$164,050
An analysis of the organizational capacity of the Pit-sawyers and the provision of support to them to become a legal entity or entities that are self-regulatory and capable of negotiating with other bodies (e.g. the TSC/FMC Holders, the FDA and other law enforcement agencies) as well as be able to forestall possible proliferation of their numbers to the detriment of the environment	**Green Advocates**	$60,000
Pit-sawing study (2009)	**IUCN**	$ 40,000
Establishment of multi-stakeholder platform on pit-sawing (2009)	**IUCN**	$ 30,000
Forest Democracy Initiative, community empowerment, and coalition building Advocacy and lobbying CSOs, NGOs and CBOs coordination and networking Support to community-level organizational development	Green Advocates & SDI	$200,000
Advocacy & lobbying with legislators & government leaders	**Green Advocates**	$ 35,00
TOTAL BUDGET	**USD**	**$579,050**

STRATEGIC OUTCOMES
Milestone for 2011
MONITORING DATA REPORT
SO 4: Major Legislative Changes in Bolivia

SO 4: National RRI team in Bolivia has had success in shaping two major legislative changes and influencing the regulatory framework of the new Law of Mother Earth. Two legislative changes relate to the Forest Law adaptation to the new Constitution and the autonomous declaration laws.

DATE: 30 Sept 2011   REPORTED BY: Omaira Bolaños, Iliana Monterroso

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

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

MONITORING HYPOTHESIS: By concentrating on specific portions of proposed legislative reforms and facilitating an alliance between lowland indigenous and peasant organizations, the RRI Bolivia country team is able to influence the contents of the Mother Earth and Autonomous Decentralization Laws, and their reflection in the Forest legislation.

BASELINE DATA: Under the two presidential terms of Evo Morales' government, Bolivia has begun major socio-political transformations, including the approval of a new Constitution (2009) and changes in the national policy and regulatory frameworks. The RRI Bolivia team's strategy was to seize the opportunity provided by this new political context to influence the process of adjusting existing laws and regulatory frameworks related to forest and natural resources as they were changed to fit the new constitution. Initially the RRI Bolivia team oriented the strategy towards influencing the content and definitions of the Forestry Law and other policies related to the management of natural resources to include the perspective of the lowland indigenous and Amazonian peasant groups who have benefited from recent tenure reforms.

One of the major difficulties in accomplishing this objective is the lack of knowledge and understanding by the Morales government of the lowland indigenous and Amazonian peasant situation and demands. The dominant economic and political forces in the lowlands are extremely powerful and fiercely anti-Morales, and overshadow these indigenous and peasant groups, who are in the minority, both in the lowlands and nationally. Despite the fact that these lowland groups have been the natural social base for the Morales administrations, it is 'highland' or 'altiplano' politics that tend to dominate the political and legislative agenda, where highland indigenous groups and the tenure landscape are entirely different. The well understood, long term struggles of the Andean Quechua and Aymara around mining, agriculture, water and small-scale land holdings contrast sharply with the Morales administration´s confusion and often suspicion around the land claims, management reforms and legislative demands underway in the lowland Amazonian forest (large scale territories of origin held by distinct lowland indigenous communities- Guarayos, Chiquitanos, Guaraní, Ayoreos, etc.). This is a trend mirrored in many of the Andean-Amazon countries, but of special importance in Bolivia, being a uniquely indigenous and pro- indigenous government.

Another difficulty has been the internal political dynamic in the country. Abrupt, unpredictable changes to the governmental agenda and legislative priorities have greatly affected the advocacy work leading up to national decision-making. In particular, for lowland peasants and indigenous organizations, a major challenge has been figuring out how to craft coherent policy proposals that will be understood, developing new advocacy strategies, and gaining national visibility in order to position their vision of rural development from the context of the tropical lowland forests. To do so, indigenous organizations have prioritized two policy initiatives in their political agenda: The Autonomy and Decentralization Law and the Mother Earth Law.

The Autonomy and Decentralization Law became the political core around which the lowland indigenous organizations have mobilized in recent years. After having won the tenure rights to nearly 12 million hectares over the last 15 years, they interpreted this set of laws as the key legislative mechanism to consolidate historical claims for self-determination. After the new 2009 Constitution was approved, lowland indigenous organizations (CIDOB[1] and their regional affiliates) focused their work on the proposal of the Autonomy and Decentralization Law, with technical and political support from RRI Collaborator CEJIS[2]. Since the discussion and drafting process for legal proposals did not include the entrenched elitist political interests from Santa Cruz and the eastern part of the country, as had been expected, the proposals were discussed only between CIDOB and the government, and progress was more easily made. However, the final version of the law did not contain all aspects proposed by the indigenous organizations.

The Mother Earth Law was conceived as a higher level law with a more integral view of nature and its resources. The importance of the law, for lowland indigenous and peasant organizations, was that it integrated their own indigenous perspectives (cosmovision) of nature into the principles of the law. A preliminary version of this law was approved on December 8th, 2010, in order to be presented at the UNFCCC COP16 as proof of the Bolivian governments' legal commitment to the overall conservation of nature. The law reflects the conclusions reached by the World People's Conference on Climate Change and the Rights of Mother Earth, held in Cochabamba, Bolivia in April 2010. The revision of the proposed Mother Earth law motivated a realignment of the major national indigenous, peasants and afro-Bolivian organizations through the "Pacto de Unidad[3]" made up of five organizations (CIDOB, CSUTB[4], Bartolinas Sisa[5], CSCIB[6], and CONAMAQ[7]. The "Pacto de Unidad" generated a unified proposal to discuss with the government.

RRI CONTRIBUTION: The circumstances mentioned above meant that for the lowland indigenous and peasant groups and the RRI Bolivia team the agenda had shifted. The Autonomy and Decentralization law became the center of the legislative governmental agenda in 2010, because it determined the

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[1] Confederación de Pueblos Indígenas de Bolivia (Confederation of Indigenous Peoples of Bolivia).

[2] Centro de Estudios Jurídicos e Investigación Social (Center for Legal Studies and Social Research)

[3] Pact of Unity

[4] La Confederación Sindical Única de Trabajadores Campesinos (The Single Confederation of Campesino Union Workers)

[5] La Confederación Nacional de Mujeres Campesinas Indígenas Originarias de Bolivia (The National Confederation of Indigenous and Campesino Women of Bolivian Origin)

[6] Confederación Sindical de Comunidades Interculturales de Bolivia (The Confederation of Unions of Intercultural Communities of Bolivia)

[7] Consejo Nacional de Ayllus y Markas del Qollasuyu (The National Council of Allyus and Markas of Qollasuyu)

representational rights and responsibilities of the administrative units at different levels of government (national, departmental, municipal and indigenous territories). However, this law was highly contested by lowland indigenous and peasant organizations due to:

> a) lack of clarity in the definition of tenure and decision-making rights holders among lowland indigenous and peasants groups;
>
> b) excessive bureaucratic and procedural requirements to activate autonomous governance before the state;
>
> c) referendum mechanisms which were unfavorable for enforcing autonomous statues approved at the territorial level;
>
> d) lack of clear mechanisms to define the limits of indigenous territories, at the municipal and departmental levels of government;
>
> e) disagreement on the definition of responsibilities at the territorial level;
>
> f) distribution and transfer of national funds through municipalities without including indigenous autonomous territories; and
>
> g) population requirements for activating autonomous governance which blocked the inclusion of the majority of lowland indigenous territories.

As part of the RRI strategy, CEJIS, a key collaborator, contributed by creating special spaces convening the parties in dispute. Meetings for negotiation were set up between indigenous representatives from CIDOB or its regional affiliates and government representatives over the terms of the Autonomy and Decentralization Law. Simultaneously, these spaces were used to improve organizational and negotiation capacity of the indigenous organizations above, specifically to: establish closer alliance and better coordination between the central CIDOB office and their regional affiliates; create an indigenous technical committee to participate in the negotiations with the government on the Autonomy Law and future negotiations of the Forest law; and establish a space for indigenous organizations to participate directly in the decision-making circles at the governmental level.

Although the Forestry Law was not in the government's legislative calendar in 2010, some measures were designed and proposed on forest and natural resources issues in the context of negotiations of the Autonomy and Decentralization Law: a) defining the ABT (Asociación de Base Territorial[8]) as audit agents designated to review the forest concessions compliance with the Forestry Law, b) consultation with CIDOB and allies (CIPCA[9], CEJIS, indigenous organizations) of all technical forest norms that affect TCOs[10]; c) analysis, consensus and socialization of the proposal of the Emergency Forest Law (Ley de Emergencia Forestal) among ABTs, CEJIS and other local organizations. The proposed Forest law will be discussed by government during 2011-12.

CEJIS supported and advised the elaboration of the Mother Earth Law giving technical input into the development of the Great Assembly of CIDOB, which is the main governance structure of this organization. In this process, the Great Assembly defined the political priorities of the indigenous peoples', which included elaborating a proposal for the Mother Earth Law. Later, the proposed law was integrated in the political agenda of the ´Pacto de Unidad´ and the final version was negotiated with the government, which was passed in 2010.

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[8] Territory-Based Association

[9] Centro de Investigación y Promoción del Campesinado

[10] Tierras Comunales de Orígen (Communal Lands of Origin – the designated legal term for indigenous ancestral lands in Bolivia)

CEJIS and RRI Collaborator IPHAE[11] provided support to CIRABO[12] and CIPOAP[13] indigenous and peasants' organizations in the discussion and elaboration of the proposal of the Integral Amazonian Development Law. The law establishes collective and exclusive rights over natural resources and defines procedures for participation and consultation. It also proposes to regulate, plan and define regional development strategies. The proposal was also integrated in the political agenda of the ´Pacto de Unidad´ to be negotiated at the national level with the government during 2011 and 2012.

DATA ANALYSIS: In 2010, the government changed its priorities and thus the order of policy reforms, ultimately choosing to focus on the elaboration and approval of "structural laws" consisting of a set of five including the Law of Autonomy and Decentralization. Originally, RRI's country strategy was based on the assumption that the Forestry Law would be taken as a priority, but the governmental agenda changed continuously. The RRI Bolivia team has proven capable of adapting to a swiftly changing political environment, reorganizing their actions and changing their coordination strategies to become more effective in their own collective advocacy. As a result, the team decided to focus on specific issues of the Autonomy and Decentralization Law and the Mother Earth Law; and were successful in introducing important texts and clauses in both, which were passed in 2010. Additionally, the country team is currently involved in the discussions around the proposal of the Integral Amazonian Development Law, and the proposal for the Forest Emergency Law.

The country team supported the creation of a platform for dialogue and shared legislative design between indigenous and peasant organizations from the lowlands to be able to influence public policy in national decision-making governmental spheres. This facilitated regional alliances that improved their capacity for strategic negotiation at the national level.

MONITORING DATA:

1. Bolivia Planning Meetings Notes and Latin American Workplans, 2008-2011
   a. 2010: Planning Notes, Workplan
   b. 2011: Planning Notes, Workplan
2. Independent Monitoring and Evaluation Report 2010 (see Bolivia section, p. 57-67)
3. Country team project reports 2010 and 2011:
      i. **CEJIS** "Elaboration of proposal for legislative and regulatory reforms." Interim Reports (March– June 2011)
      ii. Matrix of Project Results RRI-CEJIS (2010)
      iii. Final Narrative Report RRI-CEJIS (2010)
      iv. **CEDLA (2009) "**Articulando esfuerzos institucionales para la incidencia en la Política Forestal de Bolivia" (Narrative Report)
      v. **IPHAE** "PLURALISMO LEGAL: Auto-regulación, derechos de acceso al bosque y sus recursos, en Comunidades Rurales de la cuenca Amazónica de Bolivia." (Narrative Report, 2010)
4. Resolución de la XV Gran Asamblea Nacional de Pueblos Indígenas de Bolivia GANPI Noviembre, 2010
5. Acta del Encuentro Nacional del Pacto de Unidad. Cochabamba. July, 2011 (*Part 1, Part 2, Part 3)*

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[11] Instituto para el Hombre, Agricultura, y Ecologia (Institute for Man, Agriculture, and Ecology)

[12] Central Indígena de la Región Amazónica de Bolivia (Indigenous Center of the Amazon Region of Bolivia)

[13] Central Indígena de Pueblos Originarios de la Amazonía de Pando (Indigenous Center of Original Peoples of the Pando Amazon)

6. Memorias de la Comisión Interorgánica CIDOB – CIPOAP y CIRABO; April, May 2011 (*Part 1*, *Part 2*, *Part 3)*

7. Propuesta consensuada de borrador de consenso Anteproyecto de Ley de la Madre Tierra. CEJIS, CIDOB, CIPOAP, CIRABO

8. Ley de la Madre Tierra. Borrador final aprobado. Gobierno de Bolivia

9. Ley de Autonomía. Borrador final aprobado. Gobierno de Bolivia.

10. El Observador. Boletín de seguimiento a políticas de recursos naturales. Año VI No. 12. Marzo 2011.

11. Lopez, Yamila. "Análisis de la aplicación de políticas públicas en el sector forestal: Con énfasis en concesiones y planes de manejo forestal." CEDLA. Jan., 2011.

Strategic Outcomes
Milestone 2011
Monitoring Data Report
SO 5: Community Forestry and Enterprise in Nepal increase household income

SO 5 - Community Forestry and Small Scale Enterprises in Nepal contribute to an increase in household income resulting from active political lobbying that secures the rights of Forest Communities to their managed forests.

Date: 30 September 2011   Reported by: Ganga Ram Dahal & Nayna Jhaveri

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

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

MONITORING HYPOTHESIS: Active involvement of the members of the recently established, national level Natural Resource Management Confederation (NRM Confederation), in combination with the advocacy and capacity building initiatives of long-standing RRI partners and collaborators in Nepal (FECOFUN, HIMAWANTI, Forest Action, Swiss Cooperation, and COFUN, in ensures that there is not rollback of the rights of community in the proposed policy shifts, and that benefit streams from community forestry and small scale enterprises and household livelihoods support are both maintained and increased.

BASELINE DATA: The long and sustained history of community forestry in Nepal, from 1978 to the present, has justifiably become one of the most celebrated success stories of community management and supporting policies and programs. Sustained donor support buttressed community driven initiatives and helped to create important legislative benchmarks in each decade that gave increasing tenurial rights of forest management and use to local communities. Currently, approximately 22 % of the forest estate, covering approximately 1.23 million hectares of forests and 8.5 million people (approximately 39% of the population) is managed through community forestry.[1]
That this set of interventions are improving livelihoods support and household incomes is evident from the findings of a seminal impact study of just five years of community forestry support between 2003 and 2008 by DFID through its Livelihoods and Forestry Program in a range of communities where FECOFUN and the NRM federation have been active. The study documented[2]:
- A 61% increase in incomes of all households
- Decreased level of poverty from 65% of the households to 28%
- Contribution of community forestry and LFP program as 25% of this change (the highest contribution was from remittances at 54% of change)
- Increased availability of forest products, and
- Increased equity and inclusion in local governance.

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[1] *Forest Tenure Reform in Nepal: Experience from Community Forestry.* Keshav Kanel, Conference on Forest Tenure and Regulatory Reforms, Beijing: 2010.
[2] Livelihoods and Forests Programme, 2009, *Community Forestry for Poverty Alleviation: How UK Aid has Increased* Household Incomes in Nepal's Middle Hills,. LFP monitoring report series, UK and Government of Nepal , *www.lfp.org.np/publications.php?id=25*

Despite the clear evidence of the poverty reduction and income benefits of community forestry models, a change in the Forestry and Environment Ministry combined with the political uncertainty around the gap in governance during the period of post-Maoist conflict led to a series of attempts by Government and elite actors to rollback the policies and gains of community forestry. Corrupt and opportunistic elements in Government sought to change the tax legislation and forest regulations surrounding community forestry and other natural resources to increase the revenues to the state and to enable rent-seeking around cumbersome and confusing permitting and documentation requirements, affecting forest user groups and other natural resource users. One of the justifications of the rollback attempts was voiced concerns that communities were not equitably distributing the benefits of the harvesting and use of forest products and services, and that user groups were not adhering to the agreed percentage of the benefit share with marginalized groups including women and dalits.

RRI CONTRIBUTION: Since 2008, RRI in Nepal has been trying to strengthen local people's voice by supporting the movement of forest user groups at all levels to protect the existing rights, prevent rollback and organize to expand community forestry into new districts and communities. This strategy has centered on three efforts: strengthening the Federation of Community Forestry Users of Nepal (FECOFUN), a federation of 15,000 forest user groups; bringing all natural resource user groups under a common threat--both forest and others--into one umbrella with the fostering of the NRM Confederation; and third, working with civil society organizations specialized in forest and natural resources to build numbers-based evidence for effective advocacy. The new platform, the NRM Confederation (NRM), emerged in 2010 as a broad local Civil Society network for land, forest and water, drawing on a broader set of NGOs. RRI Partners and Collaborators developed a combined and complementary strategy together with Forest Action, Swiss Intercooperation, Community-Based Forestry Supporters' Network (COFSUN), Himalayana Grassroots Women's Natural resource management Association(HIMAWANTI)- Nepal, and this more recently formed NRM Confederation. Together they have effectively launched and managed a campaign again the threatened rollback in community forest and natural resource rights.

Actions have also centered on a complementary set of advocacy activities to address:
- illegal logging and access to forest resources
- revising natural resource laws to protect community rights
- establishing climate change and REDD dialogues reflective of tenure and rights; and
- promoting inclusive development that enables forest communities to invest in households and social services.

Regional and national level policy dialogues and targeted issue-based meetings, informed by number-based evidence put pressure on government not to rollback the rights and benefits of local communities. Awareness-raising with members of the parliament and Constituent Assembly has helped generate pressure at the national policy level and in the drafting of the new Constitution to foster community rights and benefits. This has included targeted campaigns to prevent rollback when government passed tax laws trying to extract greater revenue from the forest. Street agitation, dialogues with government agencies and politicians, and creating awareness amongst the member of forest user groups, based on evidence, has helped to control such attempts at curtailing rights or imposing more tax on production and sale of forest based products.

DATA ANALYSIS: Periodic attempts by the Nepalese government to curtail community rights through legislative amendments and imposition of complicated regulatory barriers for promotion of forest based enterprises in Nepal have been foiled as a result of continuous pressure exerted by NRM Confederation

and other civil society groups to government, politicians, and Member of Parliament and legislation. Approval of any bills that ignore rights and benefits of community has been blocked by mobilizing pressure from civil society groups such as FECOFUN and other partners. In 2011, the Forest Minister announced that they would not move forward with the planned amendment to the 1993 Forest Act that had sought to increase the revenue to government from community forests and increase the role of the government forest officials in wood trade and other activities in the community forests.

MONITORING DATA:
1. Agitation of NRM Confederation, demanding to rethink proposed amendment of Forest Act and Regulations
2. Wider circulation of government's amendment proposal for public debate and scrutiny – undertaken by Forest Action Nepal
3. Submission of memorandum by FECOFUN to the Forest Minister, asking to withdraw the government's amendment proposal to limit community rights and impose more tax on forest based products
4. Forest Tenure Reform in Nepal, Keshav Raj Kanel's presentation at the April 2011 workshop on Global Issues in Governance of Natural, Forest Restructuring: Present Status and Future Strategy, Kathmandu, Nepal, SAP Falcha, February 09, 2010
5. Media campaign to put pressure at policy level and create awareness amongst grass root members of forest user groups Coverage of FECOFUN Grassroots Mobilization Campaign
6. Nepali Times: Village Forests go through midlife crisis
July 8, 2010
7. The Himalayan Times: Forest Act Amendment Bill in Limbo
April 16, 2011
8. The Himalayan Times: Minister Joshi Hints to Scrape Second Amendment of Forest Act
June 03, 2011
9. EKantipur.com: Forest Ministry Withdraws Amendment Bill
July 11, 2011
10. Narrative Report on RRI-sponsored activity, *Develop Terai-Based Advocates to Fight for Rights of Terai People and Reduce Corruption in Terai Forests*. (See point 2.4, "Interaction with new Forest Minister and Forest State Minister" and accompanying photos).
11. DFID Poverty Reduction Survey: Livelihoods and Forests Programme, 2009, *Community Forestry for Poverty Alleviation: How UK Aid has Increased* Household Incomes in Nepal's Middle Hills,. LFP monitoring report series, UK and Government of Nepal ,
http://www.lfp.org.np/publications.php?id=25