

RAINFOREST FOUNDATION NORWAY STRATEGY 2008–2017

MISSION

Rainforest Foundation Norway (RFN) shares its mission statement with its sister organizations in the United States (RFUS) and the United Kingdom (RFUK):

The Rainforest Foundation is working for a world where the environment is protected and human rights are fulfilled. Its specific focus is the intersection – in the rainforest – of these two worldwide struggles.

The fate of the rainforest, its inhabitants, and life on this planet are inextricably linked. The rainforest plays a critical role in the regulation of the earth's climate and in the maintenance of biological diversity and life. It is home to millions of indigenous peoples and other populations whose rights, culture, and very existence are threatened by its destruction. It can not be saved unless those who live there, with the support of people from around the world, are able to defend and conserve their environment while meeting their immediate and long-term needs.

The mission of the Rainforest Foundation is to support indigenous peoples and traditional populations of the world's rainforests in their efforts to protect their environment and fulfill their rights by assisting them in:

- Securing and controlling the natural resources necessary for their long-term well-being and managing these resources in ways which do not harm their environment, violate their culture or compromise their future; and
- Developing the means to protect their individual and collective rights and to obtain, shape, and control basic services from the state.

PART 1. INTRODUCTION

1.1 THE RAINFOREST TRAGEDY

The destruction of the tropical rainforest is one of the most serious environmental problems of our time. Rainforests contain between 50 and 80% of all non-marine species on earth – in an area that covers only 6% of the globe's land surface. Rainforest destruction is the main reason why the rate of species extinction has now exceeded the normal extinction rate a thousand times over. The extinction of species is non-repairable in the time-scale of humanity. Vital rainforest ecosystem services – regulating regional and local climate, storing nutrients, cleaning fresh water, preventing floods, maintaining pollination and seed dispersal – are undermined. Deforestation is estimated to contribute about one fifth of global emissions of greenhouse gases.

Although this is a problem of global importance, the consequences of rainforest destruction are felt most directly by forest-dependent communities. Millions of people lose not only their livelihoods but also the very foundations of their culture, worldview, and knowledge systems when the forest is destroyed. For this reason, rainforest communities around the world are engaged in intense struggles to defend their rights and their resources. To support those struggles is the key mission of the Rainforest Foundation.

Even though the dramatic consequences are well known, the problem of rainforest destruction is aggravated every year by the continued loss of tropical forests – mainly rainforest – at a rate of 150,000 km² per year. Tropical forests half the size of Norway disappear every year. It is imperative that this ongoing tragedy is not allowed to continue.

1.2. RIGHTS-BASED APPROACH

Since its creation in 1989, RFN has espoused a rights-based approach to rainforest protection.

The world's rainforests have been inhabited for hundreds or even thousands of years. Most rainforest areas have been used by forest-based communities, show signs of human interaction, and are subject to claims of collective ownership or user rights by indigenous and local communities. The amazing biological diversity of the rainforest has coexisted with, and at times been stimulated by, human occupation and traditional management practices. We believe that the peoples who over generations have developed their cultures and societies in interaction with the highly complex yet vulnerable ecosystems of the rainforest have fundamental rights to these areas.

These rights are often only to some extent, or not at all, legally recognized by the respective nation states. To obtain legal recognition of the collective territorial and cultural rights of forest-based peoples and communities is the first step to fulfilling their human rights. It is also, in our view, the most important prerequisite for protecting the rainforest. A series of conventions, declarations, and human rights instruments have established a normative international framework in support of these rights, and – providing they have been ratified by individual states – also legally binding obligations to implement them. We hold ILO Convention 169, the Convention on Biological Diversity, the UN Covenants on Civil and Political Rights and on Economic, Social and Cultural Rights, and the UNESCO Conventions on the Protection and Promotion of the Diversity of Cultural Expressions and for the Safeguarding of the Intangible Cultural Heritage to be the central international instruments in this field. Other conventions, regional agreements, and even the operational policies adopted by donor agencies or the ethical guidelines adopted by private corporations are important to the extent that they recognize the rights of these local communities.

Recognition of collective owner or user rights is not in itself, however, a guarantee for sustainable management of natural resources, nor for social development in line with local aspirations. RFN's experience shows that close cooperation with local communities in order to meet material needs, strengthen cultural self-confidence, and develop the capacity to handle external pressure is often necessary for the development of long-term solutions that are both environmentally and socially sustainable.

1.3 WHERE WE STAND

The establishment of the Menkragnoti Indigenous Territory in Brazil in 1991 – an area the size of Austria – was the first big victory to which Rainforest Foundation Norway contributed. Since then, RFN and its local partners have gained valuable experience and obtained major results in a variety of fields ranging from the establishment of indigenous territories and the development of bilingual and culturally adapted education systems to legal action and policy changes. Some victories, like the establishment of the first national park for a forest people (the Orang Rimba) in Indonesia and stopping the huge Papua New Guinea logging operation disguised as a road construction project (the Kiunga-Aiambak court case), have been amazing. Maybe most importantly, our combined efforts have contributed to a situation where the voices of forest peoples are heard locally, nationally, and internationally to an extent unthinkable when the Rainforest Foundation was created. The lesson is that important results can be achieved under most circumstances through long-term partnerships with local organizations and activists.

RFN has succeeded in creating a high level of awareness and support in Norway for the rainforest cause. In political terms, key elements of the RFN agenda regarding indigenous peoples and biological diversity have been endorsed by successive Norwegian governments and incorporated into their development cooperation and foreign policy agendas.

In 2007, RFN is engaged in six major rainforest countries covering all three rainforest continents. Progress is evident in most places where we are working. Our accumulated experience has demonstrated that the rights-based approach to sustainable rainforest management is the right approach. But to be able to effectively halt the destruction of the world's rainforests and stop the violation of forest peoples' rights, the number of organizations engaged in and the amount of resources available for this rights-based work will have to increase rapidly and substantially.

The challenge is thus one of strength and scale. Rainforest defenders must be able to meet threats and aggression wherever they appear. And more: They must be able to change the rules of the game, so that the peoples of the rainforest and their allies can come to influence national and international legal structures and policy frameworks, making them conducive to wise use of rainforest resources.

1.4 ABOUT THE STRATEGY

This strategy has been elaborated to guide our work during the next ten years. It is the result of a long process involving the elaboration of regional analyses and background papers (available from RFN), discussions between Board and staff, and consultations with partner organizations. Although far from brief, the strategy is intended to provide only the main aspects and approaches. The full reasoning behind the choices can be found in the various background papers.

We have permitted ourselves to think beyond our present limitations, to explore what is needed and try to define what we would do if financial resources were more abundant than they have been so far. We have aimed at a level of resources and activities which may appear ambitious, yet we believe is both possible and necessary. The part goals under each program are given alphabetical markers for reference purposes only; the order of presentation does not

indicate order of priority. The priorities for each program are, however, presented in prioritized order under subheading 8, and for the regional strategies they are subdivided into geographical and thematic priorities. Given sufficient resources, RFN will work in all the geographical regions and with all the themes presented. If resources are not sufficient, we will give priority to the top items, and cut or reduce from the bottom of the list. For each sub-strategy, the definition of the specific mix of geographical and thematic elements in the program at a given time should result from an analysis of how the available resources can be put to most efficient use, in view of the opportunities and difficulties in the region or thematic field.

Ten years is a long time in a rapidly changing field. This strategy, as well as its individual elements, may be revised when necessary. In any case, a review after five years is foreseen.

PART 2. GOALS, APPROACH, and PRIORITIES

2.1 GOALS AND METHODS

The **overall goal** of Rainforest Foundation Norway is a world where the rainforest is effectively protected and the rights of its inhabitants are fully ensured.

Our **consolidated goal** for the period 2008–2017 is that by 2017 rights-based sustainable rainforest management is implemented in important rainforest areas in all countries where RFN and its partner organizations have been active for more than five years.

To carry out its mission and achieve its goals RFN will:

1. support programs and projects in cooperation with local organizations, indigenous peoples, and traditional populations of the rainforest;
2. seek changes in the policies and practices of governments (in countries with and without rainforests), intergovernmental bodies, and private enterprises;
3. generate and strengthen national and international public awareness and action.

2.2 WORKING WITH LOCAL PEOPLE

Working with local communities means involvement in long-term social processes based on respectful dialogue between unequal parties. Primary responsibility for formulating aspirations and initiatives rests with the local communities and their legitimate representatives. It then becomes RFN's responsibility to understand the local context to the best of its abilities and to support only those initiatives that RFN considers to be in the long-term interest of the communities. Projects and programs should, to the extent possible, be carried out and controlled by the beneficiaries themselves. Although RFN should avoid establishing services substituting for state obligations, it may be both productive and necessary to develop specific initiatives within the areas of education, health, and justice which are adapted to the local culture, and to help the communities obtain, shape, and control such services from the state.

Local partners may include national or local non-governmental organizations, indigenous associations and community-based organizations. For financial reasons, contractual partners should be duly registered legal entities; on the other hand, it is important to understand and respect traditional forms of representation, communication, and decision-making when working with local communities.

Deforestation, shrinking natural resources, and increased interaction between forest-based communities and external economic actors often have greater negative impacts on women than on men. And yet, NGOs and others aiming to support the local community still tend to deal mostly with the male population. RFN seeks to ensure that women are involved in all phases of project development and implementation, and that gender issues are appropriately taken into consideration and included in all projects and programs that we support.

2.3 IDENTIFYING TARGET GROUPS

The primary target group for RFN's work is rainforest-based peoples and communities – both indigenous peoples and traditional populations of the rainforest, and the often more numerous forest dwellers of various other categories. RFN works with these groups directly through program activity in local communities, and indirectly through policy, advocacy, and information activities aimed at securing rights and protecting the rainforest.

In the Amazon, the main focus is on indigenous peoples, although other rainforest inhabitants may well be included – as rubber-tappers and small-scale farmers have been in the past. The indigenous population of the Amazon is estimated to number about 900,000, belonging to some 350 ethnic groups. In Southeast Asia, our primary focus is on marginalized forest-dwelling ethnic groups that can be defined as “tribal people”. They number between 1.3 and 1.5 million people in Indonesia and around 800,000 in Malaysia. A much larger group of people, often smallholder farmers, also depends on the use of forest resources, and is included in RFN's work in various ways. This group numbers around 30 million people in Indonesia alone. In Papua New Guinea the vast majority of the population is indigenous. Living in rural areas, they depend more or less directly on forest resources for their sustenance – thus constituting RFN's target group. In DR Congo, we work with forest-dependent local communities, both Bantu and Pygmy, numbering around 40 million people and representing some 60% of the population.

A secondary target group consists of governments at local, regional, and national levels. All projects need to have provisions for policy work, so that actors at government levels can be influenced to improve existing legal frameworks and practices affecting forest-dependent peoples and rainforest ecosystems.

Important target groups for RFN's international policy work are national governments, international finance institutions, international bodies, and institutions dealing with rainforest management, organizations working with the rights of indigenous peoples and forest certification, nature conservation organizations, development organizations and selected investment funds and private actors.

RFN's policy and information work in Norway targets the political leadership, members of parliament, political parties, and governmental institutions, as well as Norwegian industries

with activities that impact on the rainforest and the rights of indigenous peoples. The Norwegian public is an important target group for specific campaign and information activities.

2.4 LINKING LEVELS OF ACTION

Conditions in the rainforest are influenced by decisions and factors ranging from the local grassroots to the highest international level. It is important for RFN and its partner organizations to be active at all levels relevant for the protection of the rainforest and the rights of its people. National and international policy efforts should be informed by local experiences, views, and conditions; and local initiatives should be guided by knowledge of the risks and opportunities established at higher levels. We see a need to direct greater effort into influencing political and legal decisions at the national and international level in the period covered by this strategy, while maintaining close contacts with what happens on the ground. Good coordination within the Rainforest Foundation network and ability to cooperate with other organizations and actors will be fundamental for achieving strategic goals. New national laws and international agreements may have far-reaching consequences for local communities – but rights that are not practiced and opportunities that are not used are of limited value. It is at the local level that lives are lived and resources destroyed or protected. Working together with people at the grassroots will always be fundamental for RFN.

2.5 STRENGTHENING CIVIL SOCIETY

Forest-based communities typically live far from the centers of power and decision-making, and their interests and well-being are frequently overlooked when decisions are taken. Although they should not need to organize in particular ways to be heard, non-governmental organizations have often played a critical role in giving voice to – and fighting for – marginalized communities. An active, organized, and well-informed civil society is as important for securing the rights of forest peoples and protecting the rainforest as it is for the development of democracy, transparency, and good governance in society at large.

To contribute to the strengthening of civil society in rainforest countries is therefore an important goal for RFN. Indeed, it is the main reason why we have chosen to build long-term partnerships with local and national organizations which share our key objectives, rather than investing in creating a network of rainforest foundations in the South. Lasting improvements in a country depend on strong internal actors. To support the development of representative indigenous associations and community-based organizations is a priority task. RFN sees its role as a facilitator, supporter, and, especially, as a partner. The challenge is to be able to combine the roles of a donor, providing funding and exercising control, with that of a partner: an actor who shares the objectives of the local people and takes on whatever role is necessary and feasible in order to reach the goal. We see frank mutual discussions on strategy, priorities, needs, and activities as an ongoing obligation, and strive to become more effective in influencing decisions by exerting coordinated pressure from the South and the North, and attacking the issues from the local grassroots up to the international arena. Facilitating greater sharing of experiences among partners and developing South–South networks will continue to be part of that task.

2.6 CHOOSING LOCATION AND FOCUS

Given our dual goal of protecting the rainforest and securing the rights of its inhabitants, many different criteria come into play when deciding where to work and in what way. For the rainforest to survive as a globally significant ecosystem, the main tracts of contiguous rainforest on all three rainforest continents must be protected. That is why we have given priority to the Amazon, Central Africa, and Southeast Asia, including New Guinea. Within those major regions, the opportunity to secure large and intact rainforest areas by working in remote areas must be weighed against engaging in the frontline of destruction, where protective measures are urgently needed if there is to be any hope of avoiding irreparable damage. We give priority to size, as size of the area is a key criterion for maintaining ecosystem services and for the rainforest to be sustainable. However, we do not want to concentrate all resources in remote areas. It is important to engage with local people at the frontline of destruction, where the battle is acute and the outcome has immediate effects on nature and living conditions. And even smaller areas may be of vital importance to local people, be habitat for endemic or rare species or contain an exceptional degree of biodiversity.

Importance for forest-based peoples is another important factor. RFN sees cultural diversity as one of the most valuable products of human development. Societies that have developed their culture in long-term interaction with a particular forest environment are connected to that environment by multiple material, historical, and spiritual links. In order to defend the rights and culture of a particular ethnic group, their forest area may gain high priority for RFN even though it may not be exceptional in purely biological terms. More than 200 million people live in forest regions in the South and depend on forest resources for at least part of their livelihood. The majority of these people are smallholder farmers who frequently combine the collection and use of forest products with fishing, hunting, animal husbandry, etc. We have to weigh activities which may benefit a large number of partly forest-dependent people against activities which may benefit a smaller number of culturally distinct, often marginalized and truly forest-based peoples and communities. Given our focus on collective rights and cultural diversity, RFN will continue to give the highest priority to the latter group.

In determining priorities among continents, countries and regions, we analyze the potential results in terms of area protected and advancement of the collective rights of forest peoples. The rights situation varies considerably from one continent to another. Collective rights are largely recognized in South America, where most countries have ratified ILO Convention 169; by contrast, they are not recognized in Central Africa, are recognized to some extent in Southeast Asia, and are fully recognized in Papua New Guinea. High priority should be given to advancing the situation for those forest peoples whose fundamental rights are denied, yet the amount of energy and resources invested must be weighed against the chances of success and the absorption capacity of local partners. Generally speaking, RFN considers all three rainforest continents to be equally important and will aim at a balanced level of investment. As the actual size of programs depends to a considerable degree on successful applications and political circumstances largely beyond RFN's control, the geographical focus of our fund-raising, policy, and information efforts will change over time.

Another priority axis concerns the balance between projects in the field and projects to improve the national and international politico-legal framework for the rainforest and its peoples. The identified need to increase efforts at influencing policy decisions (see item 2.4) has a dual consequence: we will work more consistently with our partners towards enhancing

their policy capacity, and we will need to develop RFN's own competence and capacity in this field.

In view of the importance assigned to building long-term partnerships with local organizations, the regular analysis of what mix of thematic and geographical approach may yield optimal results will be tempered by our obligation to treat partners with respect and not provoke abrupt and unforeseen changes in their financial and practical working conditions.

PART 3: PROGRAM STRATEGIES.

PROGRAM 1:

Advocacy Strategy 2008–2017: Policy, Campaign, and Information Efforts

1. Background

The struggle for the rainforest and the rights of forest peoples is taking place in numerous local communities in rainforest countries. In a globalizing world, this struggle cannot succeed unless it is accompanied by changes in the economic and political framework internationally and nationally – in rainforest countries and elsewhere.

RFN's advocacy work – well-targeted policy efforts, effective campaigns, and broad and extensive information work – aims at improving the economic and political framework for protection of the rainforest, as well as supporting the struggles and securing the rights of forest peoples.

The strength of our advocacy work lies in our wide-reaching network of environmental and indigenous organizations in rainforest countries, where concrete experiences of the reality on the ground can be used to inform and influence national and international policies.

2. RFN experience and achievements

Through extensive and professional information, campaign and policy work in Norway, RFN has built a solid base for expanding our advocacy work both nationally and internationally in the coming years.

In Norway RFN has been able to influence official policies in important areas, from the focus on the environment and indigenous peoples in development aid to procurement regulations in governmental institutions and enterprises. Partner organizations, particularly in Asia, have provided valuable information relevant for our advocacy work on trade in tropical timber, resulting in greater attention to the problems of rainforest destruction and, to some extent, a search for alternative products. General knowledge among Norwegian decision-makers and the public about the threats to the rainforest is relatively high, mainly due to RFN's many years of campaigns, media, and information work. Recent policy efforts by RFN and like-minded NGOs have served to establish biodiversity and sound natural resource management as a high priority in the international work of the Norwegian government.

On the international arena, one of our main achievements has been the international attention to the unsustainable forest policies of the World Bank in DR Congo and the WB Inspection Panel's investigation of this policy, resulting from our cooperation with local partners and RFUK. In the Amazon, RFN has gradually expanded policy collaboration with Instituto Socioambiental on issues of Brazilian, Amazon-wide, and international relevance concerning the rainforest and the rights of indigenous peoples.

3. Key challenges

As a Norwegian-based organization, funded mostly from Norwegian sources – at least in the first part of the timeframe of this strategy – our advocacy work will be targeted especially towards Norway's decision-makers and general public. RFN is the only organization in Norway specializing in rainforest protection and the rights of indigenous peoples. Thus it has an important role to play, to make sure that the decisions of politicians, companies, and citizens are guided by accessible and relevant information about the rainforest and the rights of its peoples.

On the international level, RFN will be working together with partners to strengthen the focus on rainforest protection and the rights of forest peoples in selected policy processes and powerful institutions. It is necessary to improve the international regulations and policies of international organizations such as the UN, World Bank, and others to better protect the rainforest and recognize the rights of forest peoples, and to effectively regulate industries and investors to stop them from taking part in the destruction of the world's rainforests.

There already exist a number of international agreements and principles on environmental protection and local communities' rights, such as the Convention on Biological Diversity and ILO Convention 169 on indigenous peoples. These must be recognized and implemented in rainforest countries. Civil society has a vital role in pressuring governments to adopt and comply with international standards.

In most rainforest countries, the governments and private entrepreneurs value the rainforest primarily for its timber, potential agricultural land, and subsoil minerals. This results in destruction of the forest eco-systems, while traditional forest peoples and others depending on the ecosystem are pushed into abject poverty. The challenge is to get national and local governments, as well as international financial and aid institutions, to recognize that rights-based sustainable rainforest management is a better long-term alternative for poverty reduction than the industrial logging model.

RFN's policy efforts in Norway will be directed towards influencing the government to ensure that Norway's national policies incorporate rainforest protection and the rights of forest peoples, including restrictions on imports of wood, biofuel, food, etc., when the production of these leads to rainforest destruction and violation of forest peoples' rights. A few economic actors, like the Norwegian Pension Fund, are of such a size that their activities may have a significant impact on rainforests and can give an important policy signal to other investment funds. Otherwise, however, the Norwegian government, industry, and general public have a relatively low impact on rainforests, and we need to consider how advocacy work in Norway can have an international impact.

The razing and burning of rainforests contribute at least 20% of global emissions of CO₂. A major challenge is to reduce these emissions, and to find effective ways of incorporating this

into international agreements and policies on climate change. A further challenge is how to abate the effects of climate change on rainforest ecosystems.

The forces and processes behind rainforest destruction are complex and not always easy to communicate to the media and the general public. And yet, an understanding of these issues is fundamental to achieving results at the policy level and within the corporate sector. Improving and expanding our information work must therefore be an integral part of all RFN's activity. Information is essential to secure support from the general public, government and private donors to our efforts in the field and for the goals of RFN.

4. Program goal

Rights-based sustainable rainforest management is recognized as the leading approach to rainforest management by relevant multilateral organizations, national governments in rainforest countries, and the Norwegian government, as reflected in their laws, policies, and positions.

5. Part goals

- a. In Norway the protection of the rainforest and securing the rights of forest peoples rank among the highest priorities in foreign and development policies, and Norwegian authorities promote rights-based sustainable rainforest management in all relevant international forums.
- b. Media attention intensifies each year in Norway and internationally as RFN provides frequent news on rainforest issues from all three continents and publishes or contributes to reports that document critical issues.
- c. The activities of major Norwegian institutions and corporations in rainforest countries are effectively monitored to prevent their participation in activities which are harmful to the rainforest and its inhabitants.
- d. In Norway, imports of products like tropical timber, palm oil, and soy are subject to regulations which prevent or significantly reduce trade in products that contribute to the destruction of the rainforest.
- e. Our partner organizations in the Amazon, Central Africa, Southeast Asia, and Oceania have substantially influenced national policies to include protection of the rainforest based on the rights of forest peoples as the cornerstone of national development strategies for rainforest regions.
- f. Regulations to prevent or significantly reduce international trade in non-sustainable tropical timber and other products that contribute to the destruction of rainforest are introduced with substantial input from RFN and its partner organizations.
- g. Targeted international institutions and actors, like the World Bank, have abandoned industrial logging as a lead strategy for combating poverty, opting instead for a rights-based approach to sustainable rainforest management.

- h. International mechanisms for compensating rainforest countries and local communities financially for their protection of the rainforest as biodiversity reservoirs, providers of ecosystem services and as important climate regulators are established with the active participation of RFN and its partner organizations.
- i. The Norwegian public, government, and decision-makers in the public and private sectors are well informed about the importance of protecting the world's remaining rainforests, and this knowledge helps to generate the action necessary to save rainforests and strengthen indigenous rights.
- j. The Rainforest Foundation network is a well-known organization internationally, specializing in the rights-based approach to rainforest protection. Our presence is made known through coordinated campaigning and media attention.

6. Required action

Advocacy work, incorporating a wide range of policy, campaign, and information goals in Norway and internationally, necessarily includes a range of required actions on various different levels.

On the international level, the main approach will be strengthening the role of civil society in rainforest countries in pressing their governments and international institutions to apply a rights-based approach to sustainable rainforest management:

An important task will be to strengthen the knowledge and capacity of local partners to apply relevant international agreements and established principles in their policy and campaign work aimed at national and local governments. It is also important to be able to provide systematic documentation of successful examples of rights-based sustainable rainforest management as alternative development models to industrial logging in cooperation with our partners. This documentation must be used to influence relevant international organizations, and to press for further development of international standards and agreements in line with the rights-based approach.

To increase the prospects of political impact it will be important to form strong alliances with organizations with common views and agendas. RFN partners in the South will have a central role in our alliance-building work, and this work should be linked to project work in the field. An important element in alliance building involves strengthening the cooperation with RFUK, RFUS and other organizations on selected policy issues, and addressing these through information and campaign work.

The main focal area will be to develop close cooperation with partner organizations involved in advocacy work, particularly by stepping up our documentation and campaign work on selected topics. These topics will be chosen together with our partners, on the basis of strategic considerations as to where the RF network can make a difference. This may of course change during the timeframe for this strategy. The most important areas for this cooperation have been identified as:

- promoting local rights-based rainforest management as an efficient development model for development aid and international financing institutions;

- documenting the negative environmental and social consequences of industrial logging, plantations, and other extractive industries in the rainforest, and criticizing the international institutions that finance and promote these activities;
- making strategic interventions to strengthen indigenous people's rights within the framework of the UN and the Bretton Woods institutions;
- promoting import restrictions and other trade regulations nationally and internationally to halt the trade in non-sustainable tropical timber, palm oil, soy, or other products that contribute to the destruction of the rainforest;
- providing information and conducting campaigns to strengthen the status of biodiversity and the rights of forest peoples in international processes related to forest management, e.g. in FAO, the World Bank, and under the CBD.
- developing a common position with partners, RFUK, RFUS, and other organizations on mechanisms for compensating rainforest countries for the "climate benefits" of rainforest protection, so that these are better protected and the rights of traditional populations respected.

RFN's approach to advocacy work in Norway has four main aspects:

- influencing relevant sectors of the Norwegian government to ensure that it contributes to the protection of the rainforest and forest people's rights through its national policies and through positions in relevant international fora;
- monitoring Norwegian financial actors and sounding the alarm whenever they are involved in activities that threaten the rainforest or its peoples;
- mobilizing financial support for local organizations in rainforest areas from the Norwegian government, private entities, and the public;
- informing the general public about the critical situation of the world's rainforests, so that they can make informed choices as consumers and demand that politicians take action against unsustainable logging.

From 2008 on, our most important areas of action in Norway will be:

- playing a lead role in lobbying efforts together with other NGOs on issues that have an impact on rainforests and forest peoples' rights – two priority areas being import restrictions on non-sustainable rainforest products, and the investment practices of the Norwegian Pension Fund.
- developing high-visibility campaigns in Norway, mainly in partnership with other Norwegian NGOs. Tropical timber products will be one focus, but other products will also be considered. Efficient campaigning is an important tool for raising issues not yet on the political agenda, and for achieving results in work aimed at the private sector and the general public.
- strengthening our position as a provider of information on the rights of indigenous peoples and rainforest protection: information must be readily accessible for political decision-makers, the media, students, and the general public.

7. Resources needed

The approach described above requires that the RFN must at least double or treble its efforts and capacity in policy and information/campaigning. It also requires better integration within RFN between the program staff and those responsible for policy, campaign, and information work. New skills and methods must be developed to monitor changes in a wide range of international processes, to interpret and apply their principles, and give feedback on their shortcomings.

The level of resources needed to change national or international legal frameworks towards becoming more sustainable and rights-based cannot be underestimated. Most legislative processes are complicated, continuous, slow, and ponderous, involving powerful and resourceful actors with interests contrary to ours. To obtain real influence through campaigns and lobby work, we must maintain or develop close relations and alliances with likeminded organizations in rainforest countries and elsewhere, to ensure efficient information exchange and networking. Close relations with relevant research communities are important to ensure access to information and cutting-edge research findings.

RFN needs to also increase its capacity in documentation and publicity/information dissemination work – gathering, presenting, and ensuring maximum impact of our documentation work. This will include the use of a wide range of information and communication technologies (photography, film, sound, web-based information tools, interactive communication). To capitalize on higher media visibility it will be of utmost importance that we also develop new fund-raising tools and concepts.

8. Priorities

First of all, RFN needs strong support from the Norwegian public and government. This is necessary to ensure backing for RFN proposals for policy changes in Norway and internationally, as well as to secure funding through government grants and private donors. Secondly, we need to strengthen our partners in rainforest countries so that they can have similar impacts in their own countries. In addition, RFN and partners will, together with other likeminded organizations, work to influence selected parts of the most relevant international policy framework through documentation, campaigns, and lobby efforts. Depending on the availability of resources, the priorities of RFN will be as follows:

1. Information, campaign, and lobby efforts directed towards Norwegian authorities, corporate actors, and the general public. We aim to make Norway a leading country in promoting rights-based sustainable rainforest management in regard to international cooperation, trade, public and private investment and consumption, and in international fora, including those related to climate change.
2. Promotion of rights-based sustainable rainforest management towards governments in all countries where RFN has partners. This will be done through capacity building related to the international legal framework and related advocacy work. These activities will be initiated according to the following priority ranking: DR Congo, Indonesia/West Papua/PNG, regional approach in the Amazon, Malaysia.
3. Establishing and supporting an international network of organizations to join in advocating the RFN approach, targeting both international institutions relevant for rainforest protection and governments in rainforest countries.

PROGRAM 2:

Amazon program strategy 2008–2017

Rights-based, Sustainable Rainforest Management in the Amazon

1. Background

The very existence of the world's largest rainforest, in the Amazon area, is threatened, as are the lives and cultures of the traditional peoples who live there. Moreover, deforestation is a threat to the tens of millions of people who depend on the forest's ecosystem services. Uncontrolled logging, agricultural expansion, infrastructure development, industrial activities, and the exploitation of sub-soil resources are destroying large forest areas every year in all nine countries of the Amazon area. However, in recent decades some progress has been made both in securing the rights of indigenous peoples and protecting rainforests. There are now vast indigenous territories and protected areas all over the Amazon; all major countries have ratified ILO Convention 169 and the influence of the indigenous movement is increasing. However, anti-indigenous and anti-environmental forces are still strong and dominate politics and elites in many Amazon countries.

2. RFN experience and achievements

Since 1989 RFN has developed close partnerships with a broad network of local organizations, both indigenous and non-indigenous, in Brazil and Peru. As of 2007, our partners have become leading actors with documented results in applying the rights-based approach to sustainable rainforest management in areas corresponding to the size of Norway. The achievements are most visible in the areas of integrated management of indigenous territories, the strengthening of indigenous organizations, development of bilingual indigenous education and improvements in forest laws in Brazil. The promotion of indigenous peoples' rights has been of particular importance in connection with the indigenous peoples living in voluntary isolation in Peru.

3. Key challenges

Deforestation continues at a rapid rate in the Amazon. The fundamental human rights of indigenous peoples are violated on a regular basis, and the last remaining groups of indigenous peoples living in voluntary isolation are threatened with extinction. Empirical and scientific evidence, as well as RFN experience, has shown that the most effective way to protect rainforest and indigenous rights in the Amazon is to secure the territorial rights of indigenous peoples through the establishment of indigenous territories. On this basis, RFN has identified the following main challenges for the period 2008–2017:

– A fundamental challenge in large parts of the Amazon is the lack of legal recognition of indigenous territories. This, and the limited extension or discontinuity of the territories that do exist, threaten the cultural and material survival of many indigenous communities, as well as the rainforest itself. This is particularly the case in countries where the territorial rights of indigenous peoples do not correspond to traditional territories.

– A new challenge has arisen in the Amazon that goes beyond the establishment and management of indigenous territories. With the introduction of large, connected corridors of adjacent indigenous territories and protected areas, and in some countries new legislation that

promotes integrated management of these, new opportunities have arisen for management of vast areas. At the same time, ambitious national and Amazon-wide development plans for infrastructure and resource exploration represent major threats to ecosystems and the rights of indigenous peoples. It is therefore an imperative to ensure the active, broad-based participation of civil society in the integrated management of these areas, which will require improved policy and project coordination through strong networks. Many of these corridors are connected to similar areas in neighboring countries, and the indigenous peoples in these areas often live on both sides of national borders. This implies an additional challenge of trans-border integration for civil society.

– With infrastructure projects and logging, mining, and petroleum companies penetrating the last untouched areas of the Amazon, a major challenge is to secure the survival and rights of indigenous peoples living in voluntary isolation. Not only are these groups extremely vulnerable to outside invasion, they also live in some of the most biologically diverse and valuable areas of the forest.

– A key challenge identified by the indigenous movement is to continue to strengthen the indigenous communities and their organizations in the Amazon, so that they may become leading actors in the struggle for indigenous peoples' rights. In the indigenous territories, external threats, as well as internal population growth and lifestyle changes, represent serious challenges to the resource base and biodiversity. There is a dire need to secure sustainable management of the natural resources within these territories, creating economic alternatives for their inhabitants. Bilingual, culturally adapted education for indigenous groups is another instrument for strengthening indigenous societies and organizations, and needs to be addressed with an increasing focus on higher education.

– Compared to other rainforest regions of the world, the legal framework for indigenous peoples' rights and rainforest protection is relatively advanced in the Amazon. Even so, it is necessary to improve governance and the implementation of the legislation, and to get national legal frameworks into line with international conventions and agreements. One particular challenge is to ensure that all Amazon countries sign ILO Convention 169 and incorporate it into national law.

4. Program goal

Rights-based, sustainable rainforest management is practiced as the main approach to rainforest protection in four targeted regions in the Amazon.

5. Part goals

- a. The rights-based, sustainable rainforest management model is established and further developed by RFN and partners, and adopted by new institutions in the indigenous movement, civil society, and national governments in four selected regions in the Amazon.
- b. Indigenous societies and movements are measurably stronger and exercise, with significant impact, their influence at all relevant political levels in the regions where RFN is working.

- c. The legislation and administrative mechanisms regarding the rights of indigenous peoples and the protection of the rainforests are improved in the Amazon, due to the efforts of RFN and partners.

6. Required action

Rainforest Foundation Norway will continue and expand its activities in the Amazon in the period 2008–2017, in alliance with key forces in civil society.

RFN will continue to work with partners for improved national legislation regarding indigenous territories and the de facto establishment of new, contiguous indigenous territories in the Amazon.

Promoting sustainable management of the natural resources of the Amazon rainforest will be a priority for RFN. In Brazil, local partners have identified a need for increased support for the expansion of such activities in all existing project areas, and for the development of such activities in selected new areas. In Peru, there is a need for supporting the initiation of pioneer resource management experiences. Here, RFN will build on the experiences from Brazil.

RFN will support our partners' role in the management of large corridors of protected areas that can better secure the integrity of indigenous territories and wider ecosystems. RFN will also ensure civil society participation by supporting NGO networks in these regions. Four major geographical areas have been identified: (1) the especially vulnerable areas along the Peruvian border with neighboring countries Bolivia, Brazil, and Ecuador, (2) the Xingu river basin in Brazil, (3) the North Corridor around the Rio Negro basin in Brazil, Colombia, and Venezuela, and (4) the Guyana Shields region of Brazil, Suriname, and French Guyana. Along the Brazilian border, RFN partners already play a key role, so the promotion of integrated management of these areas would be a natural extension of ongoing efforts. To sustain its work in all these areas, RFN will support Amazon-wide policy networks and the development of new mechanisms and instruments to strengthen the rights of indigenous peoples and the sustainable management of corridors of rainforest areas.

RFN will expand the ongoing work to improve the protection of indigenous peoples living in voluntary isolation in Peru, and will give this issue higher priority in Brazil, especially in areas bordering Peru. In both countries, efforts should address the right of these groups to live without contact with “modern” society, and the recognition and protection of their territories. To ensure the impact of such work, RFN will strengthen the regional network of organizations and institutions working with this issue.

RFN will continue to support indigenous organizations in Brazil, Peru, and other Amazon countries, so that they can gain sufficient capacity to lead the work to secure the indigenous peoples' territorial and human rights and their livelihood. Besides direct support for capacity building and institutional development in all existing and new project areas, RFN will continue to support the exchange of experiences and policy networking among groups within and between countries in the region, a vital instrument for learning and for establishing alliances. RFN aims at increasing the number of indigenous partner organizations and channeling a higher percentage of total funding through them.

To improve the legal framework for forest and indigenous peoples in the Amazon countries, RFN will promote advocacy, campaigns, and information efforts, as well as the development

of new mechanisms, also with an Amazon-wide scope. To develop and promote a common agenda, RFN will promote the establishment of an Amazon socio-environmental policy network consisting of relevant actors from all Amazon countries. The existing network of Brazilian partners (RCA) may provide an important starting point for an Amazon-wide initiative. RFN will also support thematic networks, including on oil/gas and the implementation of ILO 169, to secure civil society influence on these matters.

RFN will continue to promote bilingual indigenous education. Recent decades in Brazil have demonstrated that this is crucial for strengthening cultural confidence and increasing the political influence of indigenous communities. Pioneer experiences in Brazil and Peru will be further developed and their experiences disseminated. Extra emphasis will be given to higher education.

7. Resources needed

To achieve our goals, RFN needs to overcome the financial limitations that prevent us from reaching our partners' and our own potential. RFN's vision is to double the budget of the Amazon program from the 2007 level by 2017. These new efforts will require a substantial increase and investment in human resources.

8. Priorities

The following criteria are taken into consideration in setting priorities as to geographical regions in the Amazon: Large areas of intact rainforest, opportunities for establishing corridors of protected areas, high biological and cultural diversity, potential for improving indigenous peoples' rights and influence, strong socio-environmental organizations, high deforestation rates and threats, potential for breakthrough in practical and political terms, strong RFN partnerships with civil society organizations in the region.

The fundamental criterion for thematic priorities is the sequencing of activities, where the top priorities need to be in place for the less prioritized activities to be viable.

Geographical priorities:

1. *The especially vulnerable areas along the Peruvian border with Bolivia, Brazil, and Ecuador.* This region is characterized by high biological and cultural diversity; it is under immediate pressure from extractive industries; and legal protection is poor in most countries. However, there exists a considerable potential for establishing large connected corridors of protected territories, and RFN has established close partnerships with several indigenous organizations and NGOs.
2. *The Xingu river basin in Brazil.* This is, as of 2007, the world's largest existing corridor of protected areas, but it is under extreme pressure from industrial agriculture. There is a real potential for stopping deforestation and developing economically viable alternatives. Civil society mobilization is high, and RFN is a close partner to prominent NGOs and indigenous organizations.
3. *The North Corridor around the Rio Negro basin in Brazil, Colombia, and Venezuela.* This region consists of large, connected protected areas of intact rainforest where pressure is currently low. Indigenous organization is solid, and there is a high potential for establishing long-term, indigenous management regimes and securing indigenous political control. RFN has established close partnerships with leading indigenous organizations and NGOs.

4. *The Guyana Shields region of Brazil, Surinam, and French Guyana.* In this region, a large corridor of protected areas has recently been established. Indigenous organization is low, and indigenous rights are not adequately recognized. Consequently, the potential for improving the rights situation and the management of the area is high. RFN has limited contact with civil society in the region.

Thematic priorities:

1. Establishment and protection of indigenous territories, with special attention to groups living in voluntary isolation.
2. Sustainable management of natural resources in indigenous territories.
3. Institutional development and capacity building in indigenous organizations.
4. Support to networks of civil society organizations working to secure indigenous peoples' rights and protecting the environment.
5. Promotion of civil society participation in the integrated management of large corridors of indigenous territories and protected areas.
6. Development of legal instruments and administrative mechanisms to improve the legal framework for forests and indigenous rights.
7. Promotion of bilingual, culturally adapted education for indigenous peoples.

PROGRAM 3:

Southeast Asia program strategy 2008–17:

Rights-based Sustainable Rainforest Management in Southeast Asia

1. Background

The Southeast Asia program of RFN has been concentrating its efforts in Indonesia and Malaysia, where deforestation rates are among the highest in the world and tribal peoples' rights to land are far from adequately recognized in national law. Within few years, all major rainforest islands in Southeast Asia will be deforested if the present rate of deforestation continues. As a result, a large number of cultures and languages will disappear, as will a myriad of species of mammals, reptiles, birds, and insects. Man-made "natural" disasters and increased poverty in rural areas are other consequences of a forest conversion policy that disregards the traditional forest management systems of local communities. The driving forces behind deforestation include industrial logging, the paper and pulp industry, plantation development, and mining. Forest crimes – including illegal logging, corruption, and trafficking of timber – are rampant, and the Indonesian judicial system is unable to handle the challenge posed by these economically motivated crimes. In Malaysia the judicial system is stronger, but this is offset by a weaker legal framework.

2. RFN experience and achievements

Since 1997 RFN has developed partnerships with civil society organizations in Indonesia and Malaysia. We have focused on strengthening the political standing of forest people, securing their land rights, and protecting the boundaries of their traditional areas once these have been established. Our first major achievement was the creation of Bukit Duabelas National Park, the first Indonesian national park to be established with the aim of protecting the habitat of forest peoples.

Indonesia introduced a decentralized government system in 2000, and this opened new opportunities for securing land rights at the local level while influencing forest policy at the national level. RFN is currently working with its partners to change the natural resource management laws in Indonesia. It supports advocacy work in Jakarta as well as public campaigns all over the country. By supporting community organizations based on traditional governing principles and introducing culturally adapted education, RFN has contributed to the empowerment of forest peoples who for decades have been afraid to speak up in public. Companies that violate indigenous land rights have been taken to court in Indonesia and Malaysia. Only a few rulings have been in favor of local communities, but these processes have drawn increased attention to the vulnerable human rights situation of tribal peoples.

3. Key challenges

A major challenge for RFN is to identify the most relevant political processes that can oppose the driving forces behind deforestation, and to find the civil society actors who are able to work efficiently and under pressure to influence these processes.

A special challenge in Malaysia is the restricted right to organize. Critical civil society organizations are easily branded “anti-development” and “anti-Malaysian”. This is especially true of Sarawak, which will continue to be an important focus area for our projects because of the very difficult situation of forest-dependent communities. It is of outmost importance that forest peoples and civil society organizations continue to receive support in their resistance against deforestation and the devastating effects of large-scale plantations. With the many restrictions placed on non-governmental organizations, finding human resources willing to work in such a difficult political climate is an ongoing challenge.

In Indonesia, the main challenge is to achieve political recognition of the need for sustainable, rights-based forest management. The demographic, economic, and political conditions of the country make it difficult to gather support for protection and sustainable use of forest resources. This places high demands on the skills and capacities of our partners. Certain types of competence are very hard to find, and it is important to make special efforts to keep highly trained people in the NGOs.

RFN aims to have a network of partners and to be involved in a diverse set of communities that can make us relevant at a national level when it comes to rainforest protection and forest peoples’ rights. This is particularly challenging in areas where civil society organizations are weak and the forces behind deforestation are controlled by the military or other government agents. Threats, sanctions or bribes are often used or attempted against activists that are on the track of important discoveries.

In addition to strengthening the watchdog role of civil society organizations, we will devote particular attention to developing local indigenous peoples’ organizations. The social and economic changes that come with the expanding markets for forest products alter power relations within indigenous groups, including between the genders. New forms of political organization risk marginalizing the role of women in forest management unless keen attention is given to including women in the political struggle for a rights-based, sustainable forest management.

The cultural diversity, high population density and close contact between forest dwellers and smallholder farmers present particular dilemmas for Southeast Asia, making it necessary to

promote rights-based forest management models that are highly sensitive to cultural differences. In order to avoid inadvertently deepening existing local conflicts or creating new ones, field projects must build on careful analysis of any conflicts of interest between various marginalized groups who may have different kinds of rights and claims to a given area.

4. Program goal

Sustainable rainforest management that secures collective and inalienable land rights for forest-based tribal peoples is established in targeted areas of Malaysia and Indonesia.

5. Part goals

- a. Forest peoples are able to participate in the political struggle for a rights-based sustainable rainforest management system through their own national and local organizations.
- b. Local regulations that secure the rights of forest people while also protecting rainforest areas from extractive industries have been introduced in targeted locations.
- c. Forest crimes, including illegal logging, corruption, and laundering of timber, have been stopped in the same locations.
- d. Areas of sustainable, rights-based rainforest management serve as models for reforming national legislation on natural resource management.
- e. The rights of tribal and indigenous forest people have been strengthened through legal instruments on relevant levels of government.
- f. Campaigns to halt forest destruction have succeeded in establishing logging moratoria in several provinces.

6. Required action

Working to ensure community land rights and sustainable forest management at the local level is important in its own right, but also crucial in order to document that there are alternative models to the present forest management system. The projects we support in selected areas also aim to contribute to a reform of national laws by pushing for local regulations that help create a pressure towards the national level. Developing mechanisms that ensure sustainable use of forest resources combined with community land rights is a cornerstone in our work in Southeast Asia.

Advocacy work will continue to have high priority in our work with partners in this region. Campaigning against unsustainable and socially unjust practices by resource-extracting companies or investors operating in vulnerable rainforest areas will be initiated. A special focus will be on monitoring the Norwegian Pension Fund and other Norwegian actors. Also significant will be participating in the bilateral cooperation between Norway and Indonesia within the fields of the environment and human rights, to ensure that both our own and our partners' concerns are taken seriously by Norwegian and Indonesian policy-makers.

We will increase our focus on the implementation of tribal/indigenous peoples' rights as these are listed in the international conventions and agreements to which Malaysia and Indonesia are parties, and analyze to what degree these agreements can serve as tools in our country-specific policy work. RFN's advocacy work in the region will include monitoring the shortcomings of forest certification schemes, in order to prevent laundering of destructive practices.

The marginalized political position of forest-dwelling groups needs to be addressed on several levels. These groups often lack a tradition of organizing beyond the immediate household or clan; however, establishing wider networks and organizations of tribal or indigenous peoples is as necessary as it is difficult. Culturally adapted education, improved access to information and local conflict resolution mechanisms need to be in place in order to empower local organizations to lead the struggle for sustainable forests. Balancing traditional principles of authority with principles of democracy and representation is important in order to build organizations that have legitimacy in a modern state.

Although our main efforts are concentrated on Indonesia and Malaysia, in a 10-year perspective political developments in some of the other forest-rich Southeast Asian countries might allow for genuine NGO cooperation. We will keep monitoring developments in mainland Southeast Asia, and, if it is deemed politically possible, we might make connections with civil society organizations in countries like Burma, Laos, and Cambodia.

7. Resources needed

In order to reach the most vulnerable rainforest areas in Indonesia and Malaysia, we need more funding, but we must also strengthen the capacity of our partners in such fields as legal work, education, organizational development, alternative income, advocacy work, research and documentation, to mention a few. Finding highly qualified and devoted Indonesian and Malaysian staff is a challenge, not least because of the risks related to this kind of work. To reach our goal for the region, we need to rapidly increase our budget to at least the double of the 2007 level.

8. Priorities

The financial resources available will decide to what degree we are able to reach our goals for the region. Below we have listed our geographical priorities based on criteria in the following order: High forest cover, the human rights situation for forest peoples, local political opportunities for improvement and the strengthening of civil society. We do not select locations on the basis of one single criterion, but combine several concerns. Our priorities involve a certain turn from better-known areas with existing partnerships and good infrastructure, and towards less known, out-of-the way areas. Thematic priorities are listed according to their urgency, but each theme should be seen in relation to the others.

Geographical priorities:

1. *West Papua*: This is a priority region because of its very high remaining forest cover and the difficult human rights situation for forest peoples. West Papua is characterized by a tense political situation that puts indigenous peoples in peril. However, we see political opportunities for working there because of the newly introduced local autonomy over forest resources.
2. *East Indonesia*: This region includes the forest-rich areas of Northeast Kalimantan, Central and Southeast Sulawesi, and the Moluccas. There have been conflicts around resource management in this region, and forest peoples are at risk of serious human rights violations. As political mobilization and resistance to deforestation amongst civil society groups varies greatly, building indigenous and other non-governmental organizations will be of high priority.

3. *Sumatra*: Our work to protect the vulnerable communities and rainforest areas of Bukit Duabelas and the Mentawai Islands will continue because of the political momentum created in these locations through many years of work. Efforts will be made to halt the devastation of the last remaining rainforests of Sumatra through establishing projects in other areas that still have a chance of being saved.
4. *Malaysia*: Our work in Sarawak will continue, and locations in Peninsular Malaysia will be explored for project cooperation – because of the extremely difficult situation of forest peoples, and because it is important to work in Malaysia due to this country’s aggressive marketing of tropical timber on the European market.

Thematic priorities:

1. Secure collective and inalienable tenure rights for forest- dwelling communities and ensure sustainable forest management.
2. Develop institutions and build capacity in indigenous organizations and communities;
3. expose destructive management of rainforests through trials, campaigns, information and documentation work.
4. Ensure good governance in the forest sector in selected areas, including combating corruption and strengthening the role of civil society in political processes.
5. Increase networking, exchange, and cooperation with our Southeast Asia partners to build competence and stronger alliances.

PROGRAM 4:

Oceania strategy 2008–2017:

Rights-based, Sustainable Rainforest Management in Papua New Guinea

1. Background

With its approximately 260,000 km² of loggable forests, Papua New Guinea (PNG) is attracting keen attention from international logging companies. As the forest resources in mainland Asia are dwindling at an alarming rate, a wave of resource-hungry companies is flooding the country – focusing primarily on readily accessible forests. As the lowland forests are disappearing, the companies are now venturing deeper into the interior. The logging industry is supported by a corrupt political establishment with vested interests in the timber trade.

Environmental NGOs and various civil society organizations are fighting an uphill struggle to halt this devastating process. Lack of basic services makes the local populations prone to sign away their birth rights when promised a better future by the logging companies. Despite being overexploited, the forests in PNG are – in theory at least – protected by a set of laws which are among the best in the world. All forests in PNG are owned by local groups, and forests cannot be logged without their free, prior, and informed consent. Moreover, a certain percentage of the profit is to be paid to the landowners. This is the letter of the law, but it is very far from the practice on the ground.

2. RFN experience and achievements

In PNG, RFN has aimed to serve as a broker between local ideas of conservation and an international conception of how to protect and conserve important rainforest habitats. The

cultural divide between a local PNG way of doing things and a “western”-oriented model is striking. There is constant argument between these “two worlds”, and they accept and respect each other only as long as they see their relationship mutually fruitful. RFN has been able to retain respect in both camps and will be making use of this position in the years to come.

RFN has since 1997 built a long-term relationship with a small number of partners in PNG. While we have seen a vast number of donor-driven projects, programs, and organizations mushrooming over the years – only to die a couple of years later – RFN has remained a stable partner recognized for its commitment and understanding of the local context. Our partners have been local institutions with local agendas focusing as much on rights and sound management of natural forests as on conservation as such. This two-pronged approach addresses deeply felt needs in rural PNG.

3. Key challenges

PNG is the home to over 800 different tribal groups. “Unity” is therefore a key challenge in building a modern nation state. Even in urban environs, people tend to focus first and foremost on obligations defined in relation to kinship and affinity. This partly explains why it is difficult to build alliances bridging long-standing lines of conflict between clans and tribes. Logging companies have an easy job, playing divide-and-rule to get hold of the resources they want. This feeling of distrust and outright animosity is reflected in the way politics play out in public life and in the parliament. The result is often that petty politics win over more long-term and visionary ideas of the few politicians that dare to speak out against corruption, collusion, and mismanagement of public funds and resources. Politicians have the opportunity to change laws in ways that benefit themselves – a real and very serious problem. Advocacy work is both important and potentially highly rewarding in an environment where a sizeable percentage of members of parliament are ignorant of what is going on in the timber industry. Being provided with balanced and truthful information, while also being constantly reminded about their accountability towards their own constituencies, is what is needed in order to get parliamentarians to reject bribery – a method often used in order to get logging permissions through the system.

Traditionally most groups in PNG could be termed “gift economies”, although this is imprecise. In such economies one does not win prestige and standing by amassing wealth but by giving it away. Personal accumulation is considered improper and selfish. With the arrival of Europeans, people successfully included new items in their general “gift-giving rationale”. Today both cash and store-bought items have become incorporated into this economic rationale, creating a new need for income. Any project that aims to achieve sustained rainforest protection needs to take this into account. Finding practical and viable local solutions to the crossing needs of using forest resources while at the same time preserving them for the future will remain a main challenge for our work in PNG.

As in the past, complex marriage and exchange systems between clans and tribal groups are still fundamental to how most PNGans perceive the world. Agreement and solidarity are often found between members of relatively small groups of people – popularly termed “clans” – defining themselves and their own well-being and survival in relation to other similar groups with which they compete for resources but also depend upon for survival. This flexible but volatile construction is easily exploited by those who want to extract natural resources. Any successful project will have to address this difficult issue by building bridges between groups and creating space where former “enemies” can work together. Building unity among larger

groupings of people is both a precondition for sustainable forest management and a means to fend off attempts by logging companies to exploit people and resources in PNG.

As the rights to the land and its forests are vested in the local tribal groups – accepting and recognizing the collective aspect of property rights – the loggers can be brought to justice. This is possible only in a system where there is relatively impartial and neutral judiciary – which is still the case in PNG. Rights enshrined in the constitution and a rigorous set of laws regulating the forest industry provide good weapons in fighting the logging industry. In the present situation, working in various ways within the field of law and the legal system is both important and feasible.

4. Program goal

Significant rainforest areas are brought under local management regimes and thereby protected against large-scale resource extraction projects.

5. Part goals

The following goals have been formulated on the basis of a scenario where RFN is able to significantly increase financial support to the PNG environmental NGO community.

- a. Several milestone court cases, directly relevant to rainforest destruction and protection, have been won.
- b. Several protected areas (under the Conservation Act) have been established in strategically important and/or biologically rich rainforest areas.
- c. The national NGO community is able to answer all requests for paralegal training directly linked to rainforest issues.
- d. The National NGO community working on forest protection and development has a workable and well-functioning network.
- e. The national NGO network engages in advocacy work in their attempts to halt destructive industrial logging.

6. Required action

Any support needs to build on an in-depth understanding of the driving forces behind the current rainforest destruction and an open-minded attitude to available and viable avenues for action. The political climate and the current state of affairs within the judiciary of PNG make both legal work and advocacy potentially highly rewarding. However, resource owners also need direct support to defend and develop alternatives to logging in their own areas. It is important for us to strike a balance between legal and paralegal work on the one hand and field projects on the other.

Most NGOs in PNG need substantial input in terms of capacity building, network experience, making use of common resources, advocacy techniques and strategies, and other tools in the fight against the powerful logging industry.

RFN's efforts in Oceania will continue to focus on PNG in the foreseeable future. However, the present situation in PNG may change rapidly, and new options and opportunities materialize. We will keep observing developments in the region, and do not rule out the possibility of RFN doing work or supporting projects in other countries in Oceania.

7. Needed resources

Logging in PNG is virtually out of control. To halt this devastating process, substantial resources need to be invested in various fields: this includes practical projects on the ground, legal and paralegal work, capacity building, increased focus on advocacy work, to mention a few. To achieve our goals, RFN needs to increase substantially the input of resources to new and existing partners in PNG, on a scale of at least three times the current budget level for the period ending in 2017.

8. Priorities

The following geographical priorities are based on an assessment of a set of criteria related to biodiversity, forest cover, area size, accessibility, support of local population(s) and authorities, and the potential for establishing protected areas. We do not select an area on the basis of one criterion alone but make an assessment of what to emphasize in each case. Thematic priorities are based on where we, together with our partners, can have the most profound and long-lasting effects on the protection of rainforests in PNG.

Geographical priorities:

1. Areas located in *Central New Guinea* consisting of large tracts of virgin rainforests and relatively low population density. These areas are currently outside the reach of logging companies. The people are interested in having their area declared a conservation area; thus far, local authorities have been supportive of the initiative.
2. Areas adjacent to RFN's current project site – the *Managalas Plateau*. This will create a huge area of protected forests – from alpine heaths to lowland mangrove forests. Such an area will also make access difficult for companies that may want to start mineral exploration and mining in the mountainous hinterlands.
3. Areas in *Western Province (Mount Bosavi/Great Papuan Plateau)*. An area of vast forests currently in the process of being logged. Projects focusing on alternative sources of income would be an important step towards halting this process.

Thematic priorities:

1. A continued and strengthened focus on legal work in PNG – whether tangible cases, legal training or other relevant areas within what can be termed “legal work”.
2. Capacity building among local NGOs. Building up a national network can be instrumental in making use of scattered but important local resources and persons.
3. Significantly increase the focus on advocacy work among our partner NGOs. To date this venue of action has been explored only to a limited degree because of lack of resources. An open political system makes it both possible and worthwhile to be more involved in national politics than is the case today.
4. Improve strategic cooperation among partner NGOs by creating a national network.

PROGRAM 5:

Central Africa Program Strategy 2008–2017:

Rights-based Sustainable Rainforest Management in Central Africa

1. Background

Central Africa hosts the world's second largest rainforest area: the Congo Basin rainforests, cradle of an exuberant biodiversity, home and source of livelihoods for tens of millions of people, including hunter-gatherer groups collectively known as 'Pygmy' peoples. These indigenous peoples are heavily dependent on permanent access to natural resources and well-functioning ecosystems for their material and cultural survival.

The Democratic Republic of Congo (DRC) hosts approximately 80% of the Congo Basin rainforest. The country is suffering what has become known as the "resource curse": a wealth of natural resources, a history of weak and corrupt government, and a range of external interests have combined to create a scramble for resources for the personal gain of a few individuals that has crippled and impoverished the country and its people.

After decades of dictatorship and wars, fuelled in large part by intensive competition for natural resources, the 2006 elections raised hopes for peace and more democratic governance. In turn, forests were opened to large-scale development projects and private investment, while the government was in the process of reforming its forest policy with substantial support from international donors.

The challenge for RFN and our partners is to use these unique political changes in DRC as a basis for a shift in forest policy throughout the entire Congo Basin, from an industrial logging model to sustainable rainforest management based on the rights of peoples living in these forests.

2. RFN experience and achievements

The major achievement of RFN has been its success in preventing the repetition in DRC of the Cameroon experience, where forest policies were developed without any consideration for the rights and interests of local communities, turning rainforests into industrial logging concessions, creating serious social conflicts, and bringing further impoverishment of the poorest.

In 2003, forest legislation and policies were developed without civil society awareness. Today, local groups throughout the DRC are supporting forest-dependent communities in mapping their traditional forest uses in order to document their traditional rights and strengthen their advocacy work towards local authorities. Communities are also informed of the decision-making processes, which are in turn systematically informed by field work and the concerns of forest-dependent peoples. For the first time ever, indigenous peoples' groups from all rainforest provinces have joined together in challenging the industrial logging orientation of the forest policy promoted by the World Bank. The Bank has consequently been subjected to an investigation by its Inspection Panel, and is now facing increased criticism from civil society, international NGOs and individual states.

These achievements are the result of a good knowledge of and familiarity with local/regional organizations active in indigenous peoples' and forest issues, and constructive and tight partnerships involving RF Norway, RFUK, local, and international organizations.

3. Key challenges

A major challenge is the existing culture of rainforest management. For years, the government and people in power have viewed the rainforest as a source of income, mainly from minerals and timber. Few government officials have any training or capacity in rainforest management; those that do have been trained in classical extractive forestry for timber production. The state capacity to understand and implement sustainable and rights-based rainforest management is thus very limited, making the task of persuading them to embrace these principles a huge challenge.

Forest-dependent communities face other long-standing challenges to their rights and livelihoods. Since the colonial era there has only been weak and limited recognition of customary rights to land. The Pygmy peoples' traditional systems of collective ownership and control of land have not been recognized at all. In the case of other forest-dependent communities, the legal recognition of customary rights had the effect of concentrating power and control into the hands of a few elites and created conflict and marginalization, particularly of women, who nonetheless are the major rainforest users. The absence of recognition of traditional collective forest use, ownership and control rights for all forest-dependent communities is a major impediment to any promotion of sustainable rights-based rainforest management.

In the current context in DRC, international institutions have enormous influence. More than half of the country's annual budget comes from international aid – bilateral agencies like the UK's DFID and the Belgian Technical Co-operation, and international bodies like the European Union and the World Bank. The latter has played a key role in directing the development of forest policy in DRC. Despite its proven inability to achieve sustainable outcomes, the World Bank has been promoting the model of rainforest management based on a logging–conservation dichotomy, where industrial logging is seen as an effective way to reduce poverty, and integral conservation as an effective way to protect biodiversity and wildlife. Moreover, although it has its own internal policies and safeguards, particularly concerning indigenous people, the Bank has frequently failed to apply them.

Other influential external players could threaten the development of a rights-based rainforest management: the private sector, mainly European logging companies; France, which wants to create space for French logging companies and is generally concerned with maintaining (through regional forums and mechanisms like the Commission on Central African Forests and the Congo Basin Forest Partnership) French influence in a region increasingly subject to US and Asian lust for natural resources; some conservation organizations which promote strictly protected areas and put disproportionate emphasis on mechanisms for 'improving' the industrial timber sector, rather than looking into more sustainable alternatives.

In its project activities, RFN faces various kinds of challenges – these include understanding the dynamics of local groups, managing conflicting relationships and activities, developing partnerships with weak local groups, the continuing political instability, the actions of rebel groups in Eastern DRC, the large distances, and difficult access to many project areas.

4. Program Goal

Sustainable, rights-based rainforest management is mainstreamed into the forest policy of DRC and at least one other Central African country.

5. Part goals

- a. Provincial authorities in DRC are convinced of the benefits of community-based rainforest management and the advantages of securing the land and user rights of forest-dependent peoples.
- b. Sustainable, rights-based rainforest management alternatives to industrial logging and strictly protected areas are developed and established by international donors.
- c. Indigenous peoples have led a successful struggle to get their rights formally recognized in the national legal system.
- d. Congolese civil society and indigenous peoples' groups participate fully in decision-making processes relating to rainforest management.
- e. Civil society organizations in the Congo Basin cooperate in promoting rights-based rainforest management as the main approach to rainforest management in the region.

6. Required action

RFN has real opportunities to achieve results in the region. One of our strengths is our close partnership with RFUK, in terms of mutual reinforcement of project and policy work. RFN's approach, based on the rights of forest-dependent peoples and the combination of local field projects with policy work, is almost unique among international actors in DRC. Local projects generate articulate and motivated spokespersons and provide valuable input to national and international advocacy work: in turn, the positive impacts of our advocacy work can improve the situation at the local level. The fulfillment of human rights in the field is the result of pressure from above and from below. Our strength is that we work on both sides.

Forest-dependent communities must have ownership of field projects. Accordingly, they must have the main responsibility for the development and implementation of these projects, with the support of efficient local groups. It will be necessary to strengthen the organizational capacity of weaker groups in remote areas, through various capacity-building programs. In all field activities, particular attention must be paid to gender issues, to ensure the active participation of women, positive recognition of their forest practices and activities, and their empowerment within their communities. A conflict-sensitive approach will be used in the design and implementation of field activities in areas subject to instability, like North Kivu.

Field projects will aim at securing traditional land rights and access to rainforest resources, and at developing community-based mechanisms to ensure sustainable management of rainforest resources. The experiences of our partners worldwide and of other organizations in the Congo Basin will guide our work. All these efforts must promote traditional practices and accommodate innovative mechanisms with the objective of demonstrating not only their environmental sustainability but also their viability for sustainable economic development.

Serious efforts must be directed towards convincing Congolese authorities of the benefits of rights-based sustainable rainforest management. The establishment of a decentralized State will multiply the channels for civil society and forest-dependent peoples to influence decision-making spheres. Advocacy towards more self-governing local powers, capacity

building of local forest administrations, and the participation of forest-dependent peoples in new consultative bodies will be used as leverage to promote a paradigm shift in how rainforest management is understood.

The current moratorium on the allocation of new logging concessions must be maintained until a proper participatory land-use planning is realized: this is a prerequisite to any serious work on developing alternative rainforest management models. This will be RFN's main message in advocacy work towards Congolese authorities and international donors like the World Bank and the European Union. The adequate application of the internal environmental and human rights policy safeguards of these institutions will be scrutinized in the design and implementation of development projects. The recent opening of these institutions to civil society criticism, and the increasing international concern about climate-change issues, represent opportunities for RFN and its partners to ensure the development of sustainable rainforest management alternatives based on free, prior, and informed consent and the active participation of forest-dependent peoples.

Legal work will be instrumental in field project and policy efforts – be it to remedy the lack of implementation or violations of forest-dependent peoples' rights, to create a progressive jurisprudence, or to make publicity around the shortcomings of the implementation of international commitments on the national level. Although DRC has not ratified ILO Convention 169, there exist other applicable regional and international instruments and mechanisms, including the Convention on Biological Diversity, the UN Covenants on Human Rights, and the African Charter on Peoples and Human Rights. Experiences in neighboring countries in the recognition of indigenous peoples' rights will be used to inspire or reinforce likely initiatives in DRC. The Constitution of the Third Republic (of the DRC) also offers opportunities. Resort to local judicial bodies and international monitoring bodies will thus be explored. Any legal initiative must be locally grounded, legitimate, directly driven by local people or groups, and supported by relevant documentation, information, and campaign work.

Finally, RFN will support networking among civil society organizations in the Congo Basin with a view to strengthening their views towards their respective national governments and in regional and international forums.

7. Resources Needed

To implement the present strategy, RFN needs substantial resources in the fields of communications, policy, and law, so as to influence actors in other Nordic countries, Belgium, France, and Germany. This implies an increase and appropriate choice of complementary skilled human resources. The diversity and ambitions of field projects coordinated by partners with varying capacities, in remote and vast areas, will require a substantial increase in our financial means and greater closeness to field activities. RFN aims to double its Central Africa budget by 2012 to make use of the opportunities in DRC, and to increase the current budget level at least threefold by 2017 to reach our goals in the Central African region.

8. Priorities

In the event financial opportunities do not meet the goals set in this strategy, RFN will have to concentrate its efforts in the field on a limited number of efficient partners in specific regions, and then make a selection among its priorities on the regional and international stages, in

terms of networking, as well as legal and policy opportunities. Our geographical and thematic priorities would then be the following:

Geographical priorities:

1. *Equateur Province* (Congo River southside): the country's rainforest province par excellence, inhabited by numerous indigenous peoples and chosen for developing land-use planning methodology and experiences.
2. *Orientale Province* (Congo River northside): here many indigenous peoples still live in remote rainforest areas, following their ancestral ways of life, but are threatened by the largest logging concessions allocated in the country.
3. The *Ancien Kivu Provinces*: North and South Kivu, where indigenous peoples have been expelled from national parks and are now threatened by further conservation projects, and Maniema (Northeast), where major development operations are projected.

Thematic priorities:

1. Monitoring of international donors' conservation and development projects.
2. Protection of the traditional land and access rights of forest-dependent peoples.
3. Promotion of sustainable community-based rainforest management.
4. Culturally-sensitive legal and political empowerment of indigenous peoples.

PROGRAM 6:

Financial resources and fund-raising activities 2008–2017:

This program includes all efforts to obtain the necessary financial resources to reach the goals outlined for the other programs. Hence, it includes everything from requests to national and international authorities, applications for fund-raising drives in Norway, and direct fund-raising activities directed at private-sector companies and the public at large.

1. Background

RFN was founded in a period of high environmental awareness, but has since had to work to increase its financial resources in the face of shifting trends in development aid policy, and in a fund-raising environment where our cause has not been foremost in the public mind or on company agendas. One exception has been among young people, where our position remained strong throughout. This has led to several successful bids to benefit from the annual funding drive carried out by high school students in Norway, 'Operation Day's Work' (OD).

With the latest change of government and the rise of climate change on the public agenda, RFN now finds itself in a completely different position. Sustainable development and the environment again rank high on the foreign aid agenda, and businesses and the public have become far more concerned about environmental issues. The fund-raising market has been transformed by the recent loss of revenues from gaming machines, following a new government policy. For RFN this represents a significant challenge to our fund-raising activities, not only because of the net loss of one million Norwegian kroner (NOK) in unrestricted funds, but due to the increased competition in other markets from relatively well-heeled competitors seeking to recoup their own losses of gaming revenues.

2. RFN experience

Ever since its inception, RFN has experienced continual growth based on our framework agreement with NORAD (the Norwegian Development Aid Agency), Operation Day's Work, the TV-campaign 1996 (an annual televised fund-raising drive) and our own direct fund-raising activities. When RFN was established as an independent organization in 1997 the framework agreement with NORAD was for a mere NOK 6 million – this had grown to 32 million by 2007. We also succeeded in landing a separate agreement on the Amazon, with the Ministry of Foreign Affairs, worth NOK 12 million. Additionally, we manage NORAD's program for indigenous peoples in Peru and Paraguay, which amounts to nearly NOK 10 million.

RFN has been the recipient of Operation Day's Work activities three times: in 1992 along with three other organizations, and on our own in 1997 and 2001. OD has contributed approximately NOK 5 million annually since 1998, making a significant contribution to RFN's growth. It is of added significance that OD co-finances some NORAD projects, thereby covering the co-financing requirements for those projects. The TV-campaign '96 gave RFN in excess of NOK 10 million, distributed over a 10-year period. In addition to being a major contribution, these funds also contribute towards our co-financing obligations and have thereby been decisive for our ability to launch new projects.

In 1997 our own direct fund-raising amounted to NOK 500,000, which was totally inadequate to satisfy co-financing requirements (at that time 20%), and our requests for increased funding from NORAD had to be backed by Operation Day's Work and TV-campaign funds. Our own funds have seen considerable growth, and currently stand at approximately NOK 4.5 million. With the reduction of co-financing requirements from 20 to 10%, this means that we are now on a relatively sound footing with regard to our obligations in the current framework agreement. However, it has been a challenge to reach a level in our direct fund-raising which would allow us to finance activities beyond the co-financing requirement. The growth implied by the ambitions in this strategy can be achieved only through a significant increase in revenues from the private sector and from individual donors.

3. Key challenges

RFN's funding options are closely linked to the success and acceptance of our approach and our reputation, both in Norway and abroad. Proposal writing and funding drives can therefore be seen as way of reaping the benefits of our other efforts. In Norway, RFN has built up a solid reputation as a serious actor in development aid circles, a serious and active agent of change in political and policy circles, and, among the general public, as a relentless defender of the world's rainforests.

Our clear profile in the Norwegian context has contributed the fact that RFN is now among the ten organizations with the largest framework agreements with NORAD. The Amazon agreement represents a new breakthrough as our first significant agreement to be concluded directly with the Ministry of Foreign Affairs. While we are becoming a medium-sized player in the development aid market, we are still small in the private donations market. Competition here is also more severe, since it is not just aid organizations that are involved in the scramble for attention. Until now, the Rainforest Foundation has been a niche operator that appeals to a fairly narrow segment of the population. The growing sense of environmental involvement in

the populace and the business community represents a major opportunity to build a broader front for our special cause.

RFN's international profile is probably linked mainly to our own partner engagement, to our collaboration within the Rainforest Foundation network, and to a certain extent to the European rainforest "community" associated with Forest Movement Europe (FME). The Rainforest Foundation enjoys a certain amount of name recognition internationally, but this tends to be tied to the UK and US organizations, or to the musician Sting and his espousal of the rainforest cause.

With respect to financing opportunities, it is a significant challenge to promote the organization and the rights-based approach internationally. As our policy and communication efforts become more internationally focused, we will have a better foundation for international fund-raising. The main thrust will be through collaboration with Rainforest UK/US, or with various constellations of partner organizations. Our experience to date has shown that such international collaboration is extremely resource-intensive, and in practice it becomes a challenge to grant sufficient priority to these processes. International involvement at this level also requires a highly refined set of skills, and frequently significant top-level engagement as well.

4. Program goal

RFN has the necessary financial resources to operate at the level that the strategy demands.

5. Part goals

- a) The framework agreement with NORAD for the period 2008–2012 is at a significantly higher funding level than today. The funding level at the signing of the agreement for the period 2013–2017 is at least double the present level.
- b) RFN has several agreements with the Norwegian Ministry of Foreign Affairs that together contribute significantly more than the current agreement.
- c) During the period for this strategy RFN has been the recipient of the national TV-campaign, either by itself or in cooperation with other organizations.
- d) During this period RFN will obtain at least one major international financing agreement.
- e) During this period RFN will try to reach a financing agreement with SIDA (Sweden) and DANIDA (Denmark).
- f) RFN will partner with Operation Day's Work at least once during this strategy period.
- g) RFN will raise its own funds from private donors and the business community amounting to 10% of turnover.

6. Required action

Norwegian donor agencies

The framework agreement with NORAD will most likely constitute our core funding, with NORAD as the main source of funding for our activities in the foreseeable future. We hope to ensure continued growth in donor financing through high-quality work, close dialogue with NORAD, and by actively influencing the political processes that determine NORAD's priorities. In 2007, RFN will complete an organizational review and re-negotiate the framework agreement with NORAD for a further 5-year period (2008–2012). If the civil society items in the national budget allow it, we should see yet another year of considerable fiscal growth. The present government has stated that it aims to be a leading donor in environmental aid, and RFN is strategically placed to take advantage of the government's ambitions in this field. What will be critical to our continued growth is our own ability to get results, and whether the environmental focus in development aid will continue also after the next parliamentary election.

From 2007, RFN for the first time is receiving significant donor funding from the Norwegian Ministry of Foreign Affairs (MFA). Such funding is more heavily subject to political priorities than the framework agreements with NORAD. The main challenge in ensuring future and increasing agreements with MFA is therefore to keep the environment and indigenous peoples' rights as main priorities in Norwegian aid. MFA probably holds the greatest potential for continued RFN growth based on Norwegian donor sources.

Nordic donor agencies

RFN has done very little to explore the potential for support from donor agencies in the other Nordic countries. Sweden's SIDA and Denmark's DANIDA may be important options for funding support. RFN has no important "competitors" within our focus area in these countries, with the possible exception of the Swedish organization Swedish Society for Nature Conservation (*Naturskyddsforeningen*).

International donor funding

It is in the international arena that we have the greatest potential if we wish to become a *major* international player. Such a strategy would require a significant change of focus and approach, in addition to changes in working language and practical matters. All organizational levels would have to shift from a national to an international focus. This 10-year strategy does not signal such a shift; our pursuit of international funding will build more on individual attempts and exploratory forays. International funding processes are considerably more resource-intensive than Norwegian applications. Nonetheless, RFN will seek to access major international funds during this period, either in collaboration with the other Rainforest Foundations, or with our partner organizations.

Fund-raising drives

The TV-campaign is probably our greatest chance to obtain significant growth based on Norwegian financing sources (with the possible exception of the TV2-campaign – a similar event on another channel). A future telethon would yield NOK 10 to 20 million per annum in new project funds, provided we were the sole beneficiary and depending on our growth in

expenditures. A TV-campaign would play slightly different roles depending upon what happens within the NORAD/MFA system. In a situation with increasing buy-in from government agencies and growth in revenues, the TV-campaign would provide security in case co-financing requirements should be raised. If we were to experience stagnation in government grants, the TV-campaign would be our only major potential for growth in Norway, while also providing us with the necessary financial clout to have hopes of obtaining serious international financing.

Operation Day's Work has been an important contributor to RFN, and we will seek to ensure that we will continue to be an attractive partner. Our ambition should be to co-host OD every five to seven years, so that we continuously have OD funds for our projects at about the current level (NOK 5–7 million annually).

In addition, RFN will continue to seek other funding drives in Norway, as deemed beneficial with respect to either publicity value or financial value.

Own funds from private donors or industry

In a fund-raising market that has shown signs of stagnation it will be a challenge to maintain the growth in our own fund-raising. Merely replacing the expected loss of revenue from gaming machines while keeping up with NORAD's co-financing requirements will be challenge. In the 10-year period of this strategy, a natural goal will be to ensure revenue flows adequate to meet NORAD co-financing requirements, and contribute to necessary strengthening of our core activities. That means that we must have a significant increase in the number of individual donors – which would also demonstrate public support for our cause. However, it is probably not realistic to expect major direct financing of projects beyond the co-financing requirement in this period.

One goal would be to increase fund-raising from the business sector, but for this to become a *significant* source of revenue for us – as indeed it is for many other organizations – we would have to adopt a more liberal attitude to donations from potentially controversial donors. On the other hand, today's heightened environmental focus means that the likelihood of achieving sizable deals with industry is now better than it has been for a long time.

7. Needed resources

Fund-raising is a resource-intensive process. To reach our goals of strong revenue growth we have to increase staffing in this area.

Fund-raising from private donors and industry: Enhancing and maintaining current arrangements is demanding, and, along with the development of new concepts and new activities, will require increased staff resources. Developing new fund-raising concepts can be costly, and finding resources for such development can in itself represent a challenge. Fund-raising should in principle finance itself within a defensible cost basis (30–50%), but investment and development costs may exceed such limits.

In the main, our ambitions in this strategy must be reached through the development and writing of proposals, and promotion aimed at Norwegian, Nordic, and/or international financing sources. To date much of this work has been carried out without dedicated staff resources. The growth ambitions in the strategy will necessitate a change in this mode of

operation, especially where international financing bids are concerned. In addition there will be significant costs associated with collaborative projects and promotion of applications.

A strengthening of our capacity in both these directions would be beneficial, but the sequence in which they are prioritized will depend on where we see the greatest potential for success.

8. Priorities

1. In a two- to three-year perspective we will concentrate on reaping the benefits of our lobbying efforts and as much as possible of the growth potential from public funds in Norway.
2. Greater efforts directed at the Norwegian fund-raising market: main priority will be the private donor market, but also industry should receive more attention. The TV-campaign and Operation Day's Work are further priority focal points.
3. In the near term we participate in international activities as they come up. As more of our national-level growth potential has been achieved, increasing priority will be given to playing a more active role on the international level. In this respect, Nordic and international funding options have been analyzed and application processes initiated.

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