

ANNEX 1

Participants at Regional ARnet Meeting

	Representing	Organisation	Type
Ms Asma Hassan	Southern Africa	NLC	Regional Node
Mr Mamdouh Nasr	Near East & North Africa	EDSC	Regional Node
Mr Don Marquez	Southeast Asia	ANGOC	Regional Node
Mr Fernando Eguren	South America	CEPES	Regional Node
Mr Ramiro Telléz	Central America	ASOCODE	Regional Node
Mr Lloyd Rankine	Caribbean	CNIRD	Regional Node
Mr Didier Amogou	West Africa	APM Cameroun	National Node <i>Representing Regional Node</i>
Mr Marc Wegerif	South Africa	NKUZI	National Node
Mr Samuel Appiagyei	Ghana	LAFOPA	National Node
Mr John Bruce		World Bank	Member of Executive Council
Mr Bruce Moore		Secretariat	
Mr Richard Trenchard		Secretariat	
Ms Annalisa Mauro		Secretariat	

Explain that Choudhury and Minla Fou invited but unable to attend owing to travel problems

ANNEX 2

Tagatay Knowledge Themes

KNOWLEDGE THEMES

IDENTIFYING LESSONS LEARNT

ARnet Asia Regional Meeting

Tagatay, Philippines – 9 December 2000

Background

The International Conference on Agrarian Reform and Rural Development (ICARRD) took place in December 2000 in the Philippines. The Government of the Philippines invited the Popular Coalition to be a sponsor of the Conference, recognising both its broad representative structure and the depth of its knowledge base on agrarian reform issues. The Popular Coalition's ARnet partners from throughout Asia were invited to participate in the Conference in order to ensure a broad international civil society involvement in proceedings.

A one-day Regional ARnet meeting was held after ICARRD. During the meeting, regional and national nodes were asked to draw out some key knowledge areas and themes from their experiences and activities. This document summarises the main findings.

Maximising Returns from Global events

Philippines

International Conference on Agrarian Reform and Rural Development (ICARRD)

The Popular Coalition was invited to address the ICARRD Conference that took place in December 2000 in the Philippines. Throughout the preparatory process, the Popular Coalition emphasised the value of broad based civil society participation. Recognising the nature of the Popular Coalition and its membership, Conference organisers invited all national and regional ARnet nodes from South and South East Asia to participate in ICARRD.

- The Popular Coalition benefitted from the involvement of its Asia-wide membership and the Secretariat
- Broad-based participation from a range of countries helped demonstrate many of the similarities, linkages and common issues that underpin the land question in different context and highlight the potential for knowledge sharing
- The Popular Coalition and individual members benefitted from the use of a common "corporate" identity linking different partners that underscored the common issues and concerns and drew attention to the linkages and partnerships that exist between CSOs
- The Popular Coalition's diverse membership structure and character allowed for multiple points of contact between governments, CSOs, international organisations and other partners.

Linking Organic Agriculture and the Land Question

Thailand

Promotion of Human Resources for Community Development Foundation

- Work to educate farmers about organic approaches to agriculture has provided opportunities for exploring broader questions relating to land acquisition and tenure security in Thailand

- Successful farmer education strategies related to organic agriculture have demonstrated the importance of using a language and communication methods that are appropriate to the target group
- In part, success was built on combing local farmer education initiatives with a strategy of lobbying government to make them adhere to their own promises, policies and programmes at the national level, in order to ensure a suitable policy environment for local activities
- Pilot schemes are the most effective way of “convincing” small farmers of the multiple benefits of organic agriculture.
- Success requires the mobilisation of sufficient capital resources (money) to implement intended activities, to demonstrate, in concrete terms, the benefits of the proposed approaches, and to cover necessary support costs etc.

Maximising the Benefits of Group Formation

Nepal

Mobilization and Development (MODE-Nepal)

- Group formation experiences repeatedly affirm the importance of sufficient preparation time, involving as much as a 12 month investment in basic group formation, sensitisation and training exercises prior to the operational phase
- Investing in the formation of small groups that link different groups within a community can deliver significant benefits in terms of building networks of trust and social capital and reducing the effect of embedded socio-cultural divisions in communities
- Small group formation can help build “trust” in a community as an important foundation for participatory planning and decision-making and other forms of collective action
- Small group formation can provide a focus for subsequent community organisation and joint action at the community level
- Small group formation is not automatically successful: groups can fail to gel or work together: members may see the group simply as an opportunity for individual gain
- Some groups succeed in internalising a range of benefits (e.g. – attaining both income and environmental benefits)

Using NGOs to Build a Neutral Space for Dialogue between Diverse Stakeholder Groups

Zimbabwe

Secretariat, Popular Coalition / CREATE / IFAD

- Effective and efficient land redistribution and resettlement is best most likely when built on the principle of shared responsibility between all key stakeholder groups (governments, large landowners, beneficiary communities, private sector and domestic finance institutions, international community etc.)
- Effective and efficient land redistribution and resettlement must be the product of a broadly inclusive multi-stakeholder dialogue
- Successful land reform requires that a “deal” is made between key stakeholder groups
- Effective multi-stakeholder approaches require constant dialogue allowing for the continuous sharing of information between all key groups rather than periodic meetings etc.
- Effective communication and information sharing is a pre-condition for the design of viable land reform initiatives
- The emergence of a neutral institutional space allowing the equal participation of all key stakeholder groups increases the likelihood of viable solutions
- Well-selected independent civil society organisations can provide the institutional apparatus for the creation of neutral spaces for multi-stakeholder dialogue

- The Popular Coalition model linking different stakeholder groups is applicable at multiple levels

Defending The Resource Rights of Landless Groups in the Context of Dysfunctional Local Institutions

Bangladesh

Association for Land Reform and Development (ALRD)

Association for Realisation of Basic Needs (ARBAN)

- Defending landless groups involves a process of constant ongoing struggle
- Defending landless groups demands multiple simultaneous struggles
- NGOs provide a valuable / indispensable support system for vulnerable landless groups
- NGOs can operate in local spaces without succumbing to the negative effects of inefficient and/or corrupt local institutions
- NGOs can provide a bridge for linking landless groups and other vulnerable local communities with effective independent legal support services in order to defend these groups against distorted local legal institutions
- The impact of NGOs can be heightened by developing a legal information centre covering issues such as laws, regulations and rights, examples of successful legal processes and a resource inventory of legal services
- NGOs should lobby central Government Ministries directly in order to help bridge the gap between local communities and central governments
- Forging strong multi-sectoral partnerships and networks linking diverse NGOs and other civil society organisations can heighten the effectiveness of individual NGOs working to defend the rights of landless groups
- NGOs can provide an important function in increasing the awareness of landless groups about their legal rights and entitlements regarding resource access
- Women and children are often the become primary victims of land related violence

Raising Land Literacy Levels in Landless and Marginalised Groups

India

Social Development Foundation (SDF)

- The effects of poverty can be accentuated by a lack of knowledge about legal rights and entitlements.
- Vulnerable groups such as women, tribals, dalits are more likely to be “unaware” of their land-related rights and entitlements than more powerful and privileged groups
- Land literacy is an initiative that provides vulnerable groups with knowledge about these rights
- Land literacy is a teaching process based on the real experiences and land related problems of individuals at the community level – it is built on an understanding of their land-related problems
- Land literacy combines workshops with leadership training
- Land literacy combines rights awareness with the provision of concrete tools for helping individuals and groups confront land-related problems in which legal rights and entitlements are being denied
- Land literacy involves identifying external institutional links and supports to provide further assistance to vulnerable groups and to strengthen the enforcement of rights and entitlements

The Strategic Use of Direct Action

Philippines

PAKISAMA

- NGOs can play an important role in helping local communities engage directly with government agencies (in a way that would not be possible without NGO support)
- NGO skills and capacities can be used to increase the leveraging and bargaining power of individual communities
- The presence of individual farmers affected by concrete problems can make it harder for government to avoid the issue, delay action or deny the problem – NGO positions at the national level can be strengthened by involving farmers in national-level dialogue
- NGOs should recognise the power of video in documenting and recording problems and the negative effects etc. of government action/in-action
- NGOs should be able to organise quick responses to problems or developments
- NGOs should ensure that an effective, robust and durable “campaign machinery” is in place before, during and after specific protests and engagements
- NGOs should invest in sufficient preparation regarding both the gathering of robust information and also in helping to organise peasant groups to set a common, consensus-based focussed agenda / set of demands
- Small but dramatic / high impact direct actions can have a powerful effect in terms of shaping public opinion and /or forcing a desired government response

The Importance of a Comprehensive Skills Audit for Network Development

South Africa

National Land Committee (NLC)

- Coordinators of (national) networks can benefit from an early skills audit to assess the strengths, weaknesses, capacities and skills etc. of individual partners and members (including perhaps, SWOT analysis: “strengths, weaknesses, opportunities, threats”)
- A preliminary skills audit should form the basis of a strategy designed to deepen and extend the skills base of individual network members and the network in general
- Effective, timely and appropriate knowledge exchange is a pre-condition for durable network development
- It is important that land reform is *also* kept a political issue – and that some national networks are directed at this challenge as a primary objective
- Providing communities and groups with legal support can be an important contribution of networks, and NGOs in general

Building a Successful National Movement

Brazil

Movimento Sem Terra (MST)

- A successful national movement is built on a robust and comprehensive information base and an effective public education / stakeholder education strategy
- Successful national movements are constructed at multiple levels and involve multiple and diverse partners
- Successful national movements are strengthened by cross-sectoral alliances
- Linking core issues with other related struggles strengthens arguments and extends the potential base of support (i.e. linking landless issue with broader peasant struggles)
- A successful national movement must, in part, focus on mobilising government action and the ensuring necessary financial resources from government

Building an Awareness of Land Policy Issues

Cambodia

Co-operation Committee for Cambodia (CCC)

- NGOs and networks can benefit from preliminary investment in comprehensive studies in order to build strong and robust information resources on land and related resource issues
- NGOs and CSOs in general can make a strong and valuable contribution to land policy and land law
- CSOs can benefit from highlighting the links between land issues and other issues and concerns
- CSOs can benefit from investing in high quality, timely and extensive information dissemination to a wide stakeholder group
- Land literacy programmes are an important part of improving resource access conditions for vulnerable groups at the local level
- CSOs can be an important vehicle for raising awareness of donor community of the importance of confronting land and related resource access issues directly

Encouraging the “Reluctant Reformer”

Indonesia

Badan Pelaksana - Konosorsium Pembaruan Agraria / Consortium for Agrarian Reform (KPA)

- CSOs can be important vehicles for forcing governments to confront land policy issues when they would otherwise remain a reluctant and unwilling reformer
- Some CSOs must focus exclusively on advocacy work in order to raise government and public awareness of the importance of land and related resource access policy issues when there is little general understanding and/or importance attached to these questions
- NGOs can help form, organise and educate local peasant groups on concerns related to the land issue
- Information generation, processing and dissemination to both the media and all key stakeholder groups directly is vital if government is to be “encouraged” to turn its attention to these issues
- The development of alternative means and tools of information dissemination can broaden awareness (board games / translation of key materials into local / appropriate language etc.)

Building a Value-Adding Knowledge Network

South East Asia

Asian NGO Coalition (ANGOC)

- The overall goal of ARnet should be the empowerment of farmers
- ARnet should be used as a tool for putting Agrarian Reform back on the national and international agenda
- Successful international advocacy and information dissemination initiatives are built on the construction of diverse multi-stakeholder coalitions
- Successful international advocacy and information dissemination initiatives are able to bridge the gap between the international and local communities

OTHER ISSUES RAISED

- Organising an annual event to channel attention and interest
- Organising exchange schemes between partners on regional/global scale, involving individual and group visits to different partners for varied
- Longer-horizon participation in global / regional events (i.e. building from ICARRD example– bringing together multiple partners / organising pre-event visits / meetings etc.
- Producing robust position / strategy papers
- Explore the construction of regional legal-support networks
- Produce more multi-media materials for advocacy and information sharing / knowledge building purposes (i.e. video / CD-ROM's etc.)
- Developing reporting protocols and guidelines
- Establish links with other sectors (i.e. legal networks)
- Strengthening research capacity and reporting standards of NGOs/regional networks (through, for example, building stronger links with academic institutions etc.)

ANNEX 3

Summary: Lessons and Recommended Actions

The following summary is extracted from the full report. Section numbers and headings are respected.

3.2 The Nature of ARnet

Lesson 1 : ARnet must develop a distinct programme identity

Lesson 2: ARnet activities should lead to concrete knowledge outputs that can be readily shared with other participants

Lesson 3: A focus on knowledge “themes” and knowledge “issues” would increase the value of overall knowledge outputs

Lesson 4: A greater number of thematic similarities between different ARnet activities leads to more valuable overall outputs and can help cement programme identity

Lesson 5: Regular communication is a basic foundation for building a sense of programme identity

Action 1: *Identify in partnership with ARnet participants a series of knowledge “themes” and “issues” around which to base programme development in 2001 and 2002.*

Action 2: *Develop clear guidelines on what constitute ARnet activities and membership as compared to other Popular Coalition activities*

3.3 Recognition and Visibility

Lesson 1: Recognition and visibility are not automatic consequences of activity development; they must be nurtured and supported

Lesson 2: Greater communication between programme partners helps nourish awareness of the need for increasing programme visibility and of the benefits that can result

Lesson 3: Regular communication between all levels of ARnet is a basic foundation for building a sense of programme identity

Action 1: *Develop a more focused, internally coherent set of ARnet activities*

Action 2: *Establish clear guidelines for the type, level and nature of recognition that should be associated with both the Popular Coalition and its ARnet-related activities*

Action 3: *Ensure regular communication between all levels of the ARnet programme*

3.4 Communication & Linkage

Lesson 1: Communication must be regular and informative

Lesson 2: Communication is the responsibility of all ARnet partners

Lesson 3: Communication requires regular contact and regular reply

Lesson 4: Insufficient communication can lead to a range of additional problems

Action 1: *Establish clear communication guidelines*

Action 2: *Establish common commitment to revised principles of communication*

Action 3: *Organise a regular newsletter for sharing ARnet information amongst programme partners*

Action 4: *Ensure that communication is improved between the Secretariat and the regional and national nodes but also, between the regional nodes and between the regional nodes and national nodes*

Action 5: *Greater use of web resources, in particular, the Popular Coalition website, to share knowledge and information*

3.5 Future Resources and Activities

Lesson 1: Activity design must be closely tied to resource availability

- Lesson 2: ARnet activities must be tied to concrete ARnet-specific outputs*
- Lesson 3: A more focussed range of activity types makes it easier to develop coherent, consistence and valuable knowledge outputs*
- Lesson 4: All ARnet activities must be directed at the production of concrete knowledge outputs*
- Lesson 5: Knowledge outputs must be clearly specified in individual node proposals*
- Action 1:** *Final resource information will be shared prior to the formulation of new programmes*
- Action 2:** *Clear guidelines, based on a revised strategic vision, must be provided regarding patterns and levels of future resource provision to existing nodes and possible new partners*
- Action 3:** *The Secretariat, in conjunction with all ARnet partners to identify the type and range of future ARnet knowledge themes around which activities will be clustered*
- Action 4:** *The Secretariat, in conjunction with all ARnet partners to identify knowledge areas and themes around which future ARnet activities will be organised.*
- Action 5:** *Ensure that every ARnet activity results in a concrete knowledge output that can be shared with other CSOs and other Popular Coalition partners*
- Action 6:** *Clarify the programmatic relationship between network building and the generation of knowledge outputs*

3.6 Reporting

- Lesson 1: Different types of reporting requirement demand different types of reports*
- Action 1:** *Prepare standard formats and protocols for the different types of reports*
- Action 2:** *Ensure more timely and detailed reporting*
- Action 3:** *Develop clear guidelines and formats for knowledge reporting*
- Action 4:** *Secretariat and regional nodes undertake more rigorous technical review of reports submitted*

3.7 Quality control and evaluation

- Lesson 1: Innovative programmes demand flexible approaches to evaluation*
- Action 1:** *Develop an appropriate evaluation strategy, drawing on the expertise of evaluation experts at IFAD and in other member and partner organisations of the Popular Coalition*
- Action 2:** *Identify a range of indicators to assist in the evaluation of a) the quality and value of individual knowledge outputs b) the performance of individual nodes, and c) overall programme development*

5 IDENTIFICATION OF KEY OPERATIONAL ISSUES

5.2 Communication

- Action 1:** *The Secretariat should, in consultation with all ARnet partners, develop an appropriate communication strategy to ensure efficient and effective reporting in the future and to identify reporting responsibilities and obligations of the Secretariat, regional nodes and national nodes*
- Action 2:** *Secretariat should coordinate the production of periodic ARnet news updates on activities and progress*
- Action 3:** *Secretariat to encourage more systematic approaches to technical feedback and review of ARnet reports and knowledge outputs and identify appropriate mechanisms for peer review*
- Action 4:** *Regional nodes to ensure higher levels of communication with Secretariat, national nodes in their region and other regional nodes*
- Action 5:** *National nodes should ensure that all ARnet-related information is conveyed to the appropriate regional node and the Secretariat in a timely manner and that requests are responded to in a timely manner*

Action 6: Organise a regular newsletter for sharing ARnet information amongst programme partners

5.3 Financial resources

Action 1: A clear indication of resources available for new ARnet activities should be circulated to existing ARnet partners

Action 2: Overall policy decisions regarding the use of future resources should be made by the Secretariat in consultation with appropriate partners, regarding the level, geographical scope and focus of future grants

Action 3: Secretariat should approach other potential donors in order to mobilise additional financial resources for future ARnet programmes

5.4 Workplan and strategy

Action 1: Secretariat, in consultation with ARnet partners, to formulate a revised ARnet strategy document and indicative workplan for consideration and endorsement by the Popular Coalition Executive Council in 2001

5.5 Indicators and Evaluation

Action 1: In consultation with appropriate partners, the Secretariat should develop a strategic framework for evaluation and identify appropriate indicators for the assessment of 1) overall programme development 2) the quality and value of knowledge outputs and c) the performance of individual ARnet partners

5.6 Reporting Guidelines

Action 1: Secretariat, in consultation with ARnet partners, to provide clear reporting guidelines, including suggested formats and indications of content and coverage for all types of reports

Action 2: Secretariat to distribute examples of final ARnet Knowledge Outputs produced in collaboration with selected ARnet nodes

5.7 Increased Inter-regional coordination

Action 1: With the support of the Secretariat as appropriate, the Regional Nodes will increase information flows between themselves (and the Secretariat)

5.8 Relationships with other national, regional and global networks

Action 1: The Secretariat, in direct consultation with ARnet and other partners, establish criteria for the establishment of formal relations with other networks and organisations that are not already part of the Popular Coalition

Action 2: Identify networks and organisations with whom ARnet could and should establish formal relations and linkages

5.9 Translation and Abstracts

Action 1: Secretariat, in consultation with ARnet partners, identify criteria and standards for translation

Action 2: Secretariat, in consultation with ARnet partners, explore possibility of producing regular and standardised abstracts of selected ARnet material

Action 3: Secretariat, in consultation with ARnet partners, to review the best modalities for efficient and high quality translations in various languages, in a suitably timely manner and at the lowest cost

Action 4: Secretariat, in consultation with ARnet partners, to develop policy guidelines regarding support for translation of core documents into local / non-standard languages and dialects

Action 5: Secretariat, in consultation with ARnet partners, to examine minimum and maximum requirements for the translation of the website into main languages

Action 6: Secretariat and ARnet partners to pursue additional funds to cover translation costs

5.10 Payments - timing and procedures

Action 1: All ARnet nodes should follow the detailed guidelines on rules and procedures for ARnet-related payments that have been made available by the Secretariat

Action 2: ARnet nodes must assume leadership in assuming that all nodes comply by contractual agreements and abide by the guidelines and procedures outlined in the core programme documentation regarding payment requests

5.11 Improving the work of regional nodes

Action 1: Secretariat, in consultation with Regional Nodes, to refine and update the roles and responsibilities of Regional Nodes, with particular emphasis on identifying non-administrative functions

5.12 Creating incentives for national nodes to engage other national partners

Action 1: Secretariat, in consultation with ARnet partners, in particular, the Regional Nodes, should undertake a systematic evaluation of the viability of the “nodal” approach to national programme development

Action 2: Secretariat, in consultation with ARnet partners, in particular, the Regional Nodes, should examine the nature and role of national nodes in terms of creating incentives and opportunities for the expansion of ARnet activities at the national level through encouraging the involvement of new CSOs

Action 3: Secretariat, in consultation with ARnet partners, in particular, the Regional Nodes, should evaluate the performance of existing national nodes

Action 4: Secretariat, in consultation with ARnet partners, in particular, the Regional Nodes, should identify ways of encouraging the involvement of new CSOs at the national level

Action 5: The Secretariat, in consultation with other ARnet partners, should identify the financial implications of increased numbers of CSO involvement in national programmes

5.13 Institutionalising the ARnet Programme in Partner Organisations

Action 1: Secretariat, in consultation with ARnet partners, in particular, the Regional Nodes, should ensure that ARnet partners are fully appraised of the nature and goals of the ARnet programme

Action 2: Secretariat, in consultation with ARnet partners, in particular, the Regional Nodes, should seek to identify ways of ensuring that ARnet membership is perceived in “organisational” terms

5.14 Raising visibility

Action 1: Secretariat should develop a strategy, including clear guidelines for raising the visibility and overall awareness of the ARnet programme and the Popular Coalition at national and regional levels

Action 2: Secretariat to provide, in consultation with ARnet partners, in particular, the Regional Nodes, should undertake a systematic evaluation of the viability of the “nodal” approach to national programme development

5.15 Technology audit for all partners

Action 1: Secretariat, in consultation with ANGOC and other interested partners, will organise and undertake a technology audit of all ARnet partners

Action 2: Based on the results of the technology audit, the Secretariat will, in consultation with selected partners, identify basic IT and related workstation standards for ARnet partners

Action 3: The Secretariat will seek to mobilise sufficient funds to ensure that all ARnet partners are equipped with IT resources of a minimum basic standard

5.16 Maintaining the programme structure of the Popular Coalition.

Action 1: *Secretariat should ensure that the distinct character and focus of Popular Coalition programmes is clear to all partners and participating organisations*

Action 2: *Secretariat should prepare clear guidelines to help participating organisations describe their involvement in the Popular Coalition's programmes, including the provision of logos and any necessary accompanying text*

6. EXPANSION