Independent Monitor

Final 2014 Monitoring Report

Executive Summary

The Rights and Resources Initiative (RRI) was founded in 2005 as a global coalition of research, conservation and development organisations with an interest in rights-based approaches and a common desire to advance tenure, policy and market reforms in favour of the poor. Since 2008, RRI has enlisted the support of independent monitors to track the implementation of its annual programmes and inform the Coalition on the factors that affect its performance. For 2014, RRI commissioned Universalia to fulfil this function. Drawing on a systematic review of the Coalition's contributions for this latest financial year, this draft report presents the Independent Monitor's (IM) main findings, conclusions and recommendations.

Purpose, Scope and Objectives

As specified in the ToRs, the purpose of this assignment is twofold: (i) to assess the effectiveness of implementation of RRI's 2014 workplan, by validating the scheduled implementation and achievement of programmatic outputs against stated results, and (ii) to examine the adequacy of the Rights and Resources Group's (RRG) internal monitoring system and make recommendations to improve the latter as required.

The review covers RRI's entire work programme for 2014. The main objectives were to:

1) Monitor RRI's effectiveness in implementing its annual workplan and responsiveness to key constituencies;

2) Use information gathered by RRI to validate progress made;

3) Identify factors affecting performance and make recommendations as required;

4) Review RRI's IM system with a view to identify potential areas for improvement; and

5) Draft a Report that strategically supports the decision-making needs of the Initiative.

Methodology

The approach to this assignment was derived from the ToRs, existing tools and processes, and ongoing discussions with RRG. It involved three interlinked phases: (i) inception, (ii) data collection, and (iii) analysis and synthesis.

The Inception Phase was used to delineate the boundaries of the IM function and generate agreement on Universalia's overall approach, including the questions guiding this exercise and the sources of data to be used for measuring progress towards results. The Data Collection Phase included the review of relevant documentation; interviews with key stakeholders to substantiate and validate RRI's performance at local, regional and global levels; and participation in regional and country planning sessions in Cameroon, Indonesia and Guatemala and a global planning event in the United States.

Analysis of emerging evidence was conducted using a mix of strategies and approaches. Descriptive analysis was used to better understand the different contexts within which RRI operates, and how it plans and monitors its work. Content analysis was used to analyse trends, themes and patterns emerging from the various sources of data, and comparative analysis was used to examine trends from across sources of data. The use of mixed methods and sources of data, along with the triangulation of multiple sources of data, provides confidence in the emerging set of findings and conclusions.

The results of the 2014 independent monitoring function were affected by several considerations. Efforts to understand linkages across results and scales of intervention were hampered by the lack of clearly referenced relationships between planned activities and anticipated outputs and outcomes in the workplans, APMRs, and overall Framework Proposal. This made it challenging to determine how planned achievements were designed to collectively and synergistically contribute to a desired change and measure progress along a clear continuum. Planning and results-based terminology in RRI documents tends to be used in a fluid manner, making the interpretation of the intended achievement difficult to determine in some instances. Other challenges such as the limited opportunities for face-to-face engagement with key stakeholders were mostly compensated by additional Skype or telephone interviews.

Monitoring Context

RRI brings together 14 core partners and over 150 collaborators, bounded by the proposition that improving their institutional coherence and coordination can help advance the rights, dignity and socio-economic development of forest-dependent populations the world over. According to most stakeholders, its operational and management modalities are unique. Few organisations can claim to be as forward-looking in their approaches and strategies, as inclusive of differing perspectives, or as willing to challenge accepted beliefs and worldviews. Crucial to its success is the role that planning, monitoring and reporting pay within the Coalition. Yearly planning sessions are conducted at the national and global levels, leading to the development of detailed annual workplans that are aligned with emerging opportunities and priorities identified in its Framework Proposal for 2013-2017.

By the end of the current programming cycle (2017), RRI hopes to have played a key role in increasing the total forest area under indigenous or local community ownership or administration by 100 million hectares and, in doing so, help to improve the livelihoods and income of some 500 million forest-dependent people.

Progress towards the realisation of RRI's priorities and results are closely monitored and achievements are captured in a number of reporting documents, including Annual Progress Monitoring Reports (APMRs), donor reports; quarterly updates; contract reports; annual strategy and workplan reports; and external monitoring and evaluation reports. While monitoring and reporting efforts are considerable, the strategic and opportunistic character of the Coalition creates a number of challenges.

Among other things, annual results and priority statements are not linked to an identifiable hierarchy or chain of results that can be used to monitor progress towards a desired end; relationships between activities, outputs and outcomes are difficult to decipher; and relatedly, causal linkages between proposed studies, interactions and advocacy are challenging to determine. Moreover, our assessment of RRI's monitoring and reporting system suggests that it exacts high transaction costs, and the usefulness of existing tools and processes – in terms of learning, management and change – is somewhat unclear.

Key Findings

The relevance of the Coalition and its work continue to grow in prominence. RRI occupies a unique niche that is attracting increasing global attention. RRI's reliance on an adaptive network and broad strategic framework to address the demands and opportunities of a dynamic global environment places the Coalition in a class of its own. Of particular significance for 2014 is the growing salience of tenure across the international development agenda, which most stakeholders attribute in part if not in whole to the work of the Coalition and increasing demand-side involvement to develop ways of addressing resource rights by key private sector actors, bilateral agencies, and

national level interventions such as in Indonesia and China. At multiple levels of aggregation, RRI's convening capacity and ability to shape emerging discourse on rights are helping to make Coalition partners and collaborators critical players in both local and global decision-making arenas.

RRI has met or exceeded targeted result expectations in all but one of the Log Frame Outputs, for which notable contributions were nevertheless made. Likewise targeted Log Frame Activities were surpassed on all fronts. RRI has met or exceeded targeted expectations, relative to stated indicators for Outputs 1, 3 and 4 of its Framework Proposal, and several noteworthy contributions were identified for Output 2. Combined with last year's contributions and the fact that all Activity targets were surpassed for 2014, evidence suggests that RRI is well on its way to achieving planned results for the entire FPII period. Nevertheless, it should be noted that the way in which result statements are articulated in the APMRs and the absence of any reference to Output indicators make it difficult to decipher actual levels of achievement. Moreover, beyond the identification of trends or patterns, the usefulness of setting activity targets and documenting their achievement is unclear at this stage of RRI's evolution.

Planned activities for country and regional programmes were mostly completed during 2014. Progress towards stated outputs and outcomes will be achieved by year-end in more than two-thirds of the Coalition's undertakings. Analysis of country APMRs reveals that (i) 35% (n=25) of planned results (including both output- and outcome-level statements) were successfully achieved; (ii) planned results were delivered, but further analysis or monitoring was required, in 30% of documented cases (n=22); and (iii) one-third of planned outputs and outcomes were not completed at the time of the APMR write-up, mostly due to reasons that were beyond the control of partners and collaborators (e.g., changes in legislative processes, political unrest, or delays in start-up). While achievements are noteworthy, the absence of documented linkages across results make it difficult to measure the actual level of progress made along an identifiable continuum.

Planned contributions at the global level were largely achieved. Though progress towards some priority outcomes is less clear, overall achievements constitute significant milestones in the realisation of RRI's Framework Proposal. RRI successfully completed all planned deliverables associated with the priority outcomes on: (i) the recognition of community tenure as a priority climate change strategy, and the protection of customary land rights in forest carbon frameworks; (ii) the adoption of screens and standards, by key private sector actors, to reduce the risk of abusing land rights; (iii) the development of global tenure monitoring system; and (iv) the development and operationalization of the International Land and Forest Tenure Facility and Alliance for Community Land Rights, or Global Call to Action. Planned contributions for the World Conference on Indigenous Peoples or towards the recognition of tenure in the SDGs and by the conservation community were either partially completed or insufficiently detailed to draw useful conclusions.

RRI's communications capacity and outreach were considerably strengthened in 2014. Significant progress in the realisation of stated outcomes was achieved on all fronts, exceeding all stated expectations by a wide margin and contributing to RRI's increasing reach and influence.

The Coalition was largely successful in revising its current Memorandum of Understanding. However, efforts to strengthen planning and monitoring tools and processes, as well as develop more effective means of collaboration and learning between Partners and Collaborators, will require more time and effort.

Operational management within RRG continues to be strengthened. All donor reporting requirements and internal audit reports were completed on time.

Conclusions and Recommendation

Our review of progress made towards the achievement of the objectives for the FPII programme cycle suggests that 2014 will be a pivot year for the Coalition. All targets have been reached or surpassed: tenure is now firmly inscribed in the global agenda; the financial and ethical costs of non-compliance with legal or customary land claims are recognised by a growing suite of key investors and private sector actors; and the need to address tenure and carbon rights, in relation to the rights of indigenous and local communities, is now an indelible part of the climate change agenda and REDD+ in particular. At the national level, partners and collaborators continue to make progress in the long-term battles they wage, but challenges remain important. In this regard, the report highlights a number of issues that affected RRI's performance and identifies areas for future consideration and investment.

Since 2008, RRI has consistently made efforts to improve its planning, monitoring and reporting functions. The fruits of these investments are visible in the ever-increasing reliability and validity of its annual progress reports, the increasing precision of the result statements that are used to guide its work, a pattern of consistent amelioration in the tools and instruments used to monitor and report on progress made. However, it is unclear, at this stage of the Coalition's development, if further incremental adjustments to RRI's planning, monitoring and reporting approach will either diminish the time and effort needed to collect annual progress information or result in more useful monitoring reports.

As the layers and complexity of RRI's work programme increase, so will the effort needed to collect the information noted in the APMRs, and the amount of time and effort needed to analyse and report on progress made from year to year. Critically, the extent to which the current system supports institutional learning and change, let alone the planning and decision-making needs of the Coalition, is a question that warrants careful consideration. How the overall system could be improved or better aligned with the nature of the Coalition and its work cannot be determined in isolation of what the network seeks to gain or achieve through this process.

In lieu of more detailed and specific recommendations that may or may not deliver the results that RRI would like to achieve through its monitoring efforts, this report contains only one core recommendation:

In consultation with RRG, Partners, and institutional donors, the Board of RRI should clarify the terms of reference for the internal monitoring function. These should specify what the Coalition aims to achieve through this function, identify the information needs of key constituencies, and address related implications in terms of planning, management and reporting.

With clarity on these issues being established, Universalia can work with RRG to council the Coalition on the tools and processes that are most likely to support the desired ends, and further its impact.

Acronyms

APMR	Annual Program Monitoring Reports
COP	Conference of the Parties
CP	Country programme
DFID	Department for International Development (of the United Kingdom)
FCPF	Forest Carbon Partnership Facility
FP	Framework Proposal
FPIC	Free, prior and informed consent
FPP	Forest Peoples Programme
IFC	International Finance Corporation
IM	Independent Monitor
REDD	Reducing Emissions from Deforestation and Forest Degradation
RRG	Rights and Resources Group
RRI	Rights and Resources Initiative
SDGs	Sustainable Development Goals
ToRs	Terms of Reference
UNEP	United Nations Environment Programme
UN-REDD	United Nations Collaborative Programme on Reducing Emissions from Deforestation and Forest Degradation in Developing Countries
VGGT	Voluntary guidelines on the governance of tenure
WCMC	World Conservation Monitoring Centre
WRI	World Resources Institute

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1   Introduction

The Rights and Resources Initiative (RRI) was founded in 2005 as a global coalition of research, conservation and development organisations with an interest in rights-based approaches and a common desire to advance tenure, policy and market reforms in favour of the poor. Today, the Coalition brings together 14 core partners and over 150 collaborators, bound by the proposition that improving their institutional coherence and coordination can help advance the rights, dignity and socio-economic development of forest-dependent populations the world over.

Key to understanding the success of the Coalition is its commitment to results and consequent efforts to develop robust and accountable means of monitoring its work. Since 2008, RRI has enlisted the support of independent monitors to track the implementation of its annual programmes and inform the Coalition on the factors that affect its performance. For the year 2014, RRI commissioned Universalia to independently monitor the execution of its most recent programming strategies and workplans, as well as assess the adequacy of its internal monitoring system.

This draft report presents the Independent Monitor's (IM) main findings, conclusions and recommendations for the year 2014. It is based on a systematic review of the Coalition's contributions for this latest financial year and deliberately aims to advance RRI's agenda through a positive analysis of the normative objectives contained in its annual workplans and results expectations of its Framework Proposal (FP) for the years 2013 to 2017.

Following this brief introduction, the remainder of the report is organised as follows:

- Section 2 outlines the purpose, scope and objectives of the IM;
- Section 3 presents the methodology used and the limitations/challenges encountered in this study;
- Section 4 provides a brief overview of RRI, including its performance management system, results framework, and underlying theory of change;
- Section 5 presents the findings of the IM report, focusing on the degree of progress made in each of the Coalition's core programming areas;
- Section 6 summarises the key conclusions of the report and provides forward-looking recommendations to strengthen future monitoring efforts.

Appended to the present report are the Terms of Reference (ToRs) for the IM, the list of documents and reports consulted, and the list of key stakeholders interviewed

This report was written and produced by Alain Frechette, with technical oversight by Charles Lusthaus of Universalia Management Group. In addition to the review of data collected by RRG, the IM participated in annual planning sessions in Africa (Cameroon), Asia (Indonesia) and the United-States (global programme). Participation in a relevant planning session and complementary data collection efforts in Latin America (Guatemala) were conducted by Natalia Ortiz (independent consultant), on behalf of the IM.

2 Purpose, Scope and Objectives

As specified in the ToRs, the purpose of the independent monitoring activity is to assess the effectiveness of implementation of RRI's 2014 workplan, by validating the scheduled implementation and achievement of programmatic outputs against stated results. In doing so, the IM was tasked with examining the adequacy of the Rights and Resources Group's (RRG) internal monitoring system and make recommendations to improve the latter as required.

The scope of monitoring activities conducted in 2014 covered RRI's entire work programme, including the degree of progress made towards the achievement of the Coalition's strategic outcomes. More specifically, the objectives of the IM for 2014 were to:

6) Monitor RRI's effectiveness in implementing its annual workplan, including the results (outputs and outcomes) specified in its second Framework Proposal (FPII) for 2013-2017 and its responsiveness to key constituencies (e.g., IPs, CSOs, forest-dependent communities, women's groups, etc.);

7) Use information gathered by RRI through its Annual Program Monitoring Reports (APMR) and Strategic Priorities Progress reports to validate progress towards annual strategic priorities;

8) Identify factors affecting performance (both internal and external) and make recommendations to address emerging challenges;

9) Review RRI's Independent Monitoring system with a view to identify potential areas for improvement; and

10) Draft and present an Independent Monitoring Report that strategically supports the decision-making needs of the Initiative, including organisational learning and change.

To these ends, this report aims to achieve four interrelated goals. First, it seeks to inform RRI on progress made and make recommendations, as required, to strengthen its internal monitoring system. Second, it aims to validate the information generated through RRI's internal assessment and self-reporting mechanism, especially with regards to the outcomes stipulated in the RRI Framework Proposal Log Frame. Third, it presents consolidated feedback from a broad range of actors and constituencies collected through country visits, participation in events and key stakeholder interviews. And finally, it specifies whether the Initiative is cost-effective and synergistic in its investments (i.e., it avoids the duplication of efforts).

Clarification

For the sake of clarity, readers should note that reference to the Rights and Resources Initiative in this report, or RRI for short, explicitly refers to the entire Coalition, including partners, collaborators, fellows and the Rights and Resources Group (RRG). References to RRG or the RRI secretariat are made explicit where relevant.

3 Methodology

The methodology developed for the 2014 IM function was derived from the ToRs and initial discussions with RRG. While anchored in existing tools and processes, the IM team sought to develop a credible and independent monitoring function that could answer the decision-making needs of RRI's different constituencies. To support such ends and the challenges inherent to operating in complex and dynamic social-ecological environments, a developmental approach to monitoring and reporting was used. This section briefly explains the methods used by the monitor, and the limitations that ought to be taken into consideration.

3.1 Approach

The IM function was carried out in three interlinked phases: (i) inception, (ii) data collection, and (iii) analysis and synthesis.

Inception

The Inception Phase was used to delineate the boundaries of the IM function and generate agreement on Universalia's overall approach, including the questions guiding this exercise and the sources of data to be used for measuring progress towards results. Specifically, the Inception Phase was used to: (i) develop a comprehensive understanding of RRI's existing monitoring system, including the Coalition's workplans and strategy documents; (ii) validate the objectives, results, assumptions and timeframe of the monitoring activity; (iii) flag unresolved issues; and (iv) set in motion the monitoring process by identifying the sources of data and tasks to be completed.

Data Collection

The second phase of this assignment consisted in the collection of data from three distinct sources and methods. First, the monitoring team conducted a thorough review of relevant organisational documents, including both planning (e.g., log frame outputs for 2013-2017, Annual Strategic Priorities and global and regional workplans) and reporting documents (e.g. APMRs, quarterly reports to donors and other relevant evaluation or progress reports).

Second, interviews with key stakeholders were conducted to: (i) substantiate and validate RRI's performance at local, regional and global levels, including the assumptions that underlie the suggested pathways of change; (ii) determine whether collated sources of data provide a reasonable proxy of RRI's achievements; (iii) strengthen interpretation; and (iv) identify potential gaps or shortfalls. Stakeholders (mostly collaborators, partners and fellows) were interviewed either in person or through available communication technologies using a semi-structured format. Key informants were identified by RRI in the early stages of this assignment.

Finally, the monitoring team also participated in regional and country planning sessions in Cameroon, Indonesia and Guatemala and a global programme planning event in Annapolis, Maryland. Site visits were used to: (i) gather relevant monitoring data and contextualise reported achievements; (ii) ascertain the reliability and validity of collated data; and (iii) translate abstract ideas into concrete and useable data, and strengthen the confidence of RRI stakeholders relative to purpose and utility of the independent monitoring function.

Analysis and Synthesis

Data was analysed using a mix of strategies and approaches. Descriptive analysis was used to better understand the different contexts within which RRI operates, and the approach it uses to plan and monitor its work. Content analysis was used to analyse trends, themes and patterns emerging from the various sources of monitoring data. To this end, data from compiled APMRs was aggregated in a single table format to systematically compare planned versus realised results and develop a more balanced perspective of RRI's overall contribution in 2014. Quantitative analysis was used to interpret relevant sources of data, as required, and comparative analysis was used to examine trends from across sources of data, and identify best practices, innovative approaches and lessons learned. The use of mixed methods and sources of data, along with the triangulation of multiple sources of data, provides confidence in the emerging set of findings and conclusions. Finally, as part of the developmental approach used to monitor RRI's progress towards stated results, this draft report will be reviewed by RRG senior managers, and subsequent rounds of discussion with the monitoring team are anticipated before the report is finalised.

3.2 Limitations

The 2014 independent monitoring function and the results presented herein were affected by several considerations. In terms of reporting on progress made, relationships between planned activities and anticipated outputs and outcomes are not identified in the workplans, APMRs, or FPII, and linkages between country and global programme components are difficult to establish. Among other things, this made it challenging to understand how local and global interventions relate to one another, whether activities or outputs have been carried out as planned, and the extent to which these are helping to achieve the main outputs listed in FPII.

Second, planning and results-based terminology in RRI documents tends to be used in a fluid manner. Results are sometimes articulated differently across documents, and terms such as objectives, priorities, strategies, results, impacts, outcomes, and outputs appear to be used interchangeably with little or no reference to a plausible hierarchy or chain of results. The lack of clarity on these aspects made it harder to measure progress towards stated goals and objectives, or appreciate the significance of a given achievement relative to other (and often similar) results. The use of standard definitions (e.g., OECD-DAC Glossary of Terms) for results-oriented reporting would be a useful adjustment.

Third, results within annual workplans mostly relate to stand-alone products, services or changes that can be effectively isolated from the rest of the Coalition's programme. Missing from this equation is a sense of whether planned results are mutually reinforcing and collectively synergistic. This observation has both benefits and drawbacks. On the plus side, because most of the result statements are self-containing, their achievement sets the pace for RRI's progress towards Log Frame outputs. In terms of drawbacks, the challenge lies in measuring how these collectively contribute to the realisation of higher-level results, especially at the country-level, given that these are not defined explicitly in the annual workplans. Further discussion on RRI's planning, monitoring and reporting framework can be found in sections 4 and 5 below. In general we found that while outputs are robust, it is unclear how their implementation and realisation link to more context-specific outcomes, other than those listed in the Log Frame.

As detailed in the following section (see 4.1 below), RRI's work programme is structured around five thematic areas that cover the span of global and regional/country-level interventions. While thematic areas are clearly referenced in its website and various publications, they are not integrated or discussed in the workplans or APMRs. Consequently, they are briefly presented, but not discussed in this report.

Finally, while the IM team was able to participate in three regional meetings (Cameroon, Guatemala and Indonesia) and the global session in Annapolis, Maryland – all of which provided a rich contextual appreciation of the Coalition's successes and challenges, and the processes it uses to plan future interventions – opportunities for face-to-face conversations were limited throughout. Tight planning agendas made it difficult to secure time with participants and discuss the degree to which progress was being made. To compensate, the IM team conducted phone and Skype interviews with key stakeholders at the global level and from nine priority countries (Burkina Faso, Cameroon, China, DRC, Guatemala, India, Indonesia, Liberia and Nepal).

4 RRI Monitoring Context

4.1 Performance Management in RRI

According to most stakeholders, the operational and management modalities of RRI are unique. Few organisations can claim to be as forward-looking in their approaches and strategies, as inclusive of differing perspectives, or as willing to challenge accepted beliefs and worldviews. Crucially, nothing is taken for granted in RRI. Change is the accepted norm and maintaining flexibility to take advantage of emerging policy windows is an operative trait of the Coalition. Nevertheless, recognising and ultimately accepting the complexity of operating in a non-ergodic world, to quote Douglas North, does involve trade-offs. In the same way that long-term planning can lead to an overreliance on linear frameworks, neglect of opportunities and the many factors that can conspire against the achievement of neatly defined results chains, so too can the absence of longer-term planning and investments make it difficult to gauge the effects of strategic or opportunistic interventions in institutional systems that are notoriously difficult to change. As intimately recognised by Coalition members, property rights are central to power structures, and changes over who governs a given resource asset have direct and profound repercussions on the distribution of costs and benefits in society and ultimately, on the structure of social order itself. Whether short-term strategic and opportunistic investments provide the basis for a more effective and resilient framework for altering rule-ordered relationships represents a core design proposition, which, according to most interviewed stakeholders, the Coalition has so far succeeded in defending.

Operating through a broad network of partners and collaborators, RRI conducts yearly planning sessions in each of its targeted countries and carries out similar events for its global programmes, strategic initiatives (i.e., Tenure Facility and Alliance for Community Land Rights) and individual working groups (i.e., the so-called Interlaken working groups on private sector engagement, conservation, and the Call to Action). Sessions primarily focus on strategic opportunities for the coming year, but also provide opportunities to reflect on what was accomplished, and share relevant experiences or lessons learned. The dynamics of each session are inherently dependent on the participants themselves and the nature of the relationship that has emerged amongst collaborating organisations. RRI-sponsored facilitators and coordination support from regional and global programme directors help maintain the focus of partnering organisations and specialists on the issues that warrant their attention.

Collectively, planning sessions provide the basis for developing annual workplans. Introduced by what one key informant characterised as "one of the most valuable sources of intelligence on the state of resource rights for any given country, region or issue," workplans identify priority outcomes for the next financial year and their relationship to the core activities highlighted in the Coalition's Framework Proposal for 2013-2017, as well as the actual activities that partners and collaborators will undertake to achieve them. In addition to drafting the workplans and submitting these to RRI's board for final approval and funding, RRG draws on the insights gained from the different planning sessions and discussions to identify the Coalition's Strategic Priorities for the coming year.

Progress towards the realisation of RRI's priorities and results is principally monitored by RRG managers and in-country coordinators, with the input and validation of relevant partners and collaborators. APMRs are developed for each programming area, which provides an invaluable record of RRI's yearly accomplishments. Results relevant to stated objectives are meticulously noted in the APMRs and backed by substantive data. Validated by partners and collaborators and verified again by an independent monitor, the reports provide a level of accountability and credibility that few organisations of this size and nature can claim to achieve. In addition to the latter reports, the Coalition also produces: (i) donor reports (14 in all for 2014 alone); (ii) quarterly updates; (iii)

contract reports (mid-project and end-of-project/narrative report); (iv) annual strategy and workplan reports; and (v) external monitoring and evaluation reports.

While efforts to monitor and account for progress made are considerable, the Coalition's approach to planning, monitoring and reporting does present a number of challenges. As highlighted in several instances already, RRI's work is coordinated through a relatively broad set of programming and thematic areas that encompass both local and global interventions (see Exhibit 4.1 below). Notwithstanding RRG's diligent efforts to carefully document the degree to which output- and outcome- level results are being achieved, annual investments are only sparingly linked to long-term goals and objectives. For instance, end-results for the 2013-2017 period are not clearly laid out for each of the country and global programmes; "priority outcomes" in country workplans are not directly tied to planned activities; and the results of country-level interventions are reported in terms of their relationship to key activities listed in RRI's log frame, not the so-called outputs of the same instrument,[1] nor the indicators that have been developed for such purposes. Combined with the fact that there is not a one-to-one correspondence between log frame activities and outputs, the extent to which RRI is on track vis-à-vis the latter was left for the IM to interpret.[2]

Finally, whether the synergistic combination of selected studies, interactions and advocacy is enough to spur institutional reforms ultimately rests on assumptions that warrant continuous validation. At present, causal linkages in RRI's global and regional programme components – between strategic priorities and outcomes – are implicit. Formalising and iteratively testing the vertical and horizontal coherence of a programme is crucial for determining whether investments are indeed synergistic, cost-effective and adding value. Currently, this can only be surmised through stakeholder observations.

Obviously, these observations are not new for RRI. As our review of past monitoring reports suggests, the search for an appropriate balance between the different information needs of key constituencies and the exacting demands that this places upon the Coalition and RRG management in particular has resulted in almost yearly amendments to RRI's reporting format.

Our assessment of RRI's monitoring and reporting system suggests that it exacts high transaction costs, and the usefulness of existing tools and processes – in terms of learning, management and change – is unclear. While the system is supported by RRG senior management, there is limited evidence of ownership across the Coalition as a whole. Improving the current system to make it meaningful and useful at all levels of RRI will require more than tinkering with the existing APMRs, or making amendments to the workplans. Any attempt to redesign or improve the current system, tools or processes needs to be anchored in the information needs of RRI's different constituencies, namely donors, board members, the secretariat, partners and collaborators. More importantly, it should respond to what the Coalition wishes to achieve through this function. Options and considerations are discussed in Section 6.

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[1] See RRI's Framework Proposal for 2013-2017.

[2] In previous iterations of RRI's APMRs, linkages between annual contributions and log frame outputs were clearly tracked.

Exhibit 4.1   RRI Programme Structure

THEMES / PROGRAMMES	CORE PROGRAMS	RIGHTS & CLIMATE	REALIZING RIGHTS	ATEMS	GENDER JUSTICE
Global Programmes					
• Strategic Analysis	Tenure Tracking				
• Networking Support	Engaging Key Constituencies				
• Strategic Initiatives	Tenure Facility & Call To Action				
Country / Regional Programmes					
• Africa, Asia, Latin America					

Coordination / Communication

4.2   Results Framework

As presented in its Framework Proposal for 2013-2017, the ultimate aim of the Coalition is to improve the governance of forest areas in developing countries so as to reduce poverty, conserve biodiversity and strengthen climate resilience. To achieve such ends, RRI commits itself to further tenure, governance and market reforms in a bid to secure the resource rights of local communities to use, manage and control the benefits derived therefrom. According to RRI's framework, progress towards this high-level outcome will be measured by the Coalition's contributions to two overarching goals:

1) To double the amount of land under local ownership and administration in developing countries; and

2) To halve the incidence of extreme poverty in these same areas, by securing the rights of communities to use, conserve or trade the benefits derived from their respective land holdings.

By the end of the current programming cycle (2017), RRI hopes to have played a key role in increasing the total forest area under indigenous or local community ownership or administration by 100 million hectares and, in doing so, help to improve the livelihoods and income of some 500 million forest-dependent people. To guide the implementation of this ambitious work programme, RRI developed four intermediary outcomes (labelled as outputs in FPII – see Exhibit 5.1 below), and eight activity areas.[3] Intended results for the 2014 programming cycle are presented and discussed in Exhibit 5.2 below.

Our analysis of the relationship between log frame activities and outputs failed to show a consistent correlation between the two, such that the achievement of the former would be indicative of progress towards the latter. Some Log Frame output indicators, such as 3.1 (on the number of CSO platforms actively engaged in tenure issues) can be directly linked to a specific activity (1 in this case), but the meaning and application of the proposed achievement of the indicator can be difficult to determine

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[3] The activities are not listed in this report. For details, please see the 2013-2017 Framework Proposal.

(i.e., does this indicator apply to permanent structures only or do events, dialogues and conferences also apply?, does the indicator apply to new platforms only or does it also include initiatives within existing platforms?). Accounts of results achieved in APMRs can sometimes appear overstated in light of the evidence provided and/or insufficiently developed with regards to the effects or changes that were produced as a result. Saying that a given product was "a key contribution to the thinking of government officials and institutions," without supporting this statement, or indicating that a "workshop successfully trained 30 journalists on tenure," without expanding on the quantity and quality of the reports published as a result of the training, invariably limits the usefulness of such accounts. While there is no need for overstatements, the benefits of being specific on the nature of a given result cannot be overemphasised. Finally, because priority outcomes in the country and global programme workplans are tied to log frame activities rather than outputs, and no clear linkages between the latter two could be established, the relationships that are presented herein should be regarded as tentative only. Further substantiation is warranted, before the later can be accepted as confirmed contributions.

4.3   Theory of Change

Overall, RRI's approach is informed by the proposition that *"[f]orest tenure rights of the poor can be increased through the synergistic combination of strategically chosen studies, interactions, and advocacy that enable an array of global and local actors to influence policy and investment actions at global and national levels."* Whilst the implicit strategy in this statement arguably represents a sound and pragmatic approach to effecting change, given the Coalition's available means and resources, it does not explain how the intended outcomes of the current programming cycle will collectively and synergistically contribute to the achievement of improved resource rights in the targeted countries and beyond. Yet, if we accept, as most social scientist now recognise, that order in complex systems is an emergent property that cannot be reduced to the sum of its parts, then the usefulness of formulating a logical narrative to support the design and implementation of a fairly radical social agenda becomes somewhat ancillary to the task of developing an adaptive and actionable repertoire of tools, ideas and tactics. Given such circumstances, the extent to which RRI should ensure that every seed it sows actually germinates and collectively helps to transform existing institutional landscapes towards more equitable and sustainable equilibria is a question that merits serious consideration.

If the trigger points that will generate system-level change can never be fully anticipated, and the political-economic systems within which RRI operates are in a constant state of flux, then a flexible framework composed of multiple strands of ideas, activities and interactions between semi-autonomous nodes may yield greater opportunities for impact than a fully scripted change agenda. In other words, RRI recognises that it takes variety and complexity to deal with variety and complexity, as Vincent Ostrom once suggested. And "the fact that it is not imprisoned in a long-term plan," one observer noted, "gives RRI a level of flexibility that is relatively unique in the development world." Yet, choices always involve trade-offs. Two important caveats are worth mentioning here.

First, without a proximate outline or road map that shows how a given set of studies, interactions and advocacies can be leveraged to achieve a desired change, one has little or no control over the processes used or the outcome that will be produced. Synergies may arise by accident, but they can also be more usefully planned and orchestrated (at least to a limited extent).

Second, in the absence of a clearly defined and context-specific chain of results, it becomes harder for organisations to recount the outcome stories they contribute to, or explain the importance of a given set of results within a larger continuum of change. From a monitoring perspective, this makes it more difficult to measure the degree of progress made within a given period or provide informed guidance on the way forward (for example, by testing the assumptions that went into the design of an

intervention). Though country-level efforts are reportedly nested within longer-term strategies or plans, no reference to these is provided in the Coalition's annual workplans or APMRs. Finally, in the absence of more clearly defined and context-specific long-term goals or strategies, opportunities to learn from past experiences – what went well and what did not – also stand to be impeded. If the steps needed to effect change are not clearly laid out (at least tentatively), it becomes harder to deconstruct the factors that contributed to, or impeded the progress of, a given strategy or pathway.

The ideas discussed here constitute recurrent themes in the sections that follow.

5 Findings

5.1 Ongoing Relevance

As used here, ongoing relevance refers to: (i) the extent to which the mission, strategy and core objectives of RRI remain appropriate, in light of the evolving conditions within which it operates; and (ii) the degree to which the Coalition continues to meet stakeholder expectations and adapt itself to its changing circumstances.

Finding 1: **The relevance of the Coalition and its work continue to grow in prominence. RRI occupies a unique niche that is attracting increasing global attention.**

RRI occupies a unique niche that is attracting increasing global attention – a change of condition that many attribute in part, if not in whole, to RRI's insistent efforts to redress the resource rights of dependent communities the world over. As one observer put it, RRI enjoys "a stellar reputation" and the reasons for this have as much to do with the growing salience of tenure, as it does with the Coalition's leadership style and its revered capacity to collaborate with prominent experts and institutions (e.g., Oxfam, Global Witness, WRI, ILC, Aman, Instituto del Bien Común).

The growing influence of RRI's work programme in 2014 was supported by a number of observations, including: Cifor's renewed commitment to the Coalition, the growing recognition of the need to address tenure and carbon rights within the REDD+ arena, the publication of several landmark analyses (e.g., WRI/RRI report on "Securing Rights, Combating Climate Change"), progress on the development of the Land Tenure Facility, and commitments by key private sector actors to adopt more stringent guidelines on land acquisition and supply chains (e.g., Nestle, Unilever, Rio Tinto, Coca Cola, RaboBank, and Stora Enso). Combined with the involvement of the Omidyar Foundation in the Interlaken Working Group on private sector engagement, reference to RRI's work by Norad, the United Kingdom and Germany,[4] and the willingness of the Norges Bank Investment Management to collaborate with RRI on a joint research project, the evidence suggests that 2014 marks a turning point for the Coalition. Addressing the resource rights of indigenous and local communities is now part and parcel of the development agenda and is increasingly recognised as a fundamental prerequisite to any serious effort to tackle climate change, the loss of biological diversity, or global poverty and socio-economic inequality.

In terms of planning, there is a strong sense amongst key stakeholders that RRI's global programme is robust and well designed – tapping into all accessible leverage points to effect change. RRI's analytical work, which is critical for shaping engagement at all levels; its ability to convene and engage discussions on a sensitive issue (rights); its support to key networks of actors such as Megaflorestais; and its ability to develop new initiatives to take advantage of emerging opportunities make RRI unique in many respects. Yearly planning sessions that draw upon the insights and perspectives of a broad a range of critical thinkers provide a unique vantage point for surveying a constantly changing world, and an opportunity to select the most appropriate course of action without being tied down to the fulfilment of a constraining work programme. This allows RRI to act as a critical convenor, fulfilling a key leadership role that few other organisations could play with as much energy and clarity of purpose. As one respondent put it, "coalition-building is tough, and there is a clear need for an umbrella role." RRI appears to be well suited for this position.

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[4] Links between secure community forest tenure and government support, and reductions in deforestation and associated carbon emissions.

Though partners and collaborators at the country level tend to echo many of the features that make RRI such a unique platform for collective action, perceptions tend to be coloured by preoccupations that are less visible at a macro level. As elsewhere, the Coalition's agenda is considered relevant to the challenges country partners and collaborators face. Being part of a broader Coalition lends credibility, provides access to knowledge and resources, and it offers arena wherein local actors can organise, strengthen institutional coherence, and develop common platforms for affecting change. Still, country-level respondents tend to emphasise the enduring nature of the struggles they face: quick wins are more elusive and there are limits to what opportunistic strategies can yield. Admittedly, RRI's approach to change has been developed and is being pursued in light of such differences, not in spite of them, but the task of maintaining relevance and meeting stakeholder expectations requires a constant renewal of mutual trust and commitment. The disparity of views that were at times expressed by country-level stakeholders and RRG management points to opportunities for the renewal of such shared understandings.

Finally, observers at all scales of intervention point out that the time is ripe for broadening the scope of RRI's focus, beyond the forest to that of the landscape as a whole. Few indigenous and local communities depend solely on forests for their livelihoods. Rights to land and resources are the fundamental issues. Having acquired a rich set of tools, methods and processes for engaging in forest rights, efforts to address resource rights writ large would not be a huge leap for RRI, but would open up more pathways to meaningfully effect change. Although such considerations are often implicit in RRI contributions, many argue that the Coalition would gain from making such connections explicit in all of its undertakings.

5.2 Effectiveness - Delivery of the 2014 Work Programme

Within the context of this report, effectiveness is used as a proxy for measuring the degree of progress made towards the realisation of RRI's 2014 work programme. Specifically, this section focuses on the extent to which outputs (i.e., products and services) are being produced as planned, and the degree to which current investments are helping to create enabling conditions for the achievement of longer-term results.[5] The section considers the degree of progress made, relative to the Coalition's: (i) Log Frame Outputs; (ii) country and regional workplans; (iii) global workplan; (iv) coordination and operational priorities; and (v) communication objectives. RRI's performance relative to its five thematic areas is not addressed for reasons outlined in the limitations section of this report.

5.2.1 Progress on Log Frame Outputs & Activities

Finding 2: **RRI has met or exceeded targeted result expectations in all but one of the Log Frame Outputs, for which notable contributions were nevertheless made.**

Evidence drawn from RRI reporting documents and stakeholder input indicates that RRI has met or exceeded targeted expectations, relative to stated indicators for Outputs 1, 3 and 4 of its Framework Proposal. While only one deliverable appears to have been achieved for Output 2 (which calls for the adoption or implementation of market, trade, investment or conservation legislation and policies that favour indigenous or community land rights), several noteworthy contributions were identified and integrated within Exhibit 5.2 below to provide a balanced perspective of progress made towards such ends.

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[5] For the purposes of this assignment, we assume that a positive change in the achievement of the stated outcome is attributable to RRI.

More specifically, analysis of contribution reveals that targets for indicators 1.1, 1.2 and 4.2 were exceeded by at least one count, and the number of counted outputs for indicator 3.1 – although not matched with a defined target – reached a high of 7. Combined with last year's contributions, progress towards planned results for the entire FPII period suggests that RRI is well on its way to achieving its longer-term goals (see Exhibit 5.1 below). Areas that RRI will need to pay attention to, in order to achieve its planned targets are, by order of importance, indicators 2.1 and 1.1, both of which focus on the measurement of legislative, regulatory or policy changes. Given the longer-term nature of such changes, progress towards the achievement of stated targets should increase in the remaining two years of FPII, provided that the current momentum is maintained (i.e., focus on the achievement of stated institutional changes from year to year).

Exhibit 5.1   Aggregated Contributions to Log Frame Outputs

Output	Indicator	2013 Targets	2013 Validated	2014 Targets	2014 Validated	Total Planned	Total Achieved
1.	1.1	3	2	3	4	12	6 (6)*
	1.2	2	1	2	3	8	4 (4)
2	2.1	N/D	1	N/D	0	12	1 (11)
	2.2	N/D		N/D	1	4	1 (3)
3.	3.1	N/D	4	N/D	7	12	11 (1)
	3.2	1		1	2	4	2 (2)
4.	4.1	1		2	2	6	2 (4)
	4.2	1		1	2	4	2 (2)
*(n) = Number remaining to be achieved							
N/D = Not determined							

With respect to the actual extent of RRI's contribution to the achievement of stated Log Frame Outputs, two comments are worth considering. First, the way in which result statements are articulated in the APMRs can sometimes make it difficult to decipher if the intended output or outcome was achieved or not. Regarding the nature of the proposed output indicators for FPII, care should always be taken to carefully express the nature, extent and effect of an identifiable change or contribution. For instance, the Cameroon APMR refers to the production of two distinct sets of policy recommendations: one that emerged from the Tenure Week and the other from the Roadmap process for land-use reforms, which was developed in collaboration with Cameroonian parliamentarians. In both cases, the APMR fails to specify how these recommendations were taken up by the targeted audiences, or how they are intended to be used. In other instances, result statements lack the evidence required to confidently recognise the extent to which a relevant RRI-supported contribution actually reflects the achievement of an output indicator. A case in point is the push to recognise ethnic minorities in Chinese State Forest Reforms, and the claim that RRI-supported research by Peking University was well received by the State Forest Administration, thus demonstrating RRI's influence on key government decision-makers. While it may be the case that such influence was achieved, the evidence provided makes it impossible to validate with confidence.

Second, and related to the latter point, the absence of clear references to the FPII Output indicators in the APMRs means that there is a strong possibility that more results could potentially be counted

and/or recognised as relevant contributions to the achievement of a given output. By extension, this also implies the IM's interpretation of a given contribution could be wrong and/or mislabelled. Finally, since the relationship between Log Frame activities and outputs are not clearly defined, the achievement of specified activity indicators cannot be used as a proxy for the achievement of stated output indicators.

Exhibit 5.2   Results Achieved Relative to FPII Log Frame Outputs

Outputs	Indicators	Evidence
1. Tenure legislation, policy and regulatory frameworks that recognize and or strengthen the rights of local communities and Indigenous Peoples in a subset of countries in Africa, Asia, and Latin America.	1.1. Number of instances of tenure legislation or regulatory or policy frameworks in favour of Indigenous Peoples and local communities adopted or implemented, at least partially as a result of engagement with RRI. Targeted for 2014 = 3 Achieved = 4	Cameroon: Successful collaboration between REFACOF Cameroon and the *Réseau des Parlementaires pour la gestion durable des Ecosystèmes Forestiers en Afrique Centrale* (REPAR) leads to the integration / recognition of women's rights in the national land and forest tenure reforms. DRC: A decree on the *Concessions Forestières des Communautés Locales* (02 août 2014) is signed into law after a decade long effort by DRC civil society. Senegal: CSOs proposals for securing collective tenure rights are discussed and adopted by the Senegalese national commission on land reform (CNRF), following a series of studies and workshop on community tenure Indonesia: Strategic analysis of the national regulations relative to forest gazettement and customary forest recognition (in support of the Indonesia constitutional court ruling) is incorporated in the Ministry of Law and Human Rights and KPK's legal review instruments.
	1.2. Number of instances of regressive tenure legislation and exploitative industrial land grabs halted or modified to benefit Indigenous Peoples and local communities, at least partially as a result of engagement with RRI. Targeted for 2014 = 2 Achieved = 3	Cameroon: Institutionalisation process of participatory mapping in Cameroon by *Cameroun Écologie* results in the retrocession of 41,672.7 hectares to local communities by the *Ministère des Forêts et de la Faune* Burkina Faso: Advocacy by TENFOREST of Burkina Faso convinces mayor of Ouahigouya to put a stop to land partitioning for development purposes and returns 25 hectares of arable land to its original farmer/owner. Peru: The Peruvian government recognizes the existence of Indigenous People in Voluntary Isolation and Initical Contact (PIAVCI) in four territorial reserves and issues the Supreme Decree No. 001-2014-MC , which declares the protection of the said territories in the Peruvian Amazon, including "Madre de Dios", "Isconahua", "Murunahua", "Mashco Piro"; and "Kugapakori,).
2. Market, trade, investment or conservation legislation and policies adopted or implemented by governments that strengthen Indigenous' and local communities' rights, enterprises, benefits and incomes.	2.1. Number of instances of land, agriculture, forest, trade, conservation, or carbon-market policies, regulations, or standards for investment that strengthen the land rights of Indigenous Peoples and local communities. Targeted for 2014 = N/D Achieved = 0	Relevant but non-measurable contributions: Global: Workshop *Small-Scale and Community Forest Producers: The Challenges and Opportunities of Legality Verification*, co-organized with Chatham House, took place in mid-May in London, UK. Workshop focuses on the impact of legality verification (most notably, FLEGT) on Small and Medium Enterprise (SME) sustainability, and discussed practical approaches to address the risks and opportunities DRC: RRI is providing essential convening capacity and expertise to promote a new community forestry initiative that builds upon existing RRI successes in securing community forestry rights in DRC Guatemala: ACOFOP and its partner organizations contribute to the improvement of administrative processes within the Ministry of the Environment to accelerate and simplify the approval of management plans for non-timber forest products, allowing categorisation to change from A to C. This category minimizes the cost of the license for the extraction of non-timber forest products

Outputs	Indicators	Evidence
	2.2. Number of instances of economic, fiscal or industrial development policies that strengthen Indigenous Peoples, local community or household forest management or enterprises. Targeted for 2014 = N/D Achieved = 1	Guatemala: ACOFOP and its partner organizations (including women's groups) contribute to the improvement of administrative processes within the Ministry of the Environment to accelerate and simplify the approval of management plans for non-timber forest products, thus minimizing licensing costs for forest-dependent communities. In doing so, it also helped to expand the nature of forest management towards a more integrated landscape approach. <u>Relevant but non-measurable contributions also include</u>: Global: Report on "Making the case for locally controlled landscapes and enterprise models as alternatives to top-down industrial models of production" is prepared in n collaboration with Seventy Three PTE. The report makes the case for locally controlled landscapes and enterprise models as alternatives to top-down industrial models of production, and proposed an example of an alternative enterprise model for community forestry in Cameroon Mali: Dialogue on non-timber forest products (NTFP) in Mali which yielded 14 recommendations on ways to sustainably promote NTFP enterprises and a verbal promise by Government officials to look into the factors that hinder their adoption
3. Strategic national-level coalitions of CSOs or global climate or forest trade initiatives actively committed to and engaged in advancing national-level tenure and governance reforms.	3.1. Number of national-level CSO platforms actively engaged in advising or implementing national- level tenure, governance and market reforms, as a result of engagement with RRI. Targeted for 2014 = N/D Achieved = 7	Regional: REFACOF 3rd Regional workshop on gender and land and forest tenure rights in Africa (LFA3) attracts participation of from Cameroon, CAR, Burkina Faso, Chad, Liberia, Madagascar, Ivory Coast). Participant declaration encourages the Government of Liberia to recognize women's land tenure rights. Leads to call by UN for further collaboration on gender and REDD+, and linkages to international REDD+ focal points and networks.
		DRC: The *Cadre de Concertation de la Société Civile sur la réforme foncière* (CACO) of DRC (established in December 2013) is operationalized through a governance structure and the development of a strategy, yielding increasing demands for civil society participation and support from two new donors (UN-Habitat and AJWS).
		Mali: Alliance for the Great Green Wall (GGW) is established to provide advisory oversight of the project and its implications for local and indigenous communities. The GGW is a panafrican project for sustainable land use that stretches from Dakar to Djibouti that was conceived by governments without community participation.
		Indonesia: National Conference on Just Governance and Resource Rights, related broader agenda of agrarian reform and people's sovereignty organized by 37 NGOs in Indonesia and attended by over 200 participants from civil society organizations, farmers and IP representatives, government officials, academicians. Conference provides an important opportunity for civil society and IPs to communicate with the government and potentially affect the composition of the new political agenda
		Nepal: Consultation/Dialogue on Role of Indigenous People on Forest Policies and Program in Nepal is organised by NEFIN, and attended by more than 50 participants from civil society groups and government agencies. Collectively, they advocate for the constitutional guarantee of the rights of IPs over land and resources.
		Lao PDR: The Land Issues Working-Group (LIWG) is established under Lao PDR's Ministry of Environment and Natural Resources and able to interact directly with the National Assembly, using intersession to lobby for more protective land policy.
		Bolivia: Communication and outreach capacities of the National Confederation of Indigenous Peoples of Bolivia´s (CIDOB) are strengthened to inform indigenous peoples and their communities on relevant legislative bills, as well as infrastructure and hydrocarbon projects that pose serious risks to indigenous peoples and their territories.

Outputs	Indicators	Evidence
	3.2. Number of key global initiatives (e.g. FLEGT, UNREDD, FCPF, FIP, adaptation, food security) committed and actively engaged in promoting national- level reforms in tenure, regulatory and governance arrangements, at least partially as a result of engagement with RRI. Targeted for 2014 = 1 Achieved = 1	Global: RRI organized a panel on community land rights and carbon rights amidst REDD+ investments and global carbon trade initiatives during the 12th UN-REDD Policy Board Meeting, held in July, in Lima, Peru. Acting as a representative of the Independent Advisory Group, RRI played a key role in getting the Policy Board to fully support the evaluation recommendation to "prioritize tenure/resource/carbon rights" in the future and advocated for an UN-REDD internal governance review, in alignment with evaluation report recommendations.
4. Private sector entities actively support tenure and governance-related reforms, and support community-governed production and management in the countries where they operate.	4.1 Number of tenure or governance-related commitments, or systems of standards, adopted or implemented by investors or firms operating in the agribusiness, infrastructure or extractive industry sectors, as a result of RRI's engagement with them. Targeted for 2014 = 2 Achieved = 2	Global: Interlaken Private Sector Working Group serves as an important forum for private sector deliberation and action,– it met 3 times in 2014 and agreed on a workplan for 2015 that will contribute to expand and leverage private sector interest in securing community land rights. One key product is the development of operational guidelines for the VGGTs
		China: Storo Enso and Asia Pacific Paper commit themselves to legal land acquisition and investment standards for their operations in China
	4.2 Number of new mechanisms or initiatives that leverage public and private capital for tenure reforms, and/or actively promote community or household production, conservation or enterprises in the forest areas of the developing world, at least partially as a result of engagement with RRI. Targeted for 2014 = 1 Achieved = 2	Global: RRI successfully advances the Call to Action through a series of participatory and consultative convenings that have brought together diverse actors in support of the new initiative. It provides an important forum for the strategic analysis and discussion of global tenure rights and advanced the development of the Global Call to Action
		Global: RRG successfully delivered on its 2014 project plan to appraise the International Land and Forest Tenure Facility (LIFTF), and develop the Facility's organizational design. The ILFTF emerges as one of the most innovative and consequential new initiatives in the area of tenure reform, providing new means of advancing tenure through a multi-stakeholder, multi-sectorial mechanism

Finding 3: RRI's contributions to Log Frame Activities exceeded all targeted expectations.

Contributions to RRI's FP encompass both output- and activity-level objectives. Relative to the latter, emerging evidence points to satisfactory achievements on all fronts, with the exception of planned targets for RRI's strategic response mechanism, which the IM attributes to an incomplete annotation of APMRs.

As shown in Exhibit 5.3 below, RRI greatly surpassed its anticipated targets, which begs the question of whether these were sufficiently ambitious. In terms of the nature of the contributions made, results indicate that the bulk of RRI's work centres on the production of analytical and communications products, followed by the development of national-level multi-stakeholder platforms and regional or global convenings, and the organisation of training or capacity-building events. When activities pending completion are taken into consideration, the development of analytical and communications products accounts for no less than 42% of RRI's total programming

contributions, while efforts to develop national multi-stakeholder platforms represent about 20%. Given the importance of RRI's investments in analytical products, and the fact that twice as many are pending completion, the Coalition may wish to investigate or pay attention to the value-added of such products (which ones get quoted and used, and which ones do not), in order to determine whether there are sufficient grounds for maintaining the current distribution of programme resources.

Beyond the identification of trends or patterns however, the usefulness of setting activity targets and documenting their achievement is unclear at this stage of RRI's evolution. Given that its core business is relatively well defined (e.g., advocacy, analytical work and convening), the Coalition may wish to reflect on whether the benefits drawn from monitoring activities add value in terms of institutional learning, performance management or programme management.

Exhibit 5.3   Planned vs. Achieved Log Frame Activities for 2014

Log Frame Activity Indicators	Targeted	Achieved		Total	Pending	
		CP	GP		CP	GP
1. Number of national- level, multi-stakeholder platforms for collaboration improving program delivery and advancing tenure, governance and market reforms, as a result of capacity building with RRI.	4	14		14	7	
2a. Number of RRI strategic analytical and communications products promoting tenure, governance and market reforms produced.	4	10	5	15	23	5
3. Number of regional and global convenings held to shape narratives and strategies that support action towards forest tenure, governance and market reforms.	7	5	7	13		3
4. Number of RRI- organized training/capacity building events held for national, regional and global networks and leaders of government agencies, community organizations, CSOs, and IPs.	N/D	8	2	10	1	
5. Number of instances when RRI partners and collaborators undertake timely advocacy efforts as a result of access to RRI's strategic response mechanism.	8	1		1		
6. RRI's global monitoring system on statutory tenure reform, poverty and livelihoods in forest areas in developing countries is available to entities involved in forest tenure, governance and market reforms.	N/D	3		3	1	2
7. Number of instances of gender-related activities, including gender analysis, support for women's networks, and/or direct engagement with REDD, FLEGT or national-level processes, as a result of RRI program support.	5	7		7	3	
8. Number of new initiatives and investments that leverage public and private capital for tenure reforms and support of community-based forest production and management created at least in part as a result of RRI's advice and analytical work.	1	1	1	2	1	1
CP = Country Programme / GP = Global Programme						

5.2.2 Country/Regional Programmes

Finding 4: **Planned activities for country and regional programmes were mostly completed during 2014. Progress towards stated outputs and outcomes will be achieved by year end in more than two-thirds of the Coalition's undertakings.**

Overall, country programmes (CP) are on target for 2014. Excluding Liberia and Myanmar, for which no APMRs were provided or produced, a total of 85 country-level results were identified in the country/regional workplans and/or the Coalition's strategic priorities for 2014. Of these, 72 country priorities, objectives or impacts[6] were specifically addressed in the APMRs or validated by country stakeholders, and 13 could not be clearly linked to any of the reported results or were subsequently cancelled.[7] Excluding the latter for reasons footnoted below, RRI succeeded in completing nearly all planned activities, thereby achieving related results at the output level. Exceptions to this tended to involve either activities that were still ongoing at the time of the APMR write-up and/or circumstances beyond the control of partners and collaborators, such as delays or changes in legislative processes (e.g., Lao PDR, Mali, Nepal) and planned consultations (e.g., Guatemala), emergency situations (e.g., the Ebola outbreak in West Africa), political unrest (e.g., Burkina Faso) or late start-up due to delays in financial disbursements (e.g., Burkina Faso, DRC).

In terms of numbers, our analysis of country APMRs (see Exhibit 5.5 below) shows that 39% (n=28) of planned results (including both output- and outcome-level statements)[8] were successfully achieved (in green), and significant progress was noted in another 29% (n=21) of cases (in blue). Relative to the latter category, these refer to situations where planned results were delivered (or nearly so), but further analysis or monitoring was required before stated results could be counted as key contributions to RRI's Log Frame. Collectively, these account for two-thirds of RRI's planned results for 2014. Finally, one-third of planned outputs and outcomes (n=23 or 32%) were not completed at the time of the APMR write-up. However, as highlighted above, most of the planned activities under these headings were in fact completed, save for the realisation of a key step or the need for further progress across several elements. These are marked in yellow, in Exhibit 5.5.

Compared with stated priority outcomes for 2013 (n=38), RRI had planned to undertake nearly three times as many results for 2014 (n=99, counting Myanmar and the 13 priority outcomes listed in the Liberia workplan). Even though the majority of these tended towards output-level achievements (e.g., proposals, studies, workshops, dialogues, guidelines, policy frameworks, capacity-building support), the number remains staggering, and according to country partners and collaborators, the transaction costs of managing and accounting for these are likewise high.[9] Moreover, because results

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[6] While country workplans refer to planned results as "priority outcomes," APMRs alternatively identify these same statements as "country priorities" in Table A (narrative account) and "objectives/impacts" in Table B (detailed account). This creates confusion and introduces terms that are inappropriate for the intended use (e.g., impacts). Further, the activities and indicators raised in the country or regional workplans are not used in any identifiable way to measure progress made.

[7] Because of the noted redundancy in RRI planning documents, and the lack of consistency in the way result statements are transcribed from one document to another, planned results that could not be specifically tied to a corresponding statement in the APMRs were omitted from the current sample of reported achievements. In the Country Report Analysis presented in Exhibit 5.5, result statements in italics were noted in documents other than the country or regional workplans. While these tend to say the same thing in slightly different ways, some diverge considerably. Consistency in the way these are presented is strongly recommended.

[8] For the most part, the "priority outcomes" listed in the country workplans are in fact outputs (i.e., they identify specific products or services that are the direct consequence of a given intervention [i.e., activity] or set of interventions. The changes produced by a set of outputs – whether in terms of policy, behaviour, sustainable resource or other changes in the general state of conditions – are commonly referred to as outcomes.

[9] RRI fiduciary requirements imply the need for audit reports on all sums allocated.

are pursued as independent strands, as opposed to contributions of an interdependent and synergistic framework, reporting becomes necessary for each and every statement. What is the relative importance of each and how they collectively help advance resource rights in a given setting are questions that cannot be answered in a satisfactory way.

In the absence of clarity on the past and some sense of what the espoused future should look like, the current rendition of achievements makes it difficult to understand the level of progress being made along a measurable continuum. Within the present configuration of RRI's monitoring and reporting system, the outcome stories that underpin the Coalition's work at the country level are challenging to extract. Yet, by any measurable account, the contributions contained in the following set of tables are impressive, and collectively, they point to a high degree of rigour in terms of the Coalition's ability to deliver innovative outputs that have the potential to effect change on the ground. As one prominent observer summed it up, "for its size and resources, there are few organisations in the world that can manage to achieve as much."

Exhibit 5.4   Global and Country Programme Analysis

Name	Colour	Meaning
White		Not reported on (e.g., Liberia and Myanmar) or objective cancelled.
Grey		Not addressed in APMRs or available reports.
Yellow		Progress made (significant in most cases), but key elements are still missing.
Blue		Mostly completed, missing further analysis/monitoring or the completion of one component.
Green		Completed as planned.
LFA	N/A	Log Frame Activity
LFO	N/A	Log Frame Output

Exhibit 5.5   Country Contributions to FPII Log frame Output and Activities

Country/Region and Priorities[10]		Progress Achieved	Log Frame
Africa Region	*Options for formalizing and securing collective tenure rights and alternative economic models are analyzed and discussed in national land reform processes and with CSOs and government.* *Indicators are developed to track progress in national tenure reforms in Central Africa.* *Regional and sub- regional institutions further RRI goals of tenure and rights at the national level.*	• Progress on these priority objectives is not specifically addressed in the Africa APMR.	
	Disseminate the results of the environment impacts assessment study of the Great Green Wall (GGW) in Mali and organize a sub-regional (Senegal, Mali, Nicer, and Burkina Faso) dialogue on the place of community tenure rights in the GGW as a Pan-African project *Great Green Wall interventions respect local community rights to natural resources in three Sahelian countries (Mali, Burkina Faso, and Senegal).*	• See Mali APMR	See Mali below
	Women's organizations in six countries have enhanced capacity to advocate for gender justice in national land and forest tenure reforms (LFA-3) Women's networks advance women's tenure rights in six countries.	• The regional workshop strengthened an increasingly influential regional civil society network (including gender justice and women's participation on a regional scale) and provided a forum for civil society and government interaction • REFACOF 3rd Regional workshop on gender and land and forest tenure rights in Africa (LFA3) attracts participation of from Cameroon, CAR, Burkina Faso, Chad, Liberia, Madagascar, Ivory Coast), including rural women representatives, members of REFACOF, consultants from WEDO, and representatives from the Liberia Gender Ministry, Land Commission, and Agency for Environmental Protection. The session is supported by a rally, media campaign and joint declaration to President of Liberia Helen Johnson Sirleaf, was an opportunity to encourage the Government of Liberia to recognize women's land tenure rights. Leads to call by UN for further collaboration on gender and REDD+, and linkages to international REDD+ focal points and networks (LFA3 & 7)	LFA3 = 1 LFA7 = 1 LFO 3.1 = 1
	Monitor progress on land and forest tenure and policy reforms in Central and West Africa….	• Activity was removed from the Africa program's workplan and funds were re-allocated	

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[10] Country Priorities in *italics* refer either to additional result areas noted in the workplans or strategic priority documents that were not addressed in the APMRs, or alternative ways in which these results have been transcribed in some documents. The meaning and implications of these are not always consistent with the ones report on.

	Country/Region and Priorities[10]	Progress Achieved	Log Frame
Liberia	The New Land Policy (NLP) and the Community Rights Law (CLR) are strengthened and protected in the Constitution to avoid rollback from the regulations; the first permit for pit-sawyers is issued; county women's platforms' inputs and local realities feed the NLP; the CSOs reengage with the national REDD+ process and re-energize the political will; expanding community ownership to land in some counties.	• No APMRs provided for Liberia, though progress in terms of strengthening and recognising community rights within the constitution and related efforts to integrate gender and customary provisions within the constitutional reform process were reportedly achieved. A more detailed list of "priority outcomes" is provided in the workplan. The items dummarized here are from the Strategic Priorities document.	
Cameroon	*Options for formalizing and securing collective tenure rights are identified, documented, and fed into the land reform process;* *Proposal for the institutionalization of FPIC and community rights mapping are submitted to the Ministry of Forest and Wildlife (MINFOF);* *MINFOF uses MegaFlorestais as a platform to engage COMIFAC, the CEMAC, and the Ministers of forests in the Congo Basin to advocate for community tenure rights and community enterprises, and develop alternative business models for large-scale industrial concessions.*	• These priority objectives are not clearly addressed in the 2014 APMR or could not be linked with confidence to the priorities listed below.	
	Legal and institutional frameworks are identified and recommendations proposed to decision-makers – Tenure week	Tenure Week provides a knowledge sharing platform to discuss positions and develop a common agenda across Cameroonian civil society: • Documents de position / rapports analytiques sur différents cadres juridiques et institutionnels sont présentées • Plan d'action pour une reconnaissance des droits des communautés locales dans la réforme foncière est développé par le réseau des Parlementaires (le REPAR); • Le Conseil National des chefs Traditionnels du Cameroun (CNCTC) met en place une stratégie de plaidoyer pour assurer une meilleure prise en compte des propositions et recommandations de la société sur les droits des communautés locales dans le processus d'adoption du projet de loi forestière . • Documents de Position avec des recommandations pour une prise en compte effective des droits de tenure des femmes et des Peuples Autochtones ainsi que les droits coutumiers	LFA 1 = 1

	Country/Region and Priorities[10]	Progress Achieved	Log Frame
Cameroon	A road map is elaborated by REPAR and RRI for reform of the law on land use planning	Parliamentarian workshop yields concrete plans of action and collaborations between government officials and civil society actors • Nearly 100 participants: - 55 parlementaires, 20 sénateurs, représentants de 8 ministères, le secteur privé et la société civile • Renforcement de la contribution des Parlementaires sur les questions d'aménagement du territoire et de la gestion durable de l'environnement ; • Élaboration d'un plan d'action des parlementaires relatif à ces thématiques. • Meilleure compréhension de la vision du REPAR par les nouveaux élus; • Enregistrement de 63 nouvelles adhésions au sein du REPAR • Réactualisation de la stratégie d'intervention des Parlementaires, • Idées, avis et recommandations susceptibles d'éclairer / orienter le plan d'action des parlementaires sur l'aménagement du territoire et les changements climatiques;	LFA 1 = 1 LFO 1.1 = 1 (but difficult to ascertain on basis of available information)
	Institutionalization of participatory mapping of customary lands through a Ministerial decree from the MINEPAT	Cartographie participative - d'ici 2017, la cartographie participative doit être institutionnalisée comme outil de gestion du terroir et un outil de gestion de conflits par rapport aux ressources et à la terre. En 2014: • Cartographie faite dans 9 localités de la partie Septentrionale (Adamaoua, Nord et Extrême Nord), en collaboration avec les chefs traditionnels, pour completer • Cartographies faites par FPP et Okani avec les Peuples Autochtones dans 19 villages à l'Est du Cameroun et où ceux-ci ont obtenu une reconnaissance légale des terres qu'elles occupent. Les cartes produites ont servi de support pour les négociations tripartites impliquant les autorités administratives et religieuses locales, les populations Bantu et Bagyeli et les organisations non gouvernementales. • Cameroun Ecologie fait des cartes dans la zone du Littoral pour contribuer à la rétrocession des terres autour des concessions initiées par le Ministère des Forêts et de la Faune(MINFOF) • Grâce aux cartes produites et à l'accompagnement des communautés locales et des Peuples Autochtones, par Cameroun Ecologie un total de 41672.7ha de forêts ont été rétrocédées donnant aux communautés des droits d'usage. • Un atelier sur la cartographie est organisé par le Centre pour l'Environnement et le Développement (CED) avec les chefs traditionnels pour que les pour que les recommandations transparaissent dans leur document de plaidoyer. • Les membres de l'administration ainsi que les chefs traditionnels voient la cartographie participative comme un outil de gestion.	LFA 6 = 1 LFA 4 = 1 LFO 1.1 = 1
	Villages are recognized as a legal entity with the signature of a decree from the MINATD.	<u>More progress required</u> • La reconnaissance du village comme entité juridique pour la sécurisation des terres pour les communautés locales fait partie des objectifs de la coalition RRI d'ici à 2017. • Un document de position par le Conseil National des Chefs Traditionnels du Cameroun (CNCTC) est en train de finaliser pour porter leur plaidoyer sur la question de la reconnaissance du village comme entité juridique	LFA 2 = 0
	A law on the establishment of local communities' domains is promulgated.	• Result expected in 2017	Expected in 2017

	Country/Region and Priorities[10]	Progress Achieved	Log Frame
Cameroon	A position document for the recognition of collective property rights for women in the land reform is presented to the MINDCAF and adopted by the REPAR	• Strategic analysis document on the collective property rights od women is integrated into the REPAR action plan – contributing to the thinking of regional network of policy makers • Successful collaboration between REFACOF Cameroon and the Réseau des Parlementaires pour la gestion durable des Ecosystèmes Forestiers en Afrique Centrale (REPAR) leads to the integration / recognition of women's rights.	LFA 2 = 1 LFA 7 = 1 LFO 1.1 = 1
	The leadership role of women in forest resources management is documented as best practice to reach the REDD+ objectives and this informs policies and national REDD+ strategies	Strategic analysis document on gender-inclusive policies and representation in the REDD+ mechanism by REFACOF, it includes specific guidance on: • Gender & REDD+, information needs of women, the development of a dedicated fund, institutional capacity building, and future data to be collected & analysed Increased participation of women in national and local REDD+ processes • Regional REDD+ coordination now includes 40% women and 30% IPs ; Communal coordination is composed of 37% women and 12% IPs; and community coordination is composed of 38% women	LFA 2 = 1 LFA 7 = 1
	The specificities of IPs in relation to forest tenure are identified and propositions for a better way to secure their lands are taken into account in the land reform.	Case studies of Baka et Bagyeli developed but the extent to which these respond to the demands of the proposed priority outcome is unclear. The contents and relative importance of these studies need to be better <u>better understood before they count as contributions to RRI.</u>	LFA 2 = 0
	The journalists from the written press, radio and television who will convey the agenda and messages of the RRI coalition in Cameroon are identified and trained.	30 journalistes de la presse écrite, des radios, TVs et des chargés de communication des organisations membres de la coalition RRI ont été identifiés et une formation de deux jours et demi les a permis de se former sur l'agenda de RRI et les questions de tenure foncière et forestière <u>To what extent are these journalist covering tenure-related issues more effectively? Has the frequency /quality of tenure-related articles and news stories increased as a result of the training? The output has been fulfilled but its contribution is unclear.</u>	LFA 4 = 1
	A preliminary communications strategy for RRI in Cameroon is elaborated.	<u>Un document de stratégie de communication pour la coalition RRI Cameroun a été élaboré. L'impact de ce document n'est pas encore démontré.</u>	LFA 2 = 0
Mali	Six local land commissions with action plans are created in three regions; (LFA4)	4/6 commissions foncières sont mises sur pied – organes locales pour la prévention et la gestion des conflits fonciers. Instituées par un décret ministériel, l'Etat tarde à les mettre en place c'est pourquoi RRI a appuyé cette initiative dans la région de Ségou (San, Bla et Tominian) où les conflits fonciers sont fréquents. Outre la reconnaissance par les élus locaux du bon fonctionnement des Cofos, celles-ci ont permis de recenser 10 conflits parmi lesquels 5 conflits ont été pris en charge et 3 conflits résolus dont les Procès-Verbaux sont homologués par la justice.	LFA 4 = 1
	A decree on the transfer of power to Local Collectives in forest resources management and a bill on Local Conventions are drafted and submitted to the council of ministers - (*Workplan objectives focus on resources management only*).	<u>Le décret n'est pas encore disponible mais les préalables suivants ont été réalisés</u> • Une alliance est établie avec le Haut Conseil des Collectivités (HCC) qui a mis en place un comité de plaidoyer élargi aux organisations de la Société Civile pour interpeller des ministères en charge de la gestion des ressources naturelles sur leur agenda dans le transfert des ressources de l'Etat aux Collectivités lors de la session du mois Novembre 2014. • Un partenariat a été établi avec l'Agence pour l'Environnement et le développement Durable (AEDD) et le HCC pour la finalisation du décret afin de le présenter au conseil de cabinet du ministère de l'environnement.	LFA 1 = 0
	A draft law on local conventions is written	• <u>Le projet de loi n'est pas encore rédigé, mais le processus est avancé</u>. Une équipe de consultants a réalisé une étude situationnelle et l'analyse des textes existants pour donner des orientations pour un avant-projet de loi. • La collaboration avec l'AEDD et le HCC ont permis d'inscrire la finalisation de l'avant-projet dans l'agenda du cabinet du ministère de l'environnement	LFA 2 = 0

	Country/Region and Priorities[10]	Progress Achieved	Log Frame
Mali	A dialogue has been initiated on NTFP regulation (2010 Forest Law and its two decrees). *A national dialogue is initiated on NTFPs' rules; gender and community tenure rights are integrated into the national climate change strategy and action plan and taken into account in the National Commission on Dialogue and Reconciliation.* Contributions to Output 2	The workshop yielded concrete recommendations that were well received by Government officials as well as unprecedented opportunities for multi-sectorial communication. More progress is required on the Strategic Analysis component before it can be counted as an RRI contribution. Atelier dans le cadre de la quinzaine de l'environnement au Mali a regroupé le cabinet du Ministère de l'environnement, les Services techniques déconcentrés de l'Etat, les Collectivités Territoriales (élus communaux), les Institutions (Assemblée Nationale et HCC), la Société Civile (CNOP, organisations de producteurs, ONG), les entreprises paysannes et la presse nationale et locale. • Plusieurs thématiques, des témoignages des exploitants et une exposition/vente ont permis d'édifier les participants sur l'importance de la promotion des produits forestiers non ligneux. • Permet d'engager pour la 1ère fois un dialogue entre les exploitants (particulièrement les femmes), les entreprises intermédiaires et les décideurs publics. • Permet de faire connaitre les entreprises de transformation des PFNL aux décideurs politiques et législatifs (Institutions, gouvernement et élus locaux), les services techniques concernés et la presse, notamment sur le rôle joué par les entreprises de PFNL - particulièrement celles gérées par les femmes dans la sécurité alimentaire, la lutte contre la pauvreté, la création d'emplois, ainsi que les contraintes auxquelles font face ces entreprises. • 14 Recommandations pour promouvoir de manière durable les entreprises basées sur les PFNL officiellement remises à 11 Agences gouvernementales différentes et un accord verbal du Directeur de Cabinet pour adresser certains des obstacles que font faces les exploitants de PFNL démontre une prise de conscience de ces défis de la part des autorités Maliennes. • Ces Recommandations vont également être utilisées comme base pour des actions de plaidoyer en 2015, notamment pour la relecture de la loi forestière (avant la mise en place des textes d'application) afin d'alléger les procédures administratives et favoriser l'accès au marché pour les petits producteurs de PFNL au Mali.	LFA 1 = 1 LFA 2 = 0 LFO 2 = 0
	Three workshops/local public debates and a national debate which opens the dialogue between communities, local authorities, the state and companies on LSLA and classified forests. (LFA-1)	Workshops yield an innovative national forum and an informed debate on community tenure and natural resources exploitation. Trois (3) ateliers/débats publics locaux et un débat national pour créer un cadre de dialogue entre les Communautés locales, les autorités locales, l'État et les compagnies sur les Acquisition Foncières à Grande Echelle (AFGE) et les forêts classées. • Débat public à Torodo sur le site gazier de Bourakébougou avec l'entreprise Petroma SA, les acteurs de l'Etat, et la Sociétés Civile. • Débat public à Bougouni sur l'amodiation des forêts classées de Bougouni et Yanfolila par l'entreprise AID SA a permis aux communautés d'échanger directement avec l'entreprise, les services techniques et les élus locaux débouche sur des recommandations pour un partenariat gagnant-gagnant dans l'exploitation équitable des ressources de la forêt. • Un cadre de concertation périodique pour débattre de l'orientation et du développement des activités a été mis en place dans chacun des 2 cas. • Au niveau de la commune de Dioro, dans la zone office du Niger, en raison des difficultés (à cause du conflit au nord du mali) à regrouper les acteurs pour un débat public, une équipe de journalistes a rencontré les acteurs concernés pour produire un article publié au niveau national. Ces différentes actions contribuent à préparer un débat national prévu pour la 1ère semaine du mois de décembre à Bamako où les acteurs (Etat, Institutions, Société Civile et entreprises) auront à débattre des mesures à prendre pour le respect des droits de tenure des communautés locales dans l'installation des entreprises d'exploitation des ressources naturelles	LFA 1 = 1

	Country/Region and Priorities[10]	Progress Achieved	Log Frame
Mali	Malian CSOs play a role in monitoring the inclusion of local community and women tenure rights in the National Strategy for Climate Change. (LFA 2 -7)	Analyse de l'intégration des droits de tenure (<u>achievements are unclear – more progress required</u>) • Inventaire des documents cadres nationaux est disponible (13), la cartographie des intervenants (Etat, SC, CT), • Analyse de la situation et proposition élaborée pour une participation active à la révision de la politique nationale en 2015. • Dans le cadre de l'analyse de l'intégration des droits de tenure des communautés locales et des femmes dans la stratégie nationale sur les changements climatiques, la coalition RRI au Mali par l'entremise du Reso Climat (un réseau de la société civile malienne qui s'actives sur les questions de changements climatiques)	LFA 2 = 0
	Local community land tenure rights are adopted as a theme in the national reconciliation process by the Dialogue and Reconciliation Commission created by the government. **Contribution to Output 1**	<u>More progress needs to be made on this priority before these activities can be counted as key contributions</u> • Deux diagnostics sont été effectués dans les régions de Tombouctou et Gao (zones affectées par la crise au Mali) et de Sikasso (zone de destination des migrants) pour une prise en compte des droits de tenure foncière communautaire dans le processus de réconciliation nationale au Mali; • La restitution des résultats des diagnostics a été faite au Haut Conseil des Collectivités (HCC) avec la participation des acteurs de l'Etat, des collectivités et de la Société Civile sous la présidence du président du HCC; • Une note d'analyse est élaborée pour démontrer l'importance de la prise en compte des droits de tenure foncière communautaire dans le processus de réconciliation nationale • Cette note servira d'outils de plaidoyer de la Coalition dans les rencontres d'échange avec la Commission Nationale de Réconciliation et le Ministère de la Réconciliation nationale avec l'appui du HCC, un allié stratégique et influent pour porter les messages de la société civile.	LFA 1 = 0 LFA 2 = 0
	The tenure rights and issues at stake on the GGW are better known by the communities concerned and other stakeholders.	<u>Regional convening helped to create an important new regional body capable of advancing the Great Green Wall at a regional level</u> • La Grande Muraille Verte (GMV) est un projet panafricain de Gestion Durable des Terres allant de Dakar à Djibouti conçu par les chefs d'Etat africains sans une participation des communautés concernées. • La Coalition RRI au Mali réalise une étude de référence (initiée en 2013 et finalisée cette année) auprès des communautés concernées par le tracé de la GMV avec une carte thématique faisant ressortir les enjeux pour les communautés locale ; elle a préparé des documents de communication (plaquettes, fiches et cartes) qui ont été diffusés et • un atelier de mutualisation des enjeux a eu lieu le 15 Septembre à Bamako. Il a regroupé les points focaux GMV du Sénégal, du Burkina Faso, du Niger et de la Mauritanie, les Partenaires et Collaborateurs de RRI du Burkina Faso, du Mali et du Sénégal avec les acteurs étatiques, la Société Civile et les élus des collectivités locales du Mali. Il a permis d'échanger sur les enjeux au niveau des pays et de dégager des actions prioritaires pour la réussite du projet de la GMV. • Suite à l'atelier, une Alliance pour la Grande Muraille Verte a été mise en place au Mali pour corriger l'insuffisance de participation des acteurs communautaires et des collectivités à l'orientation et à la mise en œuvre du projet.	LFA 1 = 1 LFA 3 = 1 LFO 3.1 = 1
Burkina Faso	Two municipalities have realized the importance of considering model farmers in the development of their villages. *Farmers' tenure rights are secured in two communes' urban expansion plans;*	<u>Activity needs to be further developed before this activity can be counted as a key contribution</u> • Municipalités d'Ouagadougou et d'Ouahigouya sont sensibilisées sur les droits des paysans modèles. • Ouahigouya : plaidoyer par TENFOREST amène la Mairie à metre un frein aux lotissements (extension de la ville), et rendre à un paysan ses terres de culture de 25 ha qui étaient lotis et vendus à des attributaires qui ont été dédommagé pour la délocalisation. • Ouagadougou: alliances constituées avec la Confédération Paysanne du Faso et d'autres organisations de la Société Civile mais la période du plaidoyer a coïncidé avec les troubles politiques dans la capitale ce qui a contraint l'équipe de suspendre les actions.	LFA 2 = 0 LFO 1.2 = 1

Country/Region and Priorities[10]	Progress Achieved	Log Frame
Five land certificates (APFs) applications are completed and deposited at the administrative level *one land charter and five land certificates are drafted and adopted legally / deposited at the administrative level;*	<u>Land certificates completed and deposited but not yet legally adopted</u>. • Formations et mise à niveau pour la soumission des APFs regroupant les chefs coutumiers, les services concernés et les autorités locales ont eu lieu dans 2 communes (total de 67 participants, dont 28 femmes). • Activités de sensibilisation entrepris dans 14 localités dont 2 hameaux de culture et 6 villages de la commune de Po et 6 dans celle de Guiaro, touchant un total de 345 personnes y compris les services déconcentrés de l'Etat, de conseillers municipaux, chefs coutumiers et membres de groupement. • <u>Parcelles délimitées et les dossiers de 5 demandes ont été déposés au niveau de l'administration des parcelles</u> ; • Outils d'animation élaborés et conduites dans douze villages des communes de Po et six de Guiaro pour l'installation des Commissions Foncières Villageoises (CFV) et des Commissions de Conciliation Foncière Villageoise (CCFV). Reste à mener l'animation au niveau communal • Note : Il reste à l'administration de dépêcher une mission sur le terrain afin de formaliser les accords des autorités locales afin de délivrer les attestations	LFA 4 = 1 LFA 2 = 0 LFA 7 = 1
One municipality considered the land rights of at least five model farmers in greater village development	<u>Activity needs to be further developed before this activity can be counted as a key contribution</u> • Suite aux efforts de TENFOREST ci-dessus, les dossiers de 4 autres paysans bénéficient d'un accord de principe par les autorités municipaux, permettant d'empêcher le lotissement de leur terrain respectif mais un Arrêté doit être pris par le Maire pour les sécuriser avant la fin de l'année	LFA 2 = 0
National growth pole policy has considered local community rights; *the national policy on the Bagré Growth Pole project and the mining code take into account local communities' and women's tenure rights*	<u>Activity needs to be further developed before this activity can be counted as a key contribution</u> Projet visant à intensifier, sécuriser et accroître la productivité agro-sylvo-pastorale dans le Pole de Croissance de Bagré, y compris hydraulique et le touristique à travers la valorisation durable des ressources naturelles • Mémorandum élaboré en accord avec les paysans exposés aux risques d'expropriation, afin que leurs droits soient pris en compte et qu'ils puissent bénéficier des ressources et profits liés à l'exploitation du site. • Un plan de plaidoyer est élaboré et validé par l'ensemble des acteurs. Des réunions avec les décideurs ont débuté et vont se poursuivre jusqu'à la fin de l'année 2014	LFA 2 = 0 LFA 8 = 0
Deficiencies were identified in the consideration of local community rights in the implementation of the Mining Code and its implementing decrees	<u>The strategic analysis document contributed to gender-based analysis of the mining code and signaled appropriate advocacy goals to improve gender justice in Burkina Faso's mining regulations</u> (LFA7); <u>The workshop (atelier de restitution) provided a valuable opportunity for civil society to assess the mining code and identify the path forward for regulatory reforms</u> (LFA-1) • Mobilisation d'alliés stratégiques au sein de l'administration publique et société civile. • Plan de plaidoyer développé et validé par TENFOREST pour amener le ministère des mines à corriger ces insuffisances. Consultant hired to analyse the extent to which gender and CC considerations are sufficiently addressed in local development plans	LFA 7 = 1 LFA 1 = 1 LFA 2 = 0
One land charter taking gender into account is developed.	<u>Activity needs to be further developed before this activity can be counted as a key contribution</u> • La realisation d'une charte foncière qui prend en compte le genre est amorcée mais suspendu en raison des difficulties politiques.	LFA 2 = 0 LFA 1 = 0
15 Local Development Plans (PLDs) integrate gender and climate change using improved guidelines *gender and climate change are integrated in fifteen local development plans*	<u>Activity needs to be further developed before this activity can be counted as a key contribution</u> • Missions préparatoires pour un accompagnement à la prise en compte du genre et le changement climatique, 15 communes ont été identifiées dans les régions du Centre Nord, Centre Sud, Centre Est, Centre Ouest. • Un consultant a été commis pour faire l'analyse des plans de Développement des communes puis les résultats vont être partagés avec les communes avant d'intégrer les recommandations	LFA 7 = 0 LFA 2 = 0

(Burkina Faso)

	Country/Region and Priorities[10]	Progress Achieved	Log Frame
Burkina	TENFOREST is engaged and actively participate in the national FIP and REDD+ processes	Activity needs to be further developed before this activity can be counted as a key contribution • Formation sur REDD+ au Burkina Faso - prévue pour la 2ème semaine du mois de décembre. Suite à cette formation, TENFOREST doit élaborer un document et mener un plaidoyer pour la prise en compte des droits de tenure des Communautés locales dans le processus REDD+ et PIF au Burkina Faso	LFA 7 = 0
DRC	*The Ministry of Land Affairs adopts the recommendations of the completed baseline study regarding the land law and the community forest regulations.* *the results of the baseline study feed into the CSOs advocacy strategy around the land reform and is used as a reference tool by the Ministry of land affairs, and to inform the government zoning process;* *expanding community landownership in three provinces.*	• These priority objectives are not clearly addressed in the 2014 APMR.	
	A CSO think tank is established and operationalized at the national, provincial and local levels.	CACO is a highly inclusive and influential civil society platform that has provided great capacity and momentum to CSO efforts on land tenure reform • Le Cadre de Concertation de la Société Civile sur la réforme foncière (CACO), mise en place en décembre 2013, a commencé à être fonctionnel en 2014 avec une certaine structuration composée de trois organisations CODELT, RRN et CONAPAC • CACO established through consultation process leads to an inclusive and influential civil society platform • l'étude diagnostic ont permis à la société civile de repenser la structuration de la coordination de CACO avec une meilleure implication de la CONAPAC et la nouvelle adhésion du réseau des Peuples Autochtones et Locales pour la Gestion Durable des Ecosystèmes Forestiers en RDC (REPALEF) comme membre du secrétariat CACO • CACO réussi à sécuriser des fonds de deux nouveaux bailleurs de fonds (UN-Habitat et l'AJWS) pour la conduite d'activités dans le cadre de sa stratégie dans les Provinces de l'Est pour 2015.	LFA 1= 1 LFO 3.1 = 1
	The advocacy strategy for tenure reform is further developed.	Impact/implementation of strategy needs to be observed before this activity can be counted as key contributions - effects on public awareness still unclear. Objectif atteint: La stratégie de plaidoyer pour la réforme de la tenure est développée, incluant • Les axes du Programme/plan/Stratégie du plaidoyer; • L'état des lieux du plaidoyer des OSC à ce jour. • Les prochaines étapes du plaidoyer • Initiatives entreprises dans le Nord Kivu par IFDP avec la production d'une notre de politique.	LFA 2 = 0
	Stronger communication and national coordination is established within the CSO think tank, and with provincial representatives and CONAREF.	Productive, ongoing communication has been established but overall impact of this engagement needs to be better understood before this activity can be counted as key contribution to RRI's log frame targets • Un plan de communication axé sur le partage d'informations entre les structures chargées de la mise en œuvre du plan d'action 2014 est développé • Une stratégie pour influencer la feuille de route de la CONAREF sur les options de la réforme foncière est développée par le CACO, notamment par le partage des études réalisées sur les textes législatifs	LFA 1 = 0

	Country/Region and Priorities[10]	Progress Achieved	Log Frame
DRC	A strategy for the signing of texts on local community forestry concessions is developed and implemented. *The decrees and regulations on community forest concessions are adopted and ratified by the government*	Signature du Décret sur les Concessions Forestières des Communautés Locales (02 août 2014) est obtenue par la société civile de la RDC après 10 ans d'actions et d'interventions. Même si le Décret comporte des avancées importantes (ex.: renforcement de la reconnaissance des droits traditionnels des communautés sur leurs terres et leurs forêts (art. 1); attribution gratuite et perpétuelle et bien indivisible pour la communauté (art.2); superficie à hauteur de 50.000 ha (art.18); l'implication multi acteurs dans le processus (art.4 et 6); et reconnaissance des droits de possession coutumière existants sur les forêts en dehors de la CFC). Il contient également des manquements que la CACO tentera de pallier en 2015, et ce, par biais d'arrêtés d'application pour la mise en œuvre du Décret.	LFA Counted in CSO objective above LFO 1.1 = 1
	Consistency is ensured with the draft decree on local community forestry concessions, the draft ordinance on community lands and the bill establishing customary authority (objective is not clear)	Impact/implementation of this strategic analysis needs to be further monitored before this activity can be counted as a key contribution Le CACO, avec l'appui technique de CODELT, a développé une note de cohérence juridique entre les droits locaux et les projets ci-dessous pour éviter des orientations divergentes entre les textes et ce, afin de ne pas compromettre la clarté dans la tenure des terres, d'impacter négativement sur la sauvegarde des droits locaux et de gêner les actions de plaidoyer en cours visant l'amélioration de la tenure.: • le projet de décret fixant les modalités d'attribution des concessions forestières aux communautés locales; • le projet de décret fixant les droits fonciers collectifs des communautés locales; • le projet de loi fixant le statut de l'autorité coutumière Le projet de loi portant statut de l'autorité coutumière a été élaboré par CACO et présenté lors du dialogue national en octobre à tous les membres y compris l'Alliance nationale des chefs traditionnels qui comptent travailler avec CACO pour la finalisation du projet de loi et s'assurer que leurs préoccupations sont prises en compte.	LFA 2 = 0
	A comprehensive strategy for CSO involvement in REDD+ strategy is developed and implemented.	Strategic analysis document needs to be further developed and disseminated (implemented) before this activity can be counted as a key contribution Une stratégie globale d'implication des OSC dans la mise en œuvre de la stratégie REDD. • la stratégie CACO se concentre sur la Procédure D'Homologation Nationale REDD+ afin d'adresser ses manquements en ce qui concerne les sauvegardes sociales • Un draft de révision du Décret ainsi que son Manuel pour adresser ses manquements, développé par CODELT et présenté lors de l'atelier CACO du 13-15 Oct., sont en cours de finalisation	LFA 2 = 0
	Community forestry contributes to securing local community rights in REDD+	RRI is providing essential convening capacity and expertise to promote a new community forestry initiative that builds upon existing RRI successes in securing community forestry rights in DRC (statement is not clearly supported by available evidence). • Atelier national sur la participation des organisations et réseaux de la société civile au processus de la réforme foncière en RDC est organisé par le CACO. • Un site pilote de 50.000ha de foresterie communautaire (integrant 5 clans) a été identifié et mis en place à Mpole, dans les communautés de Mpâa II, Ntand'Embelo et Ngomo – Mbelo ; • Un comité de pilotage pour la mise en oeuvre de la concession forestière est constitué dans chaque communauté. • Des expériences pilotes de foresterie communautaire ont été mises en œuvre, au niveau local, dans trois (3) Provinces différentes. Ces expériences vont être utilisées pour informer la mise en œuvre du Décret sur les CFCLs (décrit plus haut) et par la suite informer la réforme foncière ainsi que le processus REDD au moment opportun	LFA 8 = 1
Senegal	*LGAF module on forest resources management is drafted bringing forest tenure in the land reform process discussions.*	• RRI contribution to this priority objective is unspecified	•

	Country/Region and Priorities[10]	Progress Achieved	Log Frame
Senegal	Propositions and advocacy documents are formulated to inform the national land commission on how community and collective tenure rights should be taken into account in the land reform process *CSOs proposals for securing collective tenure rights are discussed and adopted by the national commission on land reform (CNRF)* Adoption of recommendations by the president of the CNRF is reported as an unexpected result in the APMR, even though intended at the outcome level.	<u>The workshop yielded concrete recommendations that were well received by Government officials and provided a forum for productive multi-stakeholder collaboration. However, more monitoring needs to be conducted on related studies conducted before these can be counted as key contributions.</u> • Une série d'études ont été menées par des experts sur l'importance de la prise en compte des droits fonciers communautaires, le foncier pastoral, la gouvernance foncière et la politique de Décentralisation pour assurer une meilleure prise en compte des droits de tenure collectifs et communautaires dans le processus de réforme foncière au Sénégal,. • Atelier de Restitution des Résultats des études regroupe 30 personnes (couvert par la presse publique et privée), incluant les services étatiques, les chercheurs, les ONG, les collectivités territoriales et organisations paysannes. L'atelier a permis aux plateformes de la société civile sénégalaise de s'approprier des résultats des études afin d'en faire des instruments de plaidoyer pour une réforme foncière au profit des communautés locales au Sénégal, et résulte dans la production de notes de politiques qui permettront de continuer le plaidoyer auprès de la CNRF en 2015 • L'atelier est présidé par le Président de la Commission Nationale de la Réforme Foncière (CNRF) qui s'est engagé à prendre en compte les recommandations de l'atelier. • Les résultats de ces études vont aussi permettre à la société civile d'engager des dialogues avec les différentes parties prenantes notamment le groupe de travail de la CNRF, d'organiser des débats publics télévisés pour une plus grande sensibilisation de la population sur les enjeux de la réforme foncière au Sénégal.	LFA 1 = 1 LFA2 = 0 LFO 1.1 = 1
	The 1964 land law is analyzed from a community tenure rights perspective and the inconsistencies with the decentralization law revealed	<u>More monitoring/analysis required</u> • Une étude sur la loi foncière de 1964 est realisée, permettant de faire ressortir ses incohérences et ses limites. Les résultats de l'étude ont été également restitués lors de l'atelier du 11 septembre à Dakar. • L'atelier a fait des recommandations qui ont fait l'objet de notes de politiques qui sera un outil de plaidoyer pour les actions que la Société Civile sénégalaise en 2015	LFA2 = 0
	The main studies to inform the land reform process are critically analyzed from RRI perspective	<u>More monitoring/analysis required</u> • Une analyse critique sur les reformes a été faite, elle a été présentée et validée pendant l'atelier de restitution du 11 septembre à Dakar. • Les résultats de toutes les études ont été soumis à l'analyse des experts de RRI pour vérifier la cohérence avec l'agenda de RRI, les observations et analyses faites ont été prises en compte dans les activités engagées après l'atelier de restitution afin que les actions envisagées s'inscrivent l'atteinte des résultats de RRI.	LFA2 = 0
Asia	Regional engagement builds on Indonesia's Constitutional Court ruling to pressure similar progress in other countries.	Priority objective not supported by evidence in APMRs. – Emphasis is placed on highlighting the reform process underway in Indonesia as a the top priority for intervention at the regional level.	
	Better understand the impact on land and forest tenure and rights from Chinese and Indian FDI, within Asia but also in Africa and Latin America. *Strategic lessons and experiences on impacts of domestic/international LSLAs are shared and a cohesive strategy developed for further RRI work engaging the Asian private sector on tenure issues.*	• <u>Completion of initial study on Indian investments primarily in East Africa and published a subsequent report. The report itself is very preliminary and basic in its findings.</u> • Study of Chinese investments in Cameroon was initiated in 2013 but was not followed-up in 2014 due to administrative issues and the Ebola outbreak of Ebola. However, these initial results and methodologies have been shared. No RRI studies were done looking at Chinese or Indian investment in Latin America, however RRI is supporting the dissemination of research on Chinese investment in South America and compliance with Chinese standards conducted by an Ecuadorian independent researcher.	LFA 2 = 0

	Country/Region and Priorities[10]	Progress Achieved	Log Frame
Asia	Sharing analysis of prevalent economic models, documenting their contribution to social and economic goals, and the potential of underserved alternatives supporting growth of SMEs and CFEs with pro-poor gains and more just impacts on men and women, and Indigenous Peoples and ethnic minorities	• Country level activities undertaken to develop a greater understanding of CFEs and SMEs (Nepal, India, China). No regional analysis conducted to document positive enterprise experiences and examples of smart regulatory frameworks within the region that enable SMFEs, community-based and/or women's enterprises	LFA8 = 0
	Cross-regional networking and exchanges around common strategies for tenure advocacy, particularly lessons learned from participatory mapping and its use in advancing reforms , including gender justice, individual vs. collective tenure rights and women's forest-based enterprises. *Sharing of participatory mapping strategies enable grassroots efforts to realize rights*	Regional workshop convened key regional actors surrounding a concrete, strategic opportunity and helped to advance strategy for indigenous peoples' inclusion in REDD+ process • Regional workshop on participatory mapping and registration of adat land. Organised by AMAN with the support of RRI and attended by 100 participants from AMAN Regional Chapters, AMAN's partner NGOs, Indonesian government agencies, and AMAN's partners from the Philippines (NCIP, EMRIP, PAFID, and Tebtebba). Workshop helped to strengthen general understanding of mapping and registration of customary land, and set-up new IP National Trust Fund under the REDD+ Agency, which is expected to make funding directly available to IP communities to facilitate their efforts to achieve full recognition of their customary rights	LFA 3 = 1
China	Agenda for State Forest reforms includes steps to better represent ethnic minority rights, and to enable community livelihoods, improve forest conservation, and increase access to forest resources in ethnic regions *Upcoming agenda for State Forest reform includes steps to begin to recognize collective forest rights of ethnic Tibetan communities;*	PKU Research presentation to State Forest Administration was well received and demonstrated RRI influence on key government decision-makers – The extent to which PKU research was well received or included in the agenda for State Forest reforms is not supported by the evidence. • Research on State Reform processes in ethnic minority areas by PKU reveals that collective reforms remain unenforced, due in part to longstanding ethnic conflicts. Preliminary findings from 3 provinces shared with the State Forest Administration • Analysis on customary forest management ethnic communities – by Nanjing Forestry University showed that customary land use, practices, and traditions exerted a positive influence over land, forests, and resources	LFA 2 = 1
	SFA and other agencies support repositioning China's Green Growth agenda, identifying parameters for a new vision with sustainable forestry as cornerstone & provide institutional support for a new sector strategy focused on rural poverty alleviation, sustainable land use, and alternative tenure and enterprise models.	More progress needs to be made on this priority before these activities can be counted as key contributions Studies only initiated: Studies by PKU have been commissioned and begun on Green Growth in China, particularly looking at the role of Green Growth strategies for rural poverty alleviation, sustainable land use, and alternative tenure and enterprise models	LFA 2 = 0

	Country/Region and Priorities[10]	Progress Achieved	Log Frame
China	*Private sector institutions (investors, banks, multinationals) adopt accountable and responsible resource investment practices within China and overseas that respect local tenure arrangements, central legal and policy frameworks, international CSR standards, and existing investment guidelines.* *Key, influential, private sector institutions begin to adopt accountable and responsible resource investment practices within China and overseas, and are made aware of tenure risks.*	<u>Guidelines for legal land acquisition and investments are developed (contribution to Output 1)</u> • Stora Enso report led to concrete commitments and reforms by major private sector actor, and helped shape evolving narrative on corporate social responsibility11 • SE committed itself to fuller set of reforms re: land acquisition processes, compensation mechanisms, and the treatment of women. • Motivated the conduct "human rights assessments" in all plantation operations (with Danish human rights institute) & commitment to sustainable investment practices. <u>APP committed to develop responsible business and investment standards pertaining to land acquisition – an unprecedented step to address illegal land acquisition and rights violations in China.</u> : • informal 2-day forum, organized by Landesa, comprised of high-level forest officials, government representatives, and companies to develop government-endorsed guidelines for responsible investment. The convening of this forum will continue in 2015 in order to come to consensus on draft guidelines that would be relevant to all international companies operating in China via land and forest acquisition. • Draft guidelines are being assembled to inform regulatory policies on corporate acquisition. <u>Forestland acquisition by domestic companies</u> • Study of 3 domestic companies (Landesa) shows a lack of transparency and adherence to FPIC or corporate social responsability; • Analysis of chinese investments in Camroon not pursued due to admin constraints and Ebola. Study in LA pursued by an independent researcher;	LFA 2 = 1 LFO 4.1 = 1
Indonesia	Common platform/strategy and political tools for implementing the Constitutional Court ruling 35/2012 reforms is developed and supported by Indonesia's new administration *Civil society gets support from national government and at least one provincial governor to implement a practical road map for recognizing land and forest rights, demonstrating feasibility and momentum in implementing the Constitutional Court decision.*	<u>Strategic analysis document was integrated into the government's ongoing legal review</u> • Draft instrument for reviewing national regulations relative to forest gazzetement and customary forest recognition disseminated to KPK, Ministry of Law and Human Rights and the National Commission of Human Rights. The instrument is incorporated in the Ministry of Law and Human Rights and KPK's legal review instruments. • A legal review of national regulations related to forest gazettement and customary forests started in July 2014, to map the relevant regulations and identify conflicting institutional interplay. <u>Regional workshop helped to strengthen the support for and methodological foundation of the upcoming IP National Trust Fund</u> • Regional workshop on adat land mapping and registration is led by Aman with the support RRI. Attended by 100 participants (NGOs, regional partners, GoI officials), it provides methodological foundation of new IP National Trust Fund under the REDD+ Agency to support IP efforts to map and register land claims (LFA3).	LFA 2 = 1 LFA 3 = 1 LFO 1.1 = 1
	Land and resource rights of local communities and Indigenous Peoples, including women and other marginalized groups, are recognized in forthcoming laws and draft Bill on the recognition and protection of IP rights.	<u>RRI's gender-based work in this area has strengthened the participation of women in the National Inquiry</u> • Capacity of IP women to defend their rights is strengthened through writing workshops, leadership training and national multi-stakeholder dialogues on customary forest rights. Indigenous women are able to submit comprehensive cases to the National Inquiry (National Multi-stakeholders Dialogue on Customary Forests for People's Prosperity ??) in seven public hearings (LFA7)	LFA 7 = 1 LFO 3.1 = 1

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[11] Ping, Li, and Wang Xiaobei. 2014. Forest Land Acquisition by Stora Enso in South China : Status, Issues, and Recommendations. Washington, DC : Rights and Resources Initiative

	Country/Region and Priorities[10]	Progress Achieved	Log Frame
Indonesia	Existing power and governance structures in forest sector are destabilized; timely, accessible, and accountable grievance mechanisms are reformed to right prior wrongs *Existing forest sector power structures begin to destabilize bolstered by equitable and active representation of local actors and continued alliance with NKB12.* (Both result statements are unclear)	<u>National conference provided an important opportunity for civil society and IPs to communicate with the government and potentially affect the composition of the new political agenda. The move to better organize CSOs and speak with a more unified voice noted as a key achievement.</u> • National Conference on Just Governance and Resource Rights, related broader agenda of agrarian reform and people's sovereignty organized by 37 NGOs in Indonesia and attended by over 200 participants from civil society organizations, farmers and IP representatives, government officials, academicians. It is the first time that such a wide range of CSOs came together to voice their concerns and issue joint recommendations in the area of natural resources tenure rights. As some leading CSOs are members of the Presidential transitional team, they are well positioned to ensure that these recommendations are taken on board in the upcoming, new political agenda (LFA1 – Contribution to Output 3) • Support to IPs participating in the National Inquiry on the Rights of IPs in Indonesia – case documentation, training, public lectures (LFA4) • Local community empowerment and capacity building for agrarian reform in Java Forest – calling upon the legal holder or timber rights (Perhutani) to be disbanded, and replaced with just and inclusive collective management arrangements.	LFA 1 = 1 LFA 4 = 1 LFO 3.1 = 1
	Equitable and active representation and participation of indigenous and local women, and other marginalized groups, is realized at multiple levels.	<u>The impact of this event needs to be better understood/evaluated before this activity can be counted as key contribution</u> • National Multi-Stakeholder Dialogue on Customary Forests for People's Prosperity (October) brought together community leaders, CSOs, local authorities, government officials (executive and judiciary), to share experiences on customary territory recognition and present diverse perspectives on how a legal framework for indigenous customary land rights can be created, strengthened, and implemented, building on progressive provincial and district authorities who have already issued local regulations in this respect. (LFA1) • Best practices manual is reaching previously marginalized populations and strengthening public awareness of forest tenure and governance reforms Best practices for reform implementation at the (IP) local level are documented and disseminated, using creative methods (drawings) for drafting locally relevant governance arrangements (LFA2).	LFA 1 = 0 LFA 2 = 1
Nepal	Community property rights are endorsed in the forthcoming Constitution of Nepal *Community forest rights are supported by the new government and guaranteed in the forthcoming Constitution of Nepal as a result of ongoing advocacy, media platforms and RRI-MSFP collaboration.*	<u>Greater awareness created about rights of IPs and community over land and forest resources but evidence of government support is weak.</u> • The Community-Based Forestry Supporters' Network (COFSUN), analyzed the role of various actors in natural resource management, and advanced the ongoing advocacy efforts of civil society organizations, forest users groups', IP and Dalit organizations, and the private sector (Contribution to Output 2) • NEFIN organized a Consultation/Dialogue on Role of Indigenous People on Forest Policies and Program in April, which was attended by more than 50 participants from civil society groups and government agencies. Also advocate for the constitutional guarantee of the rights of IPs over land and resources. • 1 national dialogue on IP rights 55 participants • 1 policy brief on rights of indigenous people • FECOFUN organized a series of dialogues and protest/campaigns to put pressure on government to withdraw the declaration of Chure conservation area and with MPs for endorsing community property rights in forthcoming new Constitution. • 8 Campaigns at district and national level with participation of more than 30,000 people	LFA 5 = 1 LFO 3.1 = 1

Country/Region and Priorities[10]	Progress Achieved	Log Frame
Rollback of community property rights through amendments to existing Forest Act (1993), regulation (1995), and expansion of Protected Area system is effectively halted *Cooperation between FECOFUN and NEFIN is enhanced to reinforce rights agenda.*	<u>Strengthened alliance for stronger collaboration (LFA1) – but evidence of rollback not provided</u> • FECOFUN and other members of RRI coalition established alliance with NEFIN, CA members. Also RRI and MSFP collaboration materialized as per Letter of Agreement (LoA). Dalit NGO Federation, MPs and representative from the federation of local government have also joined RRI coalition in advocating for community forestry and community property rights • Member of Parliaments from key political parties are collaborating with RRI coalition to advance agenda of community property rights and community forestry <u>Some progress made in enhancing capacity of rural women, but actual contribution is unclear and overall reach appears limited</u> (LFA 4 &7) • Orientation training for 10 women participants from 5 districts on community forestry policies, governance, gender and tenure reform	LFA 1 = 1 LFA 4 = unclear LFA 7 = unclear
Rights issues are widely publicized in national and regional media particularly during the Constitution drafting period	<u>Significant progress made in mobilizing media more effectively & creating awareness on forest tenure, governance and community property rights</u>: • 1 International conference presentation ; 3 journal articles accepted; 9 Episodes at Himalayan TV; 4 Episodes at Radio Prakriti; 10 Journalists oriented on Chure issue; 74 Journalists participated in 4 meetings focusing on community property rights; 7 days issue based field study for 14 journalists; 3 TV dialogues on community property rights at Sagarmatha TV; Multistakeholders dialogues-8;1300 participants; Policy dialogue with 60 participants (8 MPs); 5 interaction with CA members -30 members; 8 issue based discussions – 312 participants; 3 discussion with policy makers- 25 participants; 1 policy brief on community forest rights Publications are useful, but some of the key publications should be translated into Nepali language so that wider audience in Nepal including community people will understand and get benefit from such publications – what publications? – What contribution was made to improve learning?	LFA1 = 1 LFO 3.1 = 1
Community Forestry Enterprises are established in greater number and with increased, mobilized private sector support *Increased public/private sector support and credible research enables scaled-up establishment of Community Forestry Enterprises, boosting local incomes*	<u>APMR claims significant progress but the establishment of CFE is unsupported by available evidence</u>. Intensive media mobilizing to create awareness on forest tenure, governance and community property rights: • Policy brief on income and employment possibilities from timber use in both English and Nepali • Dialogue on income and employment possibilities from timber management 1 event 35 participants • Green job campaign 2 events 600 participants • 3 interaction on forest sector strategy-55 participants • 1 policy brief on community based enterprises • 30 featured articles about community forestry and rights published on national newspaper	

Nepal

	Country/Region and Priorities[10]	Progress Achieved	Log Frame
LAO PDR	Community rights are defined and included in National Land Policy	<u>The LIWG is an important forum for CSO action and advocacy on land rights issues in Laos PDR but evidence does not support the achievement of the stated objective.</u> • The Lao National Land Policy (NLP) is still under discussion and the submission of the NLP to the National Assembly has been repeatedly postponed from one session to another; there are problematic clauses in the existing draft Policy related to land acquisition processes; positive provisions to protect the rights of communities (related to access to information, prior consultations), the State has the right to expropriate land for private investment purposes. • With the support of RRI, the Land Issues Working Group (LIWG) issued specific policy recommendations to reinforce the principle of FPIC, saying that land ownership or use rights can only be revoked with the free, prior and informed consent of the affected land right holders; except for purposes that directly and primarily benefit the general public, and provided that the affected parties receive full, fair, and prior compensation. Part of these recommendations drew from existing research conducted by RRI in China related to large-scale land acquisitions. (LFA1) <u>"Study tour to Cambodia on Community Forest Development for application of lessons learned to Village Forest program and Forest and Land Laws revision in Lao PDR" – Ibid – this is a step towards the achievement of the stated goal, not evidence of its achievement.</u> The revision of Land Laws and Forestry Laws was discussed during the National Assembly session in June 2014. The revision process has not finalized and will continue at least until the next session in 2015. It is at this critical juncture that the study tour was conducted by RECOFTC with support from RRI and the Ministry of Foreign Affairs of Finland through ForInfo project in RECOFTC. 10 participants from a delegation composed of Lao policy development and implementation officials and CSO practitioners working for the progress of Village Forestry attended. (LFA3)	LFA 1 = 1 LFA 3 = 1
	Lao civil society achieves political space necessary to participate in policy debates and influence natural resource management frameworks, including National Land Policy and forthcoming laws.	• <u>An official sub-sector Working Group dealing with land issues was set up under the Ministry of Environment and Natural resources, as part of the Lao government-development partners' coordination mechanism. However, the trend in Laos is moving towards further restrictions put on civil society organizations.</u> The Land Issues Working-Group (LIWG) is represented through its members and is able to interact directly with the National Assembly, also using intersession to lobby for more protective land policy. The Prime Minister and Deputy Prime Minister have been briefed on the concerns around private purpose expropriation, and a decision was made to defer the land policy approval till after the July National Assembly session, in order to hold more consultations including with Development Partners and NGOs. • <u>Strengthening LIWG strategy and regional approach to ensure LIWG adapts to current political situation and utilizes opportunities for civil society participation in policy processes:</u> In support of Lao civil society achieving significant policy space to effectively participate in policy debates a LIWG team of 7 people attended the ASEAN Civil Society Conference/ASEAN People's Forum 10 in Yangon, Myanmar (March 2014). There were a total of 35 different thematic workshops conducted in one day only, March 22, 2014. Each LIWG Team member attended 3 thematic workshops.	LFA 1 = counted above LFA 3 = counted above LFO 3.1 = 1
	Government of Lao PDR demonstrates commitments to social and environmental standards in lead-up to FLEGT-VPA, ASEAN integration, and WTO ascension	• This objective was not directly pursued.	

Country/Region and Priorities[10]		Progress Achieved	Log Frame
India	New standards for industrial investments are set in India by helping the Securities and Exchanges Board (SEBI) and other regulatory bodies to incorporate tenure risks in their compliance mechanisms, and provide legal and analytical support to CSOs for a vigorous implementation of the Forest Rights Act 2006.	RRI contribution to this priority objective is unspecified in the APMRs but confirmed by in-country collaborator. • Study on financial regulations was completed earlier in the year. Further follow up was postponed as a new national government had come into office and its policies were still not clear. • High-powered event planned for March 2015, supported by the Munden Project, to highlight the importance of incorporating tenure risks compliance mechanisms. • Legal and analytical support to CSOs for implementation of the FRA has been provided in various ways..	
	Break the narrative at its weakest point: Through development of the narrative, we help those who are struggling to bring about social change, and engaging with those who are powerful and not as much vested in the social change. The strategy is to develop the narrative and analysis.	RRI influenced the forest tenure reform narrative through a series of studies, public events, and knowledge-sharing activities that targeted key media representatives and policy analysts. However, impact of studies needs to be further monitored before they are counted as a key contribution. By the end of 2014 the goal is that these studies, events, and activities will provide important tools for grassroots actors as well as shift the discourse on forest rights and reform processes. Key areas of intervention included financial regulations, land conflict, resource governance and Forest Rights Act • Three (3) key studies concerning forest tenure governance and finance are produced and two (2) public events are held to leverage studies of NTFPs and the role of private sector financial regulation in the forest sector. • An RRI-SPWD joint study on the potential of the FRA reveals that more than 50% of India's forests (40 million Ha) potentially falls under community forest resource regimes. This data-supported study has significant potential to shift the discourse around land and forest rights in India and impact ongoing forest tenure and governance reforms.	LFA 2 = 0
	Convening and dialogue with those who are engaging with the super structure (political and economic) thus influencing a whole set of new constituencies of corporate leaders, financial regulators, and financial media that exercises enormous political influence	RRI conducted or will conduct two (2) separate capacity building programs with the goals of advancing activists understanding of democratic resource governance and lawyers' knowledge of key resource laws. Contributions to be confirmed include: • Lawyer training program to build capacity on resource rights; • RRI facilitated knowledge sharing on democratic resource governance models, bringing leading journalists and policy analysts to study relevant Community Forestry management systems in Mexico and Nepal, respectively. Upon their return, lessons learned will be disseminated in India through a series of articles and a workshop for broader group of journalists and policy analysts	LFA 4 = 0
	The data, tools, support systems should be available at all levels to ensure that critical elements makes things happen and brings various actors together.	Global monitoring system advances by scaling up of community mapping initiatives and its analysis of the Forest Survey of India. In total, community members in 66 villages spanning six districts have been trained in participatory community mapping methods. RRI's mapping work in India - strong and successful in promoting best practices in CFR within State bodies. • One state level workshop was organized on the application of GPS for CFR mapping. Six training programs were provided to district officials in Mayurbhanj district on CFR mapping and the application of GPS in the mapping process. Four training programs for district officials and CSOs was held on the application of software in map production after GPS mapping in the CFR recognition process. • The district administrations of two districts have engaged Vasundhara as a resource organization to help train government officials, build capacity, monitor mapping efforts, and provide direct support where needed. The working collaborations have been extremely useful, and Vasundhara has been helping to institutionalize the systems for rights recognition of CFRs.	LFA 6 = 1 LFA 4 = 1

	Country/Region and Priorities[10]	Progress Achieved	Log Frame
Myanmar	Following a thorough scoping exercise, agenda for RRI engagement in Myanmar is developed	• Achievements are unspecified in APMRs	•
Latin America Region	Craft joint advocacy and communication strategies so that key regional and global conferences focus on securing forest use and tenure for forest communities World Conference on Indigenous Peoples (September, New York); UNCCC COP-20 (December, Peru), by supporting cross regional (CA-SA) and cross-country alliances and common agendas and messaging of IP organizations, NGOs, women's groups, forest communities and Afro-descendant organizations. *Support cross-regional (Central and South America) strategic advocacy by key Women organizations to strengthen the work around gender justice and collective forest tenure rights, facilitating exchange of lessons learned, and elevating the role of women.*	RRI communications and convening support amplified impact and reach of IPs advocacy at these international events. Communications coverage on International Indigenous Women`s Forum, Land and Climate Change. • The Forum received broad media coverage from the national and international press (Article in the Guardian, Facebook and twitters impressions, the government also posted the recommendations on official website) • 3 IP/CSO representatives sponsored to attend the WCIP and the UN Climate Summit; Pick-up from 5 news wires: E&E ClimateWire, Thompson Reuters, Inter Press Service (English, Netherlands, Belgium); 37 press hits in 4 languages from 11 countries • Space was obtained from the National Commission on Climate Change , where Andean and Amazonian indigenous women of Peru are represented Support attendance to the World Conference on Indigenous Peoples´ in September • Participants received support to draft and present their messages during the Conference (also reported in Networking APMR) • Recommendations for community adaptation and food sovereignty are presented as proposals of indigenous peoples and civil society to COP20 • The Political Committee of the People's Summit on Climate Change makes alliances with organizations at regional level • The indigenous women's organizations at regional and global levels articulate a clearer strategy and proposals for the rights of indigenous women to use and manage natural / forest goods, though not all proposals were endorsed by State participants • As a result of the forum on gender and climate change, indigenous women's organisations in Peru gained political legitimacy the national government and can now actively participate in relevant discussions.	LFA 2 = 1
	Deepen analysis of emblematic cases of investment, and mapping overlaps between new and prospective megaprojects and forest and community lands in the Pacific region (southern Panama, Colombia, Ecuador, and northern Peru) for cross-regional advocacy strategy with government and private sector.	Second map on the Pacific Coast. • The map shows the constant overlapping of investments, communities and forests across some 29 million hectares of land across Panama, Colombia, Ecuador and Peru. • The map demonstrates the constant and growing pressures that forest-dependent communities face, as a result of investments of the extractive industry. The completed map has since become a political tool and is now being used by communities in the region and NGOs in charge of the studies as a tool for advocacy.	LFA 6 = 1
Peru	*The government endorses strong IP territories and community forestry as a key strategy for mitigating and adapting to climate change, and publicly supports broader commitments to IP and community forest rights in the COP.*	• Results of this priority objective are not clearly specified in the country APMR.	•

	Country/Region and Priorities[10]	Progress Achieved	Log Frame
Peru	A participatory and consensual proposal to improve and reactivate community land titling processes is elaborated and presented to the entity responsible for community land titling. The proposal contains basic principles on collective rights and ITO Convention 169, and the contribution of indigenous women.	The strategic analysis documents produced by the Collective of Secured Territories (Colectivo de Territorios Seguros) yields concrete support from the Peruvian Ombuds Office, comprising a key contribution to the thinking of a regional network of government policy-makers, including: • Guidelines for the governing body are drafted to standardize the process of recognition and land titling of native and peasant communities. • Technical exchanges regarding communal land rights of local and indigenous communities are supported • Advocacy Strategy yields a governing body that will guide the recognition of community land titling. • Recommendations on the role of the "ente rector" (governing body), and communications between the Ministry of Agriculture and civil society. • Ongoing territorial demands for communal land titling were updated in order to continue with their corresponding processes.	LFA2 = 1
	Government issued Decrees adapting the existing 4 Territorial Reserves to Indigenous Reserves according to Indigenous People in Voluntary Isolation Law and the multi-sectorial commission for the protection of indigenous people in voluntary isolation approves and emits the resolution to create 2 new Indigenous Reserves.	RRI-supported capacity development for the Peruvian CSOs advocating for these decrees was regarded as successful and important to the success of civil society engagement on this issue • The government recognized the existence of PIAVCI in four territorial reserves and issues the Supreme Decree No. 001-2014-MC , which declares the protection of indigenous peoples in voluntary isolation and initial contact (PIAVCI) and their territories in the Peruvian Amazon, including "Madre de Dios", "Isconahua", "Murunahua", "Mashco Piro"; and "Kugapakori,) . The proposal of the Territorial Reserve Napo Tigre was updated to identify the existence of PIAVCI. Further, in December 2014, an inter-institutional framework agreement is signed, between the Ministry of Culture and Aidese, to protect and defend the rights of isolated indigenous peoples or situation of initial contact	LFA4 = 1 LFO 1.2 = 1
	Awareness of issues relating to indigenous peoples' land tenure is raised among participants in the COP 20 and World Conference of Indigenous Peoples.	RRI's support yielded extensive media coverage that helped to shape the narrative surrounding Law 30230, which focuses on the tenure rights of communities and Peruvians in general (LFA2) The convening and collaborative impact of the Public Forum helped to draw attention to the issue of ownership rights, causing civil society actors and NGOs to recognise the implications of the law and the need to set up a process for monitoring tenure and its implications at the national level (LFA1). • On October 15, four networks of institutions - the Collective Secured Collective Territories of Peru, Land Management Platform, Network Muqui and Governance Platform Responsible of Earth, Organized a National Public Forum to inform, analyze and discuss the meaning of the changes and impacts that Law 30230 will have on rural areas. • Two hundred and fifty people attended the event including community leaders from 15 regions, and was covered by national media.	LFA2 = 1 LFA1 = 1
Guatemala	Forest and climate change laws regulations incorporate the inputs of the AOFC and key Indigenous Peoples, and Authority organizations participate actively in the National Council of Climate Change, the Safeguard Committee and the Adhoc Congress Negotiations.	More progress needs to be made on this priority and political process re-initialised before these activities can be counted as key contributions to RRI's log frame targets, though RRI's degree of engagement with government officials and institutions is promising • The National Council of Climate Change did not issue a call for participation so it was not possible to participate directly in its meetings. However, through the engagements with Government officials and other civil society actors, ACOFOP has been recognized as a member of the National Council on Climate Change, and AOFC, ACOFOP and indigenous peoples were able to develop a regulatory proposal for the Climate Change Law that recognizes forestry organizations and indigenous peoples as bearers of economic benefits in the Guatecarbon project that is slighted to begin in 2015 with the WB's first financial outlay. • Efforts to gain the recognition of indigenous and community rights were co-opted by private sector interests.	LFA 1 = 0

	Country/Region and Priorities[10]	Progress Achieved	Log Frame
Guatemala	Regulations on non-timber forest products are modified to eliminate barriers on their commercialization increasing benefit for organized women groups in Petén and Verapaces	Results achieved as planned: 4 management plans for non-timber were approved in category C and the Minister of the Environment committed himself to approving future management plans. This sets an important precedent in terms of administrative processes and the management of non-timber forest products. • ACOFOP and its partner organizations (including women's groups) – including the National Council of Protected Areas, the director of the Forestry Department, Wildlife Manager, Technical Directors of Guatemala City and Petén, Direction of Environmental Management and Natural Resources of the Ministry of Environment – contributed to the improvement of administrative processes within the Ministry of the Environment to accelerate and simplify the approval of management plans for non-timber forest products, allowing categorisation to change from A to C. This category minimizes the cost of the license for the extraction of non-timber forest products. The actions taken by ACOFOP help set a precedent for communities (including women's groups) to use and manage non-timber forest products, while reducing their transaction costs and expanding the nature of forest management towards a more integrated landscape approach. • Exchange visits between CONAP's and MARN Guatemala, to learn about the rules and methodological tools for the development and implementation of management plans for non-timber forest resources in community forest concessions of Petén.	LFA 2 = 1 LFO 2.2 = 1
	Provisions on carbon rights and benefit distribution of forest incentives that benefit IP and Community Forestry organizations are included in the draft of climate change regulations and Forest Law *The terms of the Climate Change Law, and the new Pro-Forest Law, include specific provisions to recognize the community sector as right holder, broadening the distribution of economic incentives that benefit this sector.*	More progress needs to be made on this priority, though degree of engagement with government is promising…. First, the Association of Forest Communities of Petén (ACOFOP) has developed several advocacy strategies to ensure the recognition to their carbon rights and participate in GuateCarbon negotiations – the first REDD+ activity negotiated in Guatemala, and also one of the first ones worldwide. In October 2014, The World Bank and the Fund Sweden Cooperation approved the project's budget. • Advocacy strategy promoting access to economic benefits of the Guatecarbon Project with the executive secretary of CONAP. Through this, ACOFOP was recognised as a partner for the negotiation and distribution of the economic benefits of Guatecarbon project (REDD with IDB and World Bank funds). Second, two national meetings with indigenous and peasants' representatives on the different aspects of the Probosques Law was attended by 130 participants and focused on funding for community forests and compensation mechanisms for ecosystem services; • Mapping of potential partners, media and legal means to act on the advocacy strategy to regulate Probosques Law. • While there have been meetings with the board of INAB to expose these points, advocacy processes in Congress to revise the draft law have had little progress, due in large part to the political influence of forestry companies.	LFA 1 = 0

	Country/Region and Priorities[10]	Progress Achieved	Log Frame
Guatemala	*Consensus positions and strategic alliances between indigenous and community groups are strengthened in 4 regions of the country, regarding private sector interests that threaten the collective rights of local communities* (Result pursued by Coalition members in Guatemala but cited as an activity in the annual workplan).	Further analysis and confirmation by RRI required before this can be added as a key contribution to RRI's work. Efforts made to strengthen organisational processes, identify common areas for action amongst indigenous, peasant communities are strengthened and opportunities to share experiences, and consensus for action and policy proposals are developed by indigenous, peasant (Ixil region) and fishing communities (mostly coastal and mangrove communities). • National meeting held to exchange experiences and generate broader consensus related to the collective management of land and natural resources, as well as against collective land titling and pressure from mega projects in their territories. Communication products were developed include: – Defensa del Territorio en comunidades de Verapaz con el vídeo "Un bosque para todos" – Publicación del reportaje "Un ron que emborracha y contamina el rio", que denuncia el impacto de una industria azucarera en el manglar, la acaparación de tierra y la contaminación. – Publicación video "Rio abajo" En plaza Pública sobre , Defensa del Territorio – Elaboración de material audiovisual sobre la importancia de los bosques en Chiquimula y Zacapa – Notas periodísticas en medios nacionales e internacionales sobre la importancia de las concesiones forestales comunitarias de Peten, a la conservación forestal, y en mejorar el nivel de vida en las comunidades forestales y campesinas. • Information generated by Coalition members helped to further social mobilization support, drawing endorsements from the Covergencia Nacional Indígena y Campesina, and the Mesa Indígena de Cambio Climático, and contributed to the repeal of the Monsanto Law (protección de obtención de vegetales).	
Colombia	Law 70 is regulated on issues related to land use and natural resource protection, mining, and social and economic development in the Afrocolombian communities. *The reform of Rural Development Law and the regulation of Law 70 advance land community territory and forest use rights for Afrodescendants.*	The result was achieved as planned: RRI-supported events provided an important opportunity for Colombian /Afrocolombian civil society to coordinate and collectively influence tenure governance and national reforms. • Meetings lead to improved communications between the Ministry of the Interior and communities (Secretariat of ANAFRO - Autoridad Nacional Afrodescendiente) • Technical workshop on legal reforms are conducted • In consultation with the government , Articles 3 , 5 and 7 are developed and ready to be approved . • The government recognises ANAFRO as the national representative body of African descent . • There is provision and verbal consent of the government to approve the regulation of Law 70	LFA 1 = 1 LFO 3.1 = 1
	The project of Land and Rural Development Law is monitored to identify the implications on land tenure and collective rights of forest communities.	• Activity cancelled due to the fact the law was never delivered, there is as yet no consensus on space for discussion, and the law is closely related to ongoing peace negotiations with gorilla (FARC) factions that calls for profound changes in the existing rural development model.	•
	Indigenous and civil society organizations are strengthened to monitor Early REDD+ projects in order to assess the implementation of social and environmental safeguards	Effects of this activity is not clearly stated • Mapping of early REDD projects conducted by ILSA – study finds that many communities involved in voluntary carbon markets have signed confidentiality clauses that precludes any sharing of information.	LFA 6 = 0

	Country/Region and Priorities[10]	Progress Achieved	Log Frame
	Afrocolombian communities are strengthened to monitor and advocate investment projects to prevent negative impacts in community lands and forests, and women's land rights.	Effects of activities need to be further monitored before they can be counted as key contributions • Workshop planned with the participation of leaders from Colombian organizations and experts from Peru, Ecuador and Colombia, to discuss threats posed by investment projects, experiences of bargaining with local communities, and potential advocacy routes. (TBC) • Worked to strengthen community responses to the impact of infrastructure projects and mining activities, with emphasis on women's groups. • Study on mining exploitation in Choco department allowed for a better understanding of legal/illegal activities	LFA 1 = 0 LFA 7 = 0
Bolivia	Lowland indigenous organization CIDOB is strengthened by improving the communication with indigenous people's territories and agreeing with their local authorities on a common and pro-active agenda to negotiate with the government	• National Confederation of Indigenous Peoples of Bolivia´s (CIDOB) communications strategy & strengthen outreach to different indigenous peoples and their communities, providing information on relevant legislative bills, & infrastructure and hydrocarbon projects that pose serious risks to indigenous peoples and their territories. Approximately 50% of leaders agree to attend Main Assembly (Gran Asamblea) to be held in 2015. • Meeting of the National Commission (Comision Nacional) – involved 24 leaders of indigenous territories and an agreement to have a Consultative Assembly (Asamblea Consultiva) to unify political criteria regarding CIDOB´s National Assembly.	LFA4 = 1 LFO 3.1 = 1
	Indigenous women from lowland territories are strengthened and participate and contribute to the strengthening of indigenous organizations	RRI's gender-based activity support strengthened indigenous women's role in key civil society processes • The National Confederation of Indigenous Women (CNAMIB) began a process of dialogue and reflection with indigenous peoples 'authorities to seek unification of the indigenous movement for the defense of their individual and collective rights. • Indigenous women leaders along with indigenous peoples ´ and regional leaders actively participated in the Asamblea Consultiva Nacional (National Consultative Assembly) • The visits of CINAMIB and CIBOD to indigenous territories helped gather information on the current status of the TCO´s (Tierras Communitarias de Origen/ Original Communal territories) • After a thorough analysis the Special Assembly (Asamblea Extraordinaria) of CNAMIB decided to support the Organic CIDOB (Organic National Confederation of Indigenous Peoples of Bolivia) and agreed to hold a Consultative Assembly as soon as the conditions allow. • After a Special Meeting, CNAMIB drafted an agenda to be analyzed at CIDOB´s Consultative Assembly	LFA7 = 1 LFO 3.1 = 1

5.2.3   Global Programme

RRI's Global Programme is structured around three components: networking support, strategic analysis and strategic initiatives (see Exhibit 4.3). Whereas networking support and strategic analysis refer to specific forms of contributions, strategic initiatives denote distinct result areas, which in 2014 included the Global Call to Action and the International Land and Forest Tenure Facility. Contributions to the Coalition's strategic priorities and initiatives thus involved deliverables articulated under networking support and strategic analysis. Since our analysis of the latter programming components reveals no noticeable differences in terms of achievement, this section focuses on progress made towards the realisation of stated priorities and initiatives, not the achievement of outputs per area of activity.

Though global programme APMRs offer a wealth of information on the contributions made towards the realisation of planned outcomes, linkages to planned deliverables are not always clear and variations between workplan objectives and annual progress reports are not explained. In some instance, planned contributions for a given work stream (e.g., strategic analysis deliverables for the Post-Sustainable Development Goals [SDG] strategic priority) may be reported under another Strategic Priority (e.g., RRI develops a global monitoring system), and whether or not planned deliverables were actually completed, changed or folded into another deliverable can be difficult to determine. Arguably, establishing relationships between planned and completed deliverables can be time-consuming and challenging.

In the process of analysing results, the monitor came across a number of planned activities and outputs that could not be confidently linked to other components of the workplans or APMRs. Upon inquiry with RRG, we were informed that these were either cancelled, rolled into existing objectives, or expressed variations of existing deliverables. Together, these observations underscore the need for greater rigour in terms of planning and reporting. As such, the findings presented below reflect general trends, not an accurate account of planned versus achieved results.

Finding 5:   Planned contributions towards the recognition of community tenure as a priority climate change strategy, the protection of customary land rights in forest carbon frameworks, and the adoption of tenure-related screens and standards by key private sector actors were successfully completed. Collectively, they represent significant milestones in the realisation of RRI's Framework Proposal.

RRI successfully completed all planned deliverables associated with the priority outcomes on: (i) the recognition of community tenure as a priority climate change strategy, and the protection of customary land rights in forest carbon frameworks; and (ii) the adoption of screens and standards, by key private sector actors, to reduce the risk of abusing land rights. By all accounts, the delivery of these global programme components constitute critical normative contributions to the way the international community and resource-based multinational corporations understand and deal with land rights and tenure-related issues.

RRI's capacity to raise global awareness on fundamental issues was consistently highlighted by interview respondents. Thanks to the foresightedness of the Coalition's collective mind, RRI is noted for its ability to analyse global trends and issues, and proactively address the challenges and opportunities that will become tomorrow's headlines. Collectively, the publications and dialogues associated with these two result areas have helped to raise the profile of tenure and carbon rights vis-à-vis the international community, communicate the scale and importance of the issues at hand, and initiate deeper conversations with key players that can make a substantive difference in the way indigenous and community land rights are understood and acted upon.

Amongst the most commonly referenced contributions for 2014 (see Exhibit 5.6 below), five were systematically reiterated by interview respondents. In terms of carbon rights and climate mitigation, the WRI/RRI study on "Securing Rights, Combating Climate Change" was characterised as being hugely influential and critically important in terms of its content and timing. It was noted for its influence on key donors, including Norad, the United Kingdom and Germany, which have vowed to include tenure security in their development assistance contributions. It has received major press coverage and caught the attention of business people in the process (e.g., reaction from PepsiCo, Inc.).

In a similar vein, the publication of the "Status of Forest Carbon Rights and Implications for Communities, the Carbon Trade and REDD+ Investments," which was presented at the 15th Dialogue on Forests, Governance and Climate Change (Washington DC, March 19) was underscored for its contribution to placing the issue of carbon rights on the REDD+ agenda. It provided the groundwork for UN-REDD's eventual acceptance of the need to prioritise tenure and carbon rights within its future programme strategy. Yet, despite these accomplishments, observers noted that the launch of the product was probably not as effective as it could have been, given that key decision-makers at the World Bank and FCPF remain the bilaterals, and these were largely absent from the discussion.

The Interlaken Private Sector Working Group was noted for its growing prominence and precedent-setting agreement with Nestle, Unilever, Rio Tinto, Coca Cola, Rabo Bank, Stora Enso, etc., to adopt guidelines that are consistent with the VGGTs. In addition to the latter corporations, the working group brings together key civil society actors and RRI collaborators (Global Witness, Oxfam, FPP, Landesa, etc.), multilateral and bilateral agencies like IFC and DFID, and the Omidyar Network. Along similar lines, the StoroEnso Land conflict resolution process was cited for its positive consequences and the important precedent it sets for other industry leaders. The move to support investor efforts to reduce their exposure to risk was touted as path breaking by most interview respondents.

Finally, several results touched on contributions by Megaflorestais. As made clear in the recent assessment of the network, Megaflorestais provides a critical space for an influential body of forest leaders to meet in an informal setting and openly discuss the themes and topics that matter to them, and the challenges they face. Megaflorestais' ability to bring together the top forest leaders of the world, build supportive relationships, and strengthen capacities is unique.

Although all of RRI's contributions in these two streams were fulfilled, interview respondents stressed the need to recognise that some are invariably better delivered than others. For instance, the analysis on the "Overarching triggers of conflict between communities and concession holders," produced with the collaboration of the Munden Project, was generally regarded as an important contribution. However, the launch of the report – during the 16th Dialogue on Investments, Communities and Climate Change in Lima, Peru – was inadequately planned and organised, according to a few witnesses. The report was well conceived, messaged and timed (relative to the planned COP), but attendance and in-country outreach were viewed as insufficient. The private sector had limited representation, the national chamber of commerce was not present, and opportunities to engage with the local media were not actively pursued by RRI. What saved the event, one observer noted, was RRI's well-oiled communications machinery and its worldwide reach. Such observations illustrate the importance of a more robust monitoring system that can capture lessons from critical events in a timely fashion, in order to support institutional learning and the decision-making needs of senior managers.

Finding 6: **RRI made notable progress on the development of global tenure monitoring system, but contributions towards the recognition of tenure in the SDGs, by the conservation community or during the World Conference on Indigenous Peoples are either partially completed or insufficiently detailed to draw useful conclusions.**

Compared with contributions made in the previous components of RRI's Global Programme, efforts to include targets on community land rights in the post-2015 SDGs have not met with the same degree of success. Efforts made in this area are generally unclear to external observers. How RRI sought to effect change in the post-2015 SDGs, including the programmatic narrative that was developed to support such purposes, was not as well defined, and evidence of progress made in 2014 is more limited.

Regarding contributions made towards engaging the conservation community to respect rights and promote tenure reforms at the World Parks Congress (November 2014), the effects of completed activities remain to be understood and placed into perspective. While planned activities were successfully carried out and efforts to attract the attention of the conservation community were fully deployed, the sheer magnitude of the Congress, along with the dizzying array of concurrent events (over 900), invariably limited the intended effects of RRI's actions. Nevertheless, the products that were developed for the Congress remain relevant to RRI's continued engagement with the conservation community, and efforts to capitalise on investments made should be pursued.

Observers confirm that RRI is making strong progress towards the development of a global monitoring/tracking system of statutory tenure reforms. The move to include resource rights across a range of biomes was underscored as an important precedent for the Coalition, though this has still to be reflected in the rest of its programme. Issues that remain to be clarified include the potential users and uses of the tracking system, including possible unintended effects or uses contrary to the initial intent. Maps are never neutral. Questions surrounding appropriate levels of depth, contested boundaries, and even the need for free, prior and informed consent (FPIC) were among the issues raised.

Finally, relatively little feedback was received on contributions made towards the involvement of indigenous peoples' representatives during the World Conference on Indigenous Peoples (September 2014). While the APMR claims that RRI successfully increased the voice of IPs around the importance of land and customary rights, the final outcome statement of the conference only makes a passing reference to the issue of land tenure, within the context of a broader suite of measures that can be used to improve socio-economic development (Paragraph 26).

Finding 7: **The International Land and Forest Tenure Facility and Alliance for Community Land Rights are successfully developed and ready to be operationalised.**

Of all of RRI's contributions for 2014, the Tenure Facility was the key accomplishment that interview respondents most often evoked. Supported by an advisory group of renowned experts from the international community, in-depth scoping studies to better understand needs and opportunities, and broad-based consultations, the Facility is poised to become a turning point for the advancement of community tenure and the notoriety of the Coalition itself. Similarly, efforts to develop the Alliance for Community Land Rights or "Call to Action" in collaboration with Oxfam and WRI, are well underway. Though not as well known as some of RRI's other work streams and project areas, its deployment is expected to firmly etch the importance of indigenous and community land rights in the global agenda.

Exhibit 5.6   Contributions to Global Programme Results

Priorities/ Outcomes		Deliverables	Results Achieved	LFA
Community forest tenure is endorsed as a priority climate change strategy, and forest carbon frameworks respect and protect customary land rights and governance.	Strategic Analysis	Risk analysis of emerging carbon rights frameworks	RRI is among the few organizations looking at carbon rights from this vantage point, a critical critique as the WB FCPF gets up and running • Analysis: *Status of Forest Carbon Rights and Implications for Communities, the Carbon Trade, and REDD+ Investments*: drawing on the experiences of 23 low to middle income countries, the report cites a lack of legal protections for Indigenous Peoples and local communities in REDD+ plans and shows that most developing countries are currently not equipped to participate in the carbon trade. • Analysis: *Scope of existing concepts of Carbon rights within emerging legal frameworks* (Draft)	LFA2 = 1
		Community tenure and climate outcomes report (with WRI)	WRI/RRI report made a significant impact on the global discourse on tenure rights by confirming at large scale what many in our field have known for decades-that communities are better at a managing their forests than governments or companies. This report also confirmed the positive role community management plays in climate change mitigation and adaptation • Analysis: *Securing Rights, Combating Climate Change.* WRI and RRI collaborated to produce a comprehensive, rigorous analysis of the evidence demonstrating the links between secure community forest tenure and government support, and reductions in deforestation and associated carbon emissions. – It received an official reaction from PepsiCo, Inc, an official statement from the President of the COP 20 Manuel Pulgar Vidal, cited by Norad, DFID and Germany, etc.	LFA2 = 1 LFO3.1 = 1
		Forest carbon conserved in community forest lands	RRI, in collaboration with Tebtebba, published a brief making the case for secure local land rights as a low-cost strategy to reduce forest carbon emissions, helping to shape the dialogue of the 2014 WCIP around the importance of community land rights in achieving climate and sustainable development goals Brief: *Local land rights as a low-cost strategy to reduce forest carbon emissions* provides innovative assessment of the actual cost of securing rights, and identifies what that low cost solution delivers in terms of better biodiversity, climate change mitigation, poverty reduction, etc.	LFA2 = 1
	Networking Support	15th Dialogue on Forests, Governance and Climate Change	The 15th Dialogue on Forests, Governance and Climate Change (Washington DC, March 19) focused on the *Challenges of Carbon Rights and Implementing the new Warsaw Agreement on REDD+*. The Dialogue hailed as an important forum to critique existing carbon rights frameworks and yielded a follow-on working group that has carried the work and analysis forward. • RRI analysis entitled *Status of Forest Carbon Rights and Implications for Communities, the Carbon Trade and REDD+ Investments* launched to inform the discussion. The Dialogue enabled the creation of a group of organizations concerned about the FCPF Methodological Framework and how it could weaken local rights.	LFA3 = 1
		Increases voice and attention to indigenous and community rights issues in UN-REDD / UNFCCC COP, and others	RRI organized a panel on community land rights and carbon rights amidst REDD+ investments and global carbon trade initiatives during the 12th UN-REDD Policy Board Meeting, held in July, in Lima, Peru. Acting as a representative of the Independent Advisory Group, RRI played a key role in getting the Policy Board to fully support the evaluation recommendation to "prioritize tenure/resource/carbon rights" in the future and advocated for an UN-REDD internal governance review, in alignment with the related report recommendations. • Co-organize event on Securing Rights as a Climate Change Mitigation Strategy with Governance, Environment, and Markets Initiative and the World Resources Institute during the CIFOR Global Landscape Forum, organized around the UNFCCC COP20 • Lawyers for Community Tenure Network – expert advice to RRI and produced a Joint Opinion on Carbon Rights to influence key REDD+ actors prior to the COP20.	LFA3 = 0 LFO 3.2 = 1

Priorities/ Outcomes		Deliverables	Results Achieved	LFA
Community forest tenure is endorsed as a priority climate change strategy, and forest carbon frameworks respect and protect customary land rights and governance	Networking Support	Other	• 9th MegaFlorestais meeting focused on "Forests in 300 years and actions now to secure them" and discussed challenges agencies and their leaders are facing. A consensus was established around the 5 principles – The Dialogue provided an important forum to critique existing carbon rights frameworks and yielded a follow-on working group that has carried the work and analysis forward • The Op-Ed entitled "*Public Forest Agencies in the Twenty-First Century*," an editorial endorsed by former MegaFlorestais leaders from 8 of the most forested countries in the world, issued five key recommendations for forest governance and identifies clarification of tenure and inclusive governance as key priorities. Further monitoring and analysis required before it is counted as a key contribution (LFA2). • Co-host one-day Seminar entitled, "Securing Forest and Community Land Rights – Challenges, Trends and Ways Forward," with the University of Gothenburg, SIDA, the Swedish International Development Cooperation and the Swedish International Agricultural Network Initiative (SIANI) in September;	LFA3 = 1 LFA2 = 0
		Capacity building support	• Next Generation of Indigenous and Community Leaders Seminar: Indigenous and community leaders' skills were strengthened (n=20) during seminar organized in collaboration with Samdhana, Tebtebba, AMAN, and the Asia Indigenous Peoples Pact, in March 4-9. Participants were exposed to regional land rights issues and leadership techniques, helping to enhance their capacity to push for rights and livelihoods at the local and regional level by giving them a wider understanding of strategies for engagement with influential constituencies and actors. • MegaFlorestais: The 5th Next Generation of Forest Agency Leaders Seminar was held in July 27-August 1 in Oaxaca, Mexico, in collaboration with the National Forestry Commission of Mexico. 17 senior public agency officials were exposed to global trends in the forest sector (including community forestry, FLEGT, and secure land tenure as core elements of successful forest enterprises and economic development), forest regulations and governance to better prepare them to lead in more complex social, political and market contexts (Output 2)	LFA4 = 1 LFA4 = 1
		Gender analysis	Women's Forum served as important forum for gender analysis and women's empowerment within context of COP20 preparations and 2014 events in Lima. • The *International Indigenous Women's Forum, Land and Climate Change* took place in Lima, Peru on July 15-16. More than 60 participants from all over the world discussed gender-related challenges and their opportunities in the climate mitigation efforts. A series of recommendations were given to the Peruvian government to ensure women's concerns would be taken into account during the COP20	LFA3 = 1
Key private sector actors influenced to adopt screens and standards to reduce risk of abusing land rights, and consider ATEMs	Strategic Analysis	Database of industrial concessions in forest land contributes to RRI and public knowledge of industry pressures on Indigenous and community lands	Data set of the Munden Project made a significant impact on the understanding of extractive concessions and related resource conflicts • Data Collection: preliminary data collection on land and resource conflict associated with insecure land tenure around mining sector. • Analysis: "Overarching triggers of conflict between communities and concession holders": RRI and TMP generated an analysis of the overarching triggers of conflict between communities and concession holders, aimed at informing the operational policies of companies and investors doing business in the forested, developing world. The report was launched and presented at the 16th Dialogue on Investments, Communities, and Climate Change in Lima, Peru. • Draft analysis: "Relationship between commercial concessions and deforestation": RRI and The Munden Project produced a draft analysis of the relationship between commercial concessions and deforestation with a view to influencing company policies along the lines of regulatory risk.	LFA2 = 1

Priorities/ Outcomes		Deliverables	Results Achieved	LFA
Key private sector actors influenced to adopt screens and standards to reduce risk of abusing land rights, and consider ATEMs	Strategic Analysis	Report on tenure risk strengthens the business case for the private sector to account for the rights of Indigenous and local communities Analysis of business models supportive of CFE/SMEs informs opportunities for private sector entities to support community enterprises through their supply chains	Stora Enso report had significant impact on company operations and private sector discourse. See China Country APMR for further context and assessment of Stora Enso report • Report: *Assessing and evaluating forestland acquisitions by Stora Enso and Asia Pulp and Paper (APP):* In collaboration with Landesa, RRI produced two reports assessing and evaluating forestland acquisitions by Stora Enso and APP in order to identify key issues concerning farmers' forestland rights in large scale land acquisitions (LSLAs) in China, and to formulate practical recommendations for Stora Enso, APP and Chinese policy makers and multinational investors who plan land acquisitions in China. • Reports: *Investors and capital flows in the extractive and infrastructure sectors*: RRI delivered reports on investors and capital flows in the extractive and infrastructure sectors associated with deforestation and impacting community land rights in Myanmar, Laos, and Peru. • Report: *Critiquing the expansion of large scale palm oil production in Liberia*: In collaboration with Seventy Three PTE, RRI generated a report critiquing the expansion of large scale palm oil production in Liberia • Report: *Making the case for locally controlled landscapes and enterprise models as alternatives to top-down industrial models of production*. In collaboration with Seventy Three PTE, RRI generated a report making the case for locally controlled landscapes and enterprise models as alternatives to top-down industrial models of production, and proposed an example of an alternative enterprise model for community forestry in Cameroon.	LFA2 = 1 (for all 4 reports)
	Networking Support	Direct engagement with institutional investors and major companies regarding approaches to screen against tenure risk and preferred business models Private Sector working group develops concrete proposals to expand and leverage private sector interest in securing community land rights. Community Forestry & FLEGT workshop builds knowledge and practical approaches to address risks and opportunities of FLEGT for CFE	Interlaken Group has created new, important venue for private sector discussion of tenure related issues • Pre-Interlaken Group Strategy Meeting in Bellagio yields strategy document to guide future development of the Interlaken Group • Meeting in London yields commitment of participating companies (including Nestlé, Unilever, Coca Cola, Stora Enso, and Rio Tinto) to the workplan of the Interlaken Group; and the production of operational guidelines for companies to implement the VGGTs • Norges Bank Investment Management (NBIM) publically announced its working relationship with RRI in NBIM's 2nd Quarter Report, formalizing a research project that includes Columbia University and WRI. Interlaken Private Sector Working Group serves as an important forum for private sector deliberation and action, – it met 3 times in 2014 and agreed on a workplan for 2015 that will contribute to expand and leverage private sector interest in securing community land rights. One key product is the development of operational guidelines for the VGGTs • Interlaken Group gained commitment from leading companies to adopt guidelines on land acquisition and supply chains consistent with VGGTs. To this end, a background study for guidance to companies on practical application of VGGT was commissioned and is co-financed by IFC and Nestle. The group consists of corporate leaders (Nestle, Unilever, Rio Tinto, Coca Cola, Rabo Bank, Stora Enso etc.), civil society actors (Global Witness, Oxfam, FPP, Landesa etc.) and multilateral and bilateral agencies like IFC, DFID, as well as private philanthropy Omidyar Network Workshop *Small-Scale and Community Forest Producers: The Challenges and Opportunities of Legality Verification*, co-organized with Chatham House, took place in mid-May in London, UK. Workshop focuses on the impact of legality verification (most notably, FLEGT) on Small and Medium Enterprise (SME) sustainability, and discussed practical approaches to address the risks and opportunities	LFA3 = 1 LFA 3 = 1 LFO 4.1 = 1

Priorities/ Outcomes		Deliverables	Results Achieved	LFA
		Unplanned?	The 16th Dialogue on Forests, Governance and Climate Change was held in Lima, Peru, on October 30. It focused on *Investments, Communities and Climate Change: Risks and Opportunities*. It raised awareness on tenure risks associated with growing investments in infrastructure, extractives, etc., in Latin America and identified best practices. Several resources were launched the day of the Dialogue to help the discussions (A report by The Munden Project on *Communities as Counterparties: Preliminary Review of Concessions and Conflict in Emerging and Frontier Markets*, and a map showing deforestation in the Peruvian Amazon in the 2000s by the Instituto del Bien Común)	
		The MegaFlorestais meeting in Cameroon advances regional commitment to respect community land rights, and use REDD+ / FLEGT initiatives to support reforms	Planned Megaflorestais meeting is not discussed in the APMR.	
Conservation community makes stronger commitments to respect rights and promote tenure reforms at the World Parks Congress	Strategic Analysis	Analytical report on the impact of protected areas on community rights in key countries informs advocacy and consensus on rights-based approaches Policy brief strengthens the case for investing in community land and resource rights as a strategy for effective and ethical conservation	Impact of these products needs to be further monitored • Practice-based guide on application of UNDRIP in protected areas: In collaboration with the Indian Law Resource Centre. It aims to leverage ongoing developments to strengthen impact - providing key information on how to adhere to the United Nations Declaration on the Rights of Indigenous Peoples and other international human rights norms in conservation contexts, and will connect with the IUCN´s ongoing initiative to build a Natural Resource Governance Framework (NRGF) that includes conservation areas • Report examining the current state of protected areas and community land rights: RRI produced a report examining the relationship between protected areas and community land rights to provide the evidence base for the conservation community to respect rights and promote tenure reforms.	LFA2 = 0
	Networking Support	Conservation working group builds consensus on a rights-approach to conservation by contributing to analytical reports and supporting engagement during the World Parks Congress Activities implemented at the World Parks Congress raise awareness and disseminate narratives on importance of secure community tenure to conservation	The impacts of these convenings and products need to be further monitored before these activities can be counted as key contributions. • The Interlaken Conservation Working group built consensus around a rights-approach to conservation and developed his workplan around its engagement at the World Parks Congress. In preparation for this major event, the group prepared a report on "Protected Areas and Community Land Rights: Current Issues and Future Agenda" which contextualizes the extent of spatial overlap of community lands with protected areas and the conflict that emerge. • World Parks Congress – November, Sydney, Australia: RRI increased voice and attention to indigenous & community rights issues by supporting CSO/IP participation in the event and offering them a tribune to share their perspectives in the 2 workshops entitled "*Making Community Land and Resources Rights a Global Conservation Priority.*"	LFA 3 = 0

Priorities/ Outcomes		Deliverables	Results Achieved	LFA
Post-2015 SDGs include targets on community land rights, supported by RRI tenure data, analysis and advocacy on customary and community land	Strategic Analysis	Policy brief on community land rights raises issue in development community and strengthens case to include tenure targets in the SDGs;	No identifiable evidence provided for these indicators / deliverables.	LFA2 = 0
		No identifiable indicator / result statement	Project / activities remain in early stages of development – achievement unclear relative to what was planned • In collaboration with the Brazilian organization ISA, RRI produced and disseminated a report on Brazil's customary land rights reforms, including their implementation, impacts on deforestation, the challenges encountered and the strategies used by NGOs, Indigenous Peoples and government to secure community tenure rights	LFA2 = 0
		Comparative analysis of options for legal recognition of community land rights provides new tools for policy makers, advocacy groups, and communities (Tenure tracking)	Project / activities remain in early stages of development • Draft: RRI initiated analysis to expand the framework established in the 2013 paper "Legal Options to Secure Community-Based Property Rights" to deepen their understanding of the various legal options for community recognition and their implications for community rights • Preparation of a draft Case for community-based property rights recognition: evidences from the literature comparing experience of recognition of individual and community property rights, as a basis for advocating the latter in country contexts where tenure reforms are emphasizing individual • Definitions of key tenure-related terms to build knowledge and consistent use of these terms in analysis and advocacy	LFA2 = 0
	Networking Support	Mapping and Documentation working group contributes to the establishment of baselines and databases on customary and community lands	The Mapping and Documentation Interlaken Working Group met once in February, established a steering committee and is working on a Global Map of Indigenous and Local Community Lands. No evidence of contribution to baselines and database presented in APMR, though this is assumed to be linked to global baseline support	
		Advocates engaged and supported to include land rights in the SDGs / key UN and government actors directly engaged	No evidence provided.	
		Deliverable not clearly defined in Networking Support Workplan but reported in APMR	AG for the Global Call to Action has provided an important forum for the strategic analysis and discussion of global tenure rights and advanced the development of the Global Call to Action. See Strategic Initiatives APMR for further information The Advisory Group of the Global Call to Action on Indigenous and Community Lands met in July in The Hague, Netherlands. During this meeting, the group adopted the global target of doubling the area of land recognized as owned or controlled by indigenous peoples and local communities by 2020 and determined a workplan and timeline for the Global Call.	Counted below in "Call to Action"

Priorities/ Outcomes		Deliverables	Results Achieved	LFA
	Networking Support	Participation of key advocates and IP/community leaders increases voice and attention to customary and contested lands in the World Conference on Indigenous Peoples	RRI Support to the WCIP/UN Climate Summit increased IPs convening power and communications capacities, allowing for stronger IP voice and greater awareness of tenure issues at global events. See Peru Country APMR for further information World Conference on Indigenous Peoples/UN Climate Summit – September, New York, USA: RRI increased voice and attention to indigenous & community rights issues by sponsoring the participation of 3 representatives of Tebtebba in the meetings and providing support to the Mesoamerican Alliance of Peoples and Forests for the issuance of a Global Proposal entitled "From Territorial Peoples toward a Global Agreement" by representatives of the world's biggest tropical forest basins (Amazon, Mesoamerica, Congo Basin and Pacific and Southeast Asia)	LFA3 = 1
RRI develops and maintains a global monitoring system on statutory tenure reform, poverty and livelihoods in forest areas in developing countries. (Standing Global Priority, included in FPII RRI Log frame Activities)	Strategic Analysis	Five major thematic reports and corresponding policy briefs along with one overall synthesis (baseline) on tenure in the Democratic Republic of the Congo to be used as tools by civil society to influence reforms on forest, land, IP rights, and zoning	Series of technical briefs and reports. Completion of multi-year research and coordination process expected in 2015. • 8 provincial studies, 6 thematic reports and 5 policy briefs delivered to complete a multi-year research and coordination process in the DRC to map out the different institutional actors, tenure arrangements, threats to local rights, and opportunities for reform. Work carried out in collaboration with regional consultants, RRN, CODELT, DGPA, CONAREF, and the Ministry of Land Affairs. • Expert meeting convened to discuss and consolidate provincial-specific research findings and agree upon recommendations. The multiscalar- multi-thematic study is a first in DRC. It will shed light on the complex and contradictory nature of institutional relationships in DRC and help inform the advocacy strategy of the newly established national platform for tenure, CACO. Results of the baseline study will be presented to the Land Commission (CONAREF) in the first half of 2015.	LFA6 = 0
		Develop and test, in an initial set of countries, a methodology for documenting customary and contested lands, with the aim of building a global database to more effectively represent IP and other communities' customary rights and land claims Create a global baseline to begin tracking the extent of statutory recognition of community lands beyond forest areas, in support of the new Community Land Alliance.	Methodological framework: Extend RRI tracking of forest area. The impact of the new data set needs to be monitored before activities are counted as contributions. Priority outcome and title of contribution in APMR focus on forest areas whereas global baseline covers 5 biomes. • RRI developed a methodological framework to extend its tracking of forest area under different categories of tenure to all terrestrial biomes, and into countries not previously captured by RRI's analyses. Conducted in part by in-house analysts, country experts and consultants, the sample of selected sites reflects the global makeup of forest, savannah, and desert biomes. • Information was successfully collected for 60 countries - accounting for 70 percent of the earth's surface, 5 biomes, and represents the first-ever rigorous global assessment of the area under statutorily recognized community tenure. This research will feed directly into the work of the Global Call to Action and RRI's 2014 Annual Review. Global Baseline expected in November 2014.	LFA6 = 0

Priorities/ Outcomes		Deliverables	Results Achieved	LFA

International Land and Forest Tenure Facility appraised and next steps determined.	Strategic Analysis	Detailed organizational design of the Facility - including governance, staffing, safeguards, accountability mechanisms and links with existing organizations - facilitates quick operational scale up at launch
		
		National assessments in target countries identify potential roles for Facility
			The ILFTF has emerged as one of the most innovative and consequential new initiatives in the area of tenure reform, providing new means of advancing tenure through a multi-stakeholder, multi-sectorial mechanism
			• RRG successfully delivered on its 2014 project plan to appraise the International Land and Forest Tenure Facility (LIFTF), and develop the Facility's organizational design:
			  – Detailing the organizational design of the Tenure Facility;
			  – Undertaking scoping of Facility niche and roles;
			  – Conducting broad based information sharing;
			  – Identifying pilot project opportunities; and
			  – Commencing project development activities.
			
			National Scoping Studies for ILFTF
			Identification of the potential roles and niche of the Facility was successfully undertaken, and resulted in 4 national scoping studies in Cameroon, Peru, Colombia, and Indonesia. A synthesis of the findings was also generated. The scoping studies were based upon consultations with 79 organizations representing NGOs, CSOs, IPOs, public sector entities, private sector entities, researchers and academics, and donors. The studies yielded 18 broad ideas for pilot projects
				LFA8 = 1
				LFO 4.2 = 1

	Networking	Broad-based consultations with key stakeholders on design, and appraisal by RRI completed, with next steps determined	Informal Facility Advisory Group convened in September, composed of representatives from FAO, IFC, World Bank, UN REDD, SIDA, Oxfam, and Tebtebba. Stakeholder information sharing • Successful completion of the 2014 project plan resulted in the ILFTF being made public prior to the WCIP and UN Climate Summit in NYC. & Broad-based information sharing with key stakeholders on the design and appraisal of the Facility. Public presentations were made at the World Bank, FAO, and the March 2014 convening of the Donor Working Group on Land, among others	
Alliance for Community Land Rights advanced through coordination and communications support	Networking Support	Support for coordination of a new Community Land Rights Alliance catalyzes commitment to community land rights from multiple international networks, designs campaign and plans for 2015 conference A meeting of leading organizations leading the Interlaken working groups maintains momentum and strengthens shared vision and plans to scale-up global efforts to secure community land rights	RRI has successfully advanced the Call to Action through a series of participatory and consultative convenings that have brought together diverse actors in support of the new initiative • RRI provided coordination and communications support for the Alliance for Community Land Rights, now termed the Global Call to Action on Indigenous and Community Land Rights, in collaboration with Oxfam and the ILC. Launch is expected in 2015. Activities to date include: periodic virtual "check-ins", to agree upon strategy, target and theory of change; the organisational structure of the Global Call; the signing of a formal MOU between the RRI, Oxfam and WRI; initial design of a campaign and outreach material; a work plan for 2015; awareness raising among relevant organisations; Global Call Reference at World Park Congress. . • Co-convene (12 participants from 10 civil society organizations—including 5 women) agreed on the Global Target of "Doubling the area of land recognized as owned or controlled by Indigenous Peoples and local communities by 2020." And a preliminary campaign strategy, workplan, timeline, etc. • Supported by a dedicated website: www.communitylandrights.org built out and maintained to ensure a centralized location for information on the Alliance	LFA3 = 1 LFO 4.2 = 1

Priorities/ Outcomes		Deliverables	Results Achieved	LFA
		A global baseline is established to track the extent of statutory recognition of community lands beyond forest areas, in support of the new Community Land Alliance.	See "RRI develops and maintains a global monitoring system on statutory tenure reform, poverty and livelihoods" in Global Programmes	

5.3 Programme Management

In addition to setting programmatic objectives and priorities that are consistent with its mission and Framework Proposal, RRI also sets operational targets for the Secretariat, to both support and improve programme delivery. This section focuses on the extent to which RRG succeeded in meeting the operational and managerial priorities identified in its internal workplans. The areas considered under this heading include communications, network coordination and development, and operations.

5.3.1 Communications

Finding 8: RRI's communications capacity and outreach were considerably strengthened in 2014. Significant progress in the realisation of stated outcomes was achieved on all fronts.

Within the scope of targeted contributions to RRI's Log frame activities for 2014 (Activity 2b), the number of instances of earned media coverage was placed at 125. Needless to say, the actual results of RRI's media coverage far exceeded expectations. As summarised in Exhibit 5.7 below, over 600 news hits were registered across 34 countries and 13 languages. The email constituency increased by 34% (for a 20% target); the number of daily site visits increased by 21%, compared with 2013; the website can now be accessed in 65 languages (in comparison, the UN website is accessible in 6 languages only); and social media statistics reveal an increase of 71% in Twitter followers, 54% in Facebook fans, and 275% in LinkedIn followers.

Over and above these accomplishments, RRI's communication function was viewed as being instrumental in the Coalition's overall influence in 2014 and crucial to the success achieved in the launch of RRI's most significant analytical contributions for the year (see results achieved for Outcome 1 in Exhibit below). Likewise, the adoption of RRI's website links and/or formatting structure by partners and collaborators is a substantive step towards more unified messaging.

In terms of areas for future consideration, the need for more communications support at the country and regional levels was raised by several interview respondents. RRI's communications report indicates that numerous regional and national activities were held in 2014, including quarterly WebEx meetings to share knowledge and resources and support local capacity needs. Still, the means, resources and capacities needed to more effectively communicate the Coalition's voice at the local level are on average more limited. Now that the global communications system is fairly well established, the adaptation of operational products, the transfer of communication tools and technologies, and dedicated capacity-building interventions built around key national or regional initiatives should be envisaged for the years to come.

Finally, in terms of monitoring and reporting, it is worth noting that linkages between results achieved and planned outcomes were left to the IM to figure out. Workplan indicators could generally be linked to stated achievements, but several could not be confidently related, and some of the targets (e.g., increase in private sector constituency) were left unaddressed.

Exhibit 5.7   Contributions to Communications Results

Outcomes	Indicators	Results Achieved
1: New and existing communications channels used to mobilize and inspire greater global awareness and better coordinated efforts on the policy and market reforms necessary to advance rights and reduce poverty in forest communities	Increased attention to at least 3 (ideally one per region) national level campaigns using new online and other traditional campaigning platforms. *Proactive media outreach ensures that 15th Dialogue messages are widely promoted.* *Proactive media outreach and communications training of key messengers raises awareness of rights-based approaches and affect the dialogue in advance of the WCIP, WPC?*	Successful communications strategies implemented for RRI events/publications. • Global media campaigns around the of launch of the Carbon Rights paper at the 15th RRI Dialogue on Forests, Governance and Climate Change; a brief highlighting the low cost solution (securing community land rights) to numerous development issues prior to the WCIP and UN Climate Summit; and the newest paper by the Munden Project, Communities as Counterparties: Preliminary Review of Concession and Conflict in Emerging and Frontier Market Economies at the 16th RRI Dialogue in advance of COP 20 • Publicly launched the International Land and Forest Tenure Facility at the UN Climate Summit and WCIP, which was widely reported in traditional media (including the BBC and 2 wires) and on social media, including a tweet on the Facility by the Omidyar Network to their 29,000 followers. • In advance of the WCIP and the UN Climate Summit, engaged with the If Not Us Then Who documentary producers, disseminating RRI's new brief at the screening in New York and engaging heavily on the social media to highlight RRI-supported issues featured in the documentaries. • Launched two new reports highlighting land rights violations in international investors' land acquisitions in China, focusing on the Indonesian giant Asia Pulp and Paper (APP) and Swedish company Stora Enso. The report launches resulted in commitments from both companies to incorporate their findings in ongoing remedial processes to correct their violations. • Supported numerous country and regional level activities, such as the REFACOF rally and an Avaaz campaign for women's land rights in Liberia, the International Gender workshop and Forum in Peru, journalist training in Cameroon, communications capacity building support for the Chure Joint Committee in Nepal, launch of a photo gallery highlighting women's and community land rights in all three RRI regions, a site visit to highlight rollback of Indigenous Peoples' rights in Brazil, and launch of the updated conflicts map in India
	At least 50+ earned media hits around the launch of the next RRI Annual Review of the State of Rights and Resources in February 2014.	Number of earned media hits and increased readership outreach are unspecified, but overall • Over 600 news hits highlighting RRI findings across 34 countries in 13 languages (Up from 27 countries in 2013), including the Associated Press, BBC, the Guardian, Thompson Reuters Foundation, Inter Press Service, Agencia EFE; The Economist, Radio France Internationale, Deutsch-Welle; Mongabay, O'Globo; Wall Street Journal, Bloomberg News and numerous others. • Maintained and enhanced the RRI brand, specifically through the production and extended distribution of high quality, functional, accessible, credible, and evidence based materials beyond the development field that promote effective advocacy: ○ Produced and disseminated 11 reports / policy briefs; 1 Flagship Publication; 1 Annual Review; 1 Tenure Trends; 3 Newsletters; 9 monthly updates; and 2 opinion pieces. • Expanded media contact database for journalists for use in targeted country and regional level media outreach.
	Social media statistics show at least a 15 percent increase in viewership over 2013's statistics.	• 71% growth in Twitter followers, 54% growth in Facebook fans, 275% increase in LinkedIn followers • Using our better coordinated network to support efforts around the launch of the WRI/RRI paper, RRI generated 12,000 individual Facebook engagements; 300 tweets using #LandRightsNow, creating over 1 million impressions on Twitter; and over 200 news hits in 9 languages form 17 countries.

Outcomes	Indicators	Results Achieved
2: Production and delivery of RRI's analytical products is expanded and improved to encourage greater use and adoption of RRI use of data and materials	Use of RRI's data by at least 10 peer organizations. New website show at least a 15 percent increase in viewership over 2013's statistics in all three languages. RRI's primary constituency grows by at least 20 percent – and that growth includes a substantial portion of private sector individuals reflecting the growing engagement with the private sector in FP2.	RRI findings and graphics are available online, adopted and used by other organizations. • 251 website visits per day (up from 207 unique visits per day in 2013 – 21% increase). • New RRI website available in 65 languages. • 34% increase in RRI's core email constituency.
3: Communications capacities of Partners & Collaborators strengthened to effectively advance communications activities and country, regional, and global levels	Regular coordination, learning and sharing via monthly WebEx meetings with RRI Partner Communications Focal points is continued throughout 2014.	• Amplified collective efforts by increasing collaboration between RRG and RRI Communications Focal Points (CFP) by finalizing and implementing the first ever coalition-wide communications strategy developed in collaboration with RRI Partners and key regional Collaborators. • Led quarterly CFP WebEx meetings focused on sharing knowledge, coordinating communications activities, and capacity building. • Hosted Media and Messaging Workshops for key RRI spokespeople to develop cohesive RRI messaging strategies and build capacity. • Increased Country and Regional level communications support and outreach capacity.
	At least 20 members of the RRI coalition are trained in effective communications and messaging. Communications training and capacity building enables key messengers to affect the dialogue and decisions of the UNCCC COP in Lima?	• 21 RRI Partners, Collaborators, and RRG staff trained in Media Engagement, Messaging Best Practices, etc. in 2014.
	Other	• Established collaborative working relationship with WRI, which included the launch of the Securing Community Rights to Mitigate Climate Change, WRI/RRI coordination around a site visit to Brazil working with RRI Collaborator ISA, and co-hosting of a Discussion Forum with WRI and the Yale School of Forestry at the Global Landscape Forum at COP20 in Lima. • Increased RRI Translator roster, updated RRI Glossary, and updated RRI Production Process to keep up with growing demand and raise quality standards in all products.

Not clearly documented:
• Media outreach and communications training of key messengers promotes inclusion of land rights in the SDGs;
• Increased availability and usability of RRI tenure analysis findings and graphics online broaden the support for the Facility;
• RRI Tenure Data hosted online, including full data visualization and interaction, and   adopted by others inside and outside the RRI coalition;
• Media outreach through the launch of RRI's Annual Review of the state of rights and resources 2013-2014 promotes private sector engagement in clarifying and securing land rights.

5.3.2 Coordination and Development

Finding 9: **The Coalition was largely successful in revising its current Memorandum of Understanding but efforts to strengthen planning and monitoring tools and processes, as well as develop more effective means of collaboration and learning between Partners and Collaborators, will require more time and effort.**

Following a process that was initiated in 2013, RRG, in collaboration with Board members and Coalition Partners, successfully completed an internal review of the current Memorandum of Understanding (MoU) in a bid to renew RRI's inter-institutional agreement and identify ways of improving its overall performance. The so-called Futures Process involved three sets of meetings, along with additional input from surveyed collaborators. Though the review did not lead to adoption of any major change, it did provide an opportunity to revise the Coalition's structure and operational modalities, it specified the means of accruing partners over time, and it helped to reinstate member commitments towards the function and purpose of the network. Agreed upon revisions have been incorporated in a revised MoU that will become effective in June 2015.

While the APMR suggests that collaboration and learning between member organisations were strengthened in 2014, it concedes that platforms for more structured information sharing were not yet fully established. This assessment is largely consistent with the results of the IM's inquiry. As noted in Sections 5.4 and 6.2 below, opportunities for inter-organisational interaction and sharing of information are broadly insufficient and until now, not enough has been done to promote such engagement. Finally, on the issue of planning and monitoring and evaluation (M&E), the monitor concurs with the self-assessment statement that substantial efforts were made to strengthen annual planning processes, and that investments to improve planning and M&E processes were made. However, as this report makes clear, linkages between planning and reporting documents could be further clarified and the extent to which activities are indeed strategic and aligned with the results outlined in FPII is a consideration that can be challenging to assert in some cases. These observations are broadly recognised across the whole of the Coalition and RRG has formalised its intent to revise the existing set of planning and reporting instruments, to improve the rigour and quality of its performance management function over the next two years.

Exhibit 5.8   Progress in Coordination and Development

Objectives	Indicators / Outputs	Progress / Achievement
Ensure that RRI's planning and M&E processes continue to support the effective identification of strategic activities for implementation of Framework Proposal II and the achievement of desired impacts.	• Sound implementation of streamlined planning, monitoring and evaluation systems to facilitate the tracking of impact. • Activities are deemed more strategic and impactful and linkages to the RRI log frame are made more explicit.	The APMR claims "RRG successfully revised its planning and M&E processes to standardize output and indicator tracking across activities, clarify the relationships between stated outcomes and activities in RRI programs, and promote stronger connections between the RRI LogFrame, annual program priorities, and the targets established by the RRI Framework Proposal II." The monitor concurs that substantial efforts were made to strengthen annual planning processes, and that investments to improve planning and M&E processes were made, as per the recommendations of past monitoring reports. However, evidence of improved linkages between stated outcomes and activities, or between RRI's LogFrame, annual priorities and targets are less clear. Progress may have been achieved, but our analysis points to further opportunities for improvement.

Objectives	Indicators / Outputs	Progress / Achievement
Enhance RRI's governance platforms through sound management, implementation of key activities and development of related timelines and guidelines.	• Strengthened support to the Board relative to meetings, the provision of clear timelines, communication and logistic protocols; timely information; prompt circulation of minutes and use of collaborative platforms (e.g. WebEx, cloud-based tech). • Strengthened consistency and quality of Partner participation & engagement relevant meetings and venues.	RRG streamlined governance processes through improved logistical planning and efficiency in the implementation of RRI events. Level and extent of partner participation in key decision-making meetings has reportedly improved in 2014, allowing for greater interaction between RRG and Coalition Partners on issues related to strategic planning, governance, and organisational processes.
Conduct an informed process to review and make adjustments to RRI's partnership and collaborative platforms, in light of findings from the 2013 Coalition assessment and in preparation for the expiration of the 2015 MoU, in an effort to boost the Coalition's impact and attainment of strategic goals.	• Enhanced understanding of adjustments, and related implementation steps, required to ensure that RRI's work continues to be strategic, adds distinct value and achieves greater reach and effectiveness. • Defined process for moving forward with secured buy-in from RRI's governing bodies. • Establishment of new collaboration modalities to sustain RRI's reached and impact.	RRI conducted a thorough consultative process that yielded consensus among RRI Partners regarding the necessary changes to the RRI Memorandum of Understanding and will pave the way for greater impact and reach. While progress to this end is abundantly documented through the series Futures Reports that were produced as part of this process, partners continue to question the nature of their relationship. Why these questions should persist in light of efforts to address such concerns, amongst other things, is an issue that merits further attention.
Establishment of an external relations and outreach interface to promote and support RRI's continued engagement in strategic ventures that would help the coalition reach its projected impact and promote innovation by expanding its collaboration base with relevant stakeholders.	• Enhanced representation at key international events directly linked to RRI's mandate & strategic initiatives. • Heightened synergies between RRG and organizations active in the land sector. • Streamlined development process, alignment and record keeping of MoU and other bilateral agreements with non-Partners organizations.	Successful implementation of the Interlaken Conference and streamlined development, alignment and record-keeping of Memorandums of Understanding and other bilateral agreements with non-Partners organizations.
Enhance the communication between Partners and RRG and between Partners themselves in an effort to facilitate the exchange of information, strengthen feedback mechanisms on Coalition matters, promote synergies and learning in terms of best practices for moving the forest tenure reform agenda forward.	• Enhanced and streamlined communication with Partners through the development of internal and external protocols. • Increased use of virtual collaboration platforms such as WebEx to sustain the exchange of information and best practice. • Enhanced visibility of partner activities to promote collaborations and exchange of ideas.	Communication with Partners is more targeted and internal communications protocols have been strengthened, though further coordination is needed in this area. Among other things, partners and collaborators sustain that more could be done to strengthen communications across the Coalition, support knowledge sharing and the exchange of ideas / best practice, and create further opportunities for intra-network collaboration.

5.3.3 Operations

Finding 10: Operational management within RRG continues to be strengthened. All donor reporting requirements and internal audit reports were completed on time.

RRG continues to make strides in its operational management capacities. All fiduciary requirements were met, systems are being revamped or changed to improve efficiency gains, and operational investments are judiciously carried out over realistic timeframes (see Exhibit 5.9). While the data on progress made speaks for itself, it does not do justice to the motivations that drive operational management within RRG, and the factors that condition all operational decisions and investments. Of particular significance for the Coalition as whole is the intrinsic value that is placed upon the mission of RRI. The primary filter for all allocative decisions within RRG is the extent to which the returns will be of use and benefit to the Coalition and the realisation of its stated objectives. Operational staff are as informed of RRI's work programme and strategies as the managers who direct the Coalition's various portfolios. Such dedication is an invaluable asset for a mission-driven network such as RRI, and one that is insufficiently recognised and duly credited by the Coalition as a whole.

Exhibit 5.9   Progress in Operational Management

Priority	Objectives	Indicators / Outputs	Progress / Achievements
OP: Consolidate efficiency and performance of new management team, and strengthen program teams to address growing demands on the Secretariat	• Automation and Systems – Create a virtual backbone for RRG through the implementation of Enterprise resource planning (ERP).	• Automation and Systems: Research, selection, and implementation of new and updated systems.	• Both payroll and Travel and expenses systems were researched and selected. 　o The payroll system has been migrated to Paychex and all back office transactions are being completed using the new system. 　o A travel and expense system has been selected and is currently in the testing stages. Completion of the system is expected in 2015. • A request for proposals has been released with the intent of performing a comprehensive technology audit of RRG. New accounting and Business Intelligence systems are the focal point of the audit and are slated to be purchased in 2015.
	• Donor Engagement – increase level of service for new and existing donors. Strengthen relationships between RRG and Donor staff.	• Donor Engagement: Improve donor client services, standards, guidelines and reporting tracking tools to proactively engage benefactors to ensure donor satisfaction.	• All 2015 reporting has been completed on time. • Donor outreach continues to improve; but still needs a more focused effort.
	• Fundraising (proposal efforts) – Improve exploratory practices to identify and address potential funding targets.	• Fundraising (proposal efforts): Plan and capture one to three new sources of funding; and Expand relationships with future potential donors.	• In 2014, RRG did achieve its targeted goal of securing three new sources of funding (Sida facility, Dfid Legend, and Fidelity Charitable Gift Program).

Priority	Objectives	Indicators / Outputs	Progress / Achievements
OP: Achieve revenue targets forecasted for RRI's strategic initiatives and the Framework Program II	• Compliance – Establish and administer procedural practices, through operational project planning, to ensure all RRG reporting is completed on-time and is accurately reported.	• Compliance: Comprehensive process of coordination and accountability throughout organization resulting in no delays and greater accuracy on all 2014 reporting.	• There is a multi-program collaborative effort that is in process. Nevertheless, all reporting has been submitted on time and is, to the best of our knowledge, accurate.
	• Human Resources – Advance Human Capital infrastructure through added staff, practices, and systems to accommodate increasing organizational demands.	• Human Resources: Comprehensive review of all RRG Human Resource practices. Validate and deliver staff training and guidance, additional Human Capital, and new business systems.	• Additional human capital was addressed in 2014. Existing practice fundamentals continue to be addressed. • Updating of practices and consequently the addition of new systems and training and guidance will be targeted for 2015.
OP: Formulate and implement more streamlined financial and administrative systems across RRG and RRI coalition, enabling a scaling-up of support	• Internal Controls – Implement and update procedures to promote RRG internal operations efficiency.	• Internal Controls: Comprehensive review and updating of all RRG Internal Controls; perform annual independent audit.	• The hiring of an accounting manager in June of 2014 has strengthened the ongoing the codifying and updating of RRG internal controls. • An internal audit was completed in October of 2014. All recommendations are currently being addressed and are expected to be met in early 2015. • A new auditor, Aronson, was selected from a competitive process that included seven candidates. The new three year contract has begun and RRG will take delivery of the first annual independent audit report by April 30th 2015.
	• Facilities & Administration – Provide organization-wide improvements in facilities.	• Facilities & Administration: Implementation of cost-effective technology upgrades; Upgrading of facilities to accommodate staff needs.	• New tech hardware was purchased to replace obsolete computers and to address the growing needs of the organization. • A migration to cloud based software was initiated through the acquisition of adobe products. • On-site facilities were re-arranged to allow for staff common areas. This work will continue into 2015.

5.4 Factors Affecting Performance

In conducting this assignment, the IM team came across a number of issues that RRI should be attentive to, as it plans for the future. Many of the issues raised below are known, but their reiteration is warranted on account of their recurrent nature. These are presented here for RRI's consideration.

Stakeholder interactions with partners and collaborators revealed that expectations pertaining to RRI's annual planning, disbursement and reporting requirements remain variable. Questions related to the functional role and contributions of RRG; distinctions between RRI and RRG; what is strategic and who is strategic enough to be supported; the reasoning behind the current selection of partners and priority countries; and the degrees of freedom national partners have in terms of how they organise – were but some of the issues that Coalition members and observers reiterated time and time again. Collectively, they point to potential gaps in terms of how stakeholders understand the Coalition, which in turn affects the way in which the network is perceived more broadly. The recurrent nature of such concerns[12] suggests that the governing principles of the Coalition can never be taken for granted. What the Coalition is, how it operates and what are the benefits and obligations of partners and collaborators need to be constantly affirmed, clarified and communicated.

In more specific terms, the concerns expressed by interviewed partners and collaborators varied in accordance with their own context and history of engagement with RRI and the rights-based agenda more broadly. Whereas partners and collaborators in Africa tended to emphasise the challenges of coordinating in-country efforts and the need for more capacity-building support, others in Asia observed that insufficient attention was being placed on the long-term nature of the struggle they face and the lack of recognition in results reporting by RRI. This latter observation plays at two levels.

First, partners and collaborators argue that opportunities for change tend to hide the enduring struggles that led to their creation. Policy windows are not self-emergent. They require shifts in slower changing variables such as the values, beliefs and ideas that condition social order. At the very least, they suggest, there is room for greater recognition of partner and collaborator contributions to the achievement of RRI results and the way outcome stories are presented. To its credit, RRG consistently and carefully acknowledges the partners and collaborators who led various activities in the APMRs, but the fact remains that how such acknowledgements are perceived may not always be aligned with the intentions that went into the transcription and reporting process. Working with partners and collaborators to find ways of expressing results so that they better see themselves in RRI reports and publications would be a helpful step forward.

Second, the saying that one is seldom a prophet in his or her own land is an apt description of the challenges Coalition members face and in turn, the comparative advantage that RRG has to offer when it comes to its ability to engage with government officials or industry leaders. Yet, opportunities "to grab some of the limelight," as one respondent put it, and join RRG for high-level discussions (whether formal or informal) are seldom conferred to national counterparts, according to partners and collaborators from across the Coalition. Such observations lie at the heart of the difficulties RRI members have in seeing themselves as the very embodiment of the Coalition. Across the network, reference to RRI always implies RRG. Over time, such issues could potentially hamper the Coalition's effectiveness and ability to speak with one voice. The concern that RRI might become just another funding window for partners and collaborators ought to be taken seriously. Within the

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[12] Similar views were expressed in previous monitoring reports and documented in Universalia's report to RRI on "How Best to Organize" (2014).

scope of RRI's current restructuring process, the design of arrangements that will increase commitment to the core should be paramount.

Many respondents spoke of the challenges they faced in terms of getting constructive feedback from their peers or advice on how to address specific problems or dilemmas. Yet, others considered that their relationship to RRI has opened doors to more vibrant communities of interest at the local and global levels. Recognising that the maintenance costs of any collective endeavour should always be shared, in order to build commitment and a sense of ownership, the coordination function of RRG provides it with a unique vantage point to periodically assess the state of the Coalition within priority countries, and to take remedial actions as required. To its credit, RRG largely fulfils this role already. As one country partner put it, "RRG acts as the main bridge between in-country coalition members, to share information and support each other." Yet, the variability of country-level experiences points to the need for periodic health checks, to both validate the state of the Coalition and the degree to which inter-organisational linkages are robust enough to support collective action. All relationships require time, investment and commitment. As recent experiences in Cameroon (independent review of the national Coalition) and DRC (institutional diagnostic and support for the creation of CACO) have shown, internal challenges can be addressed with some support, which regional facilitators may be well positioned to provide. On the other hand, the examples set by Nepal and India, with their use of monthly or quarterly meetings, help underscore the fact that healthy Coalition dynamics also depend upon the willingness and capacity of partners and collaborators to self-organise and find solutions to the dilemmas they face.

The scope of RRI's work programme has grown considerably in the last few years. Compared with 2013 for instance, the number of deliverables that RRI committed itself to nearly tripled, and several RRG staff members have since retired or left the Initiative to pursue other opportunities. The concern raised by observers is that RRI may be growing faster than it can manage, and juggling too many variables to be effective in everything it does. Among other things, some suggested that RRI's growing work programme has not been met with a commensurate increase in the technical capacities needed to ensure quality oversight. Several observers noted that key RRG staff are beginning to show signs of fatigue and that the workload may be increasing beyond staff capacity. To this end, observations were made regarding the presence of factual errors in some key publications, questionable translations in other instances, or the occasional lack of nuancing in the way data is presented, especially on issues dealing with the relative performance of common-property arrangements. While no system is infallible and mistakes will happen regardless of the procedures and people in place, the more important questions are whether there are tools and processes in place to capture such issues and the extent to which emerging data is used to improve the rigour of RRI outputs over time.

Finally, RRI makes it abundantly clear that the Coalition is designed to support synergistic and strategic initiatives that have the potential of yielding change with a minimum of investment in analysis, advocacy and interactions. While this model has so far worked well for RRI, it does not address the maintenance costs of individual partners and collaborators nor the funding required to wage the long-term battles that occasionally yield the opportunities that RRI is willing to support. To this end, a recurrent question among country-level members concerns the role (if any) that RRI can play in terms of assisting partners and collaborators in finding core-funding support. Related to the issue of resources is the need for greater sensitivity and awareness of RRI's enormous capacity to draw donor interest and funding, especially at the global level, as this also creates a potential for rivalries that could be detrimental to the unity of the Coalition over time.

6 Conclusions and Recommendation

RRI is a unique organisation in more ways than one. It is built on the recognition that efforts to change the rules that govern social order and the resulting distribution of benefits fundamentally require collective forms of organisation. Working together brings diversity, and diversity provides the building blocks of adaptability and sustainability. Access to variety, whether in terms of means, ideas, resources or capacities, is what sets RRI apart from more traditional forms of organisation. It is uniquely adapted to operate in a complex and dynamic world, but the tools and processes it uses to manage its performance in such settings appear ill-suited for the challenges it faces. For a network that operates on the cusp of opportunity, the extent to which the current monitoring system supports institutional learning and change, let alone the planning and decision-making needs of the Coalition, is unclear to the IM team. Planning is conducted well in advance of the monitoring report, and by the time any relevant findings or recommendations are made, budgets have already been allocated and decisions on what the near-term future will look like for the Coalition have already been made. How RRI's monitoring function could potentially be improved or better aligned with the nature of the Coalition and its work are questions that cannot be answered in isolation of what the network seeks to gain or achieve through this process.

In light of such considerations, this section aims to provide options on the way forward, as opposed to recommendations on what RRI ought to do. After providing some thoughts on the Coalition's overall performance in 2014 (Section 6.1), Section 6.2 outlines emerging areas for future investment that RRI may wish to consider for 2015 or beyond, and concludes with ideas on how the monitoring function could potentially be improved (Section 6.3).

6.1 The Year in Review

Our review of progress made towards the achievement of the objectives for the FPII programme cycle suggests that 2014 will be a pivot year for the Coalition. All targets have been reached or surpassed: tenure is now firmly inscribed in the global agenda; the financial and ethical costs of non-compliance with legal or customary land claims are recognised by a growing suite of key investors and private sector actors; and the need to address tenure and carbon rights, as part of broader indigenous and community rights issues, is now an indelible part of the climate change agenda and REDD+ in particular.

At the national level, partners and collaborators continue to make progress in the long-term battles they wage, but challenges remain important, and in this lies the crux that the Coalition now faces. While it is important to acknowledge the significance of the achievements made in China, DRC, Indonesia or Peru, the battles won do not diminish the magnitude of the war and the limited means at RRI's disposal. Yet, history teaches us that fundamental change has always been achieved through David's sling. RRI has shown that it has the tools, skills and cunning needed to effect change in the international arena. The challenge now lies in demonstrating the same level of achievement at the country level. What is less clear is whether the tools and tactics that seem to serve RRI's purposes in the global arena work as well at the national level. Effecting change in international institutions and corporations that have (at best) an indirect interest in who owns the land or that can realise their goals through alternative strategies that are consistent with the demands of the Coalition is one thing, but efforts to change the structure of the situation on the ground – including the vested interests, power structures and associated payoff rules – is another game altogether. Developing and testing theories or pathways of change that can create enabling conditions for more fundamental shifts in the distribution of benefits may be an option worth considering.

6.2   Future Opportunities

Capacity-building and technical support: The demand for technical assistance, capacity-building support or even opportunities to engage with Coalition members to share lessons and obtain feedback on ways of addressing specific problems or challenges was echoed across the regions. Developing strong institutions and helping key partners and collaborators perform better is always a strategic investment. Different means and processes may be envisaged to achieve such ends, and considerable benefits may be generated at relatively low costs. Other than formal training sessions or workshops, RRI could leverage in-country or regional knowledge and expertise through horizontal learning events; identify technical experts that can provide just-in-time technical support or assistance via a retainer fee system; facilitate the start-up of self-sustaining discussion groups or communities of practice; support the creation of webinars dedicated to specific needs, themes or issues; support the production of an annual or biannual online resource of collated experiences and lessons learned from the field (developed by and for Coalition members); develop targeted guidelines or publications for practitioners; and continue efforts to better communicate the wealth of resources that has already been produced by RRI, its partners or its collaborators, such as the legal database of tenure reforms and common-property arrangements on a WebEx platform. As hinted above, each country faces unique challenges. Attentiveness to such differences and the needs that arise therefrom is critical, because "country-level capacity," one interview respondent noted, "is in large part defined or affected by the internal dynamics and local leadership capacity."

International engagement: Because multilaterals and bilateral institutions generally have a greater degree of influence over national governments, a strong business case for furthering RRI's engagement with the international community could be made. With the current push towards REDD+ implementation, the call to reforest over 150 million hectares of land by the end of the decade, and efforts to respect the Nagoya principles, among others, some of RRI's key supporters suggest that the time is ripe for further engagement at these levels. In terms of global players that have a stake in the realisation of resource rights, FAO has made important contributions over the last few years, and it was singled out as a potential ally. Collaboration around efforts to operationalise the VGGTs could provide a meaningful point of entry for such purposes. Moreover, given that FAO and the UNEP-WCMC (World Conservation Monitoring Centre) are responsible for developing all the mapping systems and tools used for REDD+ and implemented by member countries of the FCPF and UN-REDD programmes, RRI may also wish to consider the possibility of engaging UN agencies to integrate a "people layer" to the systems that are now being developed worldwide already. UN-REDD's willingness to address tenure and carbon rights issues may be a way of gaining buy-in.

Shared leadership: There is a sense among interview respondents that not enough is being done to leverage partners and collaborators as spokespersons of the Coalition. At present, this role is largely assumed by RRG, but with coaching support and access to opportunities, the Coalition could help foster more effective and permanent leadership for change, at national and regional levels. This could also help alleviate the impression that the contribution of Coalition members is insufficiently recognised.

Strategies for change: The analysis of RRI's planning documents and stakeholder input suggests that more could be done to elucidate pathways of change. In particular, the steps needed to reach outcomes are seldom specified, and opportunities to leverage synergies between planned outputs and outcomes are not articulated. While some country partners and collaborators have a strong sense of how the different elements fit together, including continuity from year to year, the fact that these elements are not clearly captured in relevant programme documents suggests that more could be done to that effect. How analyses, advocacy and engagement interlink to create a more coherent framework for change, as suggested in RRI's current theory of change, is not specified for any of the settings wherein the Coalition operates.

Strategic opportunities: Another critical area for increased action relates to the development of a more effective response to the New York Declaration on Forests, in which signatories of the agreement plan to restore 150 million hectares of forest by 2020, and an additional 300 million hectares by 2030. The significance of this pledge lies in the sheer size of the endeavour and the potential for conflict that this will create with local populations. Reparation and planting will create a whole new suite of challenges for the international community and few if any have begun to fully consider their implications. To this end, RRI is uniquely positioned to serve as an honest broker and begin the process of finding viable solutions, especially in terms of how this agenda will affect local communities. Crucially, this will require more than token representation through FPIC principles. Integrated management schemes that fully incorporate communities as able participants and beneficiaries of the proposed transformation are required.

Programme focus: Definitional issues surrounding the focus of RRI's work programme continue to raise questions among stakeholders. Because RRI is one of the leading global advocates for community rights, partners, collaborators and external observers question whether it makes sense to concentrate the Coalition's attention on rights to forest biomes only. In this sense, protecting rights to arable land is as important as the recognition of forest rights themselves, for ensuring the sustainable use of forest resources and the reduction of poverty. Moreover, as the effects of climate change, population growth and economic globalisation continue to take their toll, land scarcity and the need to find durable solutions to the growing number of displaced and landless people will invariably force practitioners to revise, expand and adapt the concept of rights to resources. Combined with the global commitment to restore 450 million hectares of forest in the next few decades and the absence of clearly defined mechanisms for recognising communities as the bearers of both forest and carbon rights under REDD+, the issues of who has rights over land and resources, and how to increase the distributional benefits of such assets without first spoiling them (as Aldo Leopold once challenged us) will become increasingly critical and confrontational in the years to come. Global networks of experts that have the knowledge, experience and expertise to find durable solutions to such dilemmas will become increasingly important. RRI is poised to play such a role, but it may need to widen its lens to the broader landscape, without losing its focus on community rights. The ongoing development of a global baseline that takes into account the different environments that communities depend upon is an important step in this direction.

6.3 Monitoring

Our review of past monitoring reports points to a pattern of consistent amelioration in the tools and instruments that RRI uses to monitor progress, as well as helpful suggestions on the way forward. For the most part, these have been acted upon, and the ever-increasing reliability/validity of the APMRs speak for themselves. However, our review of this year's reports and the full scope of RRI's work in particular suggest that the potential of the current system may have been maxed out, and now finds itself on the precarious slope of diminishing returns. In other words, the IM team is not convinced that further incremental adjustments will diminish the time and effort needed to collect annual progress information or result in more useful monitoring reports. The scope of RRI's work and the number of things it aims to achieve (activities, outputs, outcomes, priorities, objectives, and so on) show no sign of diminishing in the mid- to long-term future. As the layers and complexity of its work programme increase, so will the effort needed to collect the level of detail documented in the APMRs and as importantly, the amount of time and effort needed to analyse and report on progress made from year to year.

RRI aims to effect change through unique and innovative outputs that have complex ramifications. The challenge lies in moving the discussion beyond the number of activities and outputs completed, to the changes that are being produced as a result of these interventions. This is a struggle that many networks face, but it is a conversation worth pursuing with partners and collaborators who see the value-added of a network. However, the challenge does not merely lie in how the Coalition can better report on progress made. It must also confront issues of size and scale, hierarchy, and what it means to work together in the context of a broader movement.

While the number of partners remains largely unchanged from when the Initiative was first created, outreach to collaborators has grown consistently, and there is no plausible reason to believe that this growth will end any time soon. Getting a handle on size and scale is critical for the long-term viability of a network like RRI. As alluded to earlier, the Futures Process provided an important opportunity to review the structure and governing variables of the Coalition, but the proposed amendments will have little or no effect on the scope of RRI's work. The present review and the results of our previous inquiry on "How Best to Organise," suggest that it would be in the interests of RRI to more purposefully examine these issues at some point in the near future.

System theorists such as Donella Meadows point out that if subsystems can largely maintain and regulate themselves while serving the needs of a greater whole, the development of more stable, resilient and productive interactions crucially depends upon the information flows that are produced by higher or more comprehensive system-level interactions. The aggregation of part-whole structures into larger functional units, aggregated into still larger systems or subsystems is referred to as hierarchy. For most network-like organisations, the challenge lies in striking an appropriate balance between the welfare, freedoms, and responsibilities of the subsystems and larger system or network itself. As Meadows puts it, "there must be enough central control to achieve coordination toward the large-system goal, and enough autonomy to keep all subsystems flourishing, functioning, and self-organising." In the end, "the purpose of the upper layers is [always] to serve the purposes of the lower layers."[13] For RRI, dealing with hierarchy means clarifying not only the Coalition's governing arrangements and coordination function, but also the way in which it seeks to collectively and synergistically affect change. As the scope of RRI's programme increases, and with this the number of organisations and sub-networks involved, so will the nature of the linkages that ties everything together and the means by which the Coalition may best serve the purposes of interacting organisations at multiple layers of aggregation.

It is clear that "RRI punches above its weight class," as one observer metaphorically emphasised. The tables of results presented in this report clearly show that the number of things RRI aims to do or contribute to is mesmerising, to say the least. However, the question that underlies this entire report is how all of these moving parts collectively contribute to longer-term change. Order, complexity science tells us, is an emergent property of chaos. But "chaos" does not have to report on progress made, nor does it make allocative decisions that have a determining effect over what happens. Until now, RRI's reliance on annual programming cycles has served its interests well, and undeniably contributed to its success to date. However, as RRI's programme continues to grow, making sense of all the pieces will become increasingly challenging. Without clear narratives to understand how the myriad contributions of RRI's work programme were intended to collectively and synergistically effect change, it will become increasingly difficult to recount the outcome stories that are critical for maintaining its legitimacy and moral suasion.

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[13] Meadows, D.H., 2008. Thinking in Systems: A Primer. Ed., D. Wright, Chelsea Green Publishing, White River Jct, VT.

In order for the IM team to provide useful recommendations on the way forward, RRI would first need to define what it wants to get out of its monitoring system. As such, in lieu of more detailed and specific recommendations that may or may not deliver the results that RRI would like to achieve through its monitoring efforts, this report contains only one core recommendation:

In consultation with RRG, Partners, and institutional donors, the Board of RRI should clarify the terms of the Coalition's internal monitoring function. To this end, the Board should:

- **Specify what the Coalition aims to achieve through this function;**

- **Identify the information needs of key constituencies; and**

- **Address implications related to planning, management and reporting**

An approach focused on learning and change will have different features than one that is solely designed for accountability purposes. In the first instance, the monitoring system would need to be better integrated into RRI programming and planning structures, and preferably supported by an in-house specialist who can manage the process, develop and refine the tools and processes over time, and engage with senior managers more directly to help guide the design of programme interventions.

If the system is primarily intended to fulfil the Coalition's fiduciary responsibilities, then a more streamlined process for collecting data from the field (preferably online, and that enables partners and collaborators to directly register the degree of progress made on a biannual or annual basis) would be advisable. Linkages between planned and achieved results would need to be clearly identified, as would contributions to higher-level results that are context-specific and of a longer-term nature than those currently being used.

It is important to emphasise that longer-term plans and results chains, or theories of change, do not preclude the possibility of annual planning processes, experimentation and adaption. They simply involve clearly laying out what Coalition members aim to achieve, thus rendering these goals measureable by the annual work that gets done. In turn, programme directors could more usefully employ their time to aggregate results and help explain how achieved outputs are contributing to the intended outcomes in each of the programming areas and countries, thus providing helpful guidance on the way forward. Again, the emphasis would be placed on concision. The work of the external monitor would still be to validate emerging evidence, but the starting point for inquiry would be at another level altogether, and results would provide a clearer appreciation of how the Coalition is performing overall. This would also help provide the information that donors are generally interested in, that is, progress towards outcomes.

Finally, if the current system adequately fulfils RRI's needs, then we would advise, at the very least, that clearer linkages between all system components be registered; single and abbreviated APMR tables be used; and linkages to measurable outcomes be clearly defined. The IM team can work with RRI to refine the current APMR tool to make it more specific, and find ways of reducing the level of effort required on all sides to account for RRI's work.

Appendix I   Terms of Reference

Independent Monitoring 2014

Terms of Reference

<u>Introduction</u>

The Rights and Resources Initiative began in 2002 as a series of conversations between individuals within research, conservation and development organizations (CIFOR, Forest Trends, IUCN, IDRC and Ford Foundation) – all of whom were dedicated to rights-based approaches to conservation and poverty alleviation and all of whom felt that there was a great need, and a new opportunity to advance pro-poor tenure, policy and market reforms globally.

Initiative Partners came together to improve their collective impact and efficiency in supporting local actors in advancing institutional, policy and tenure reforms that lead to pro-poor forestry outcomes as well as raise the level of efforts on this issue globally. *The value proposition of this Initiative is that, with a limited incremental investment in improved coherence and coordination, existing organizations can dramatically increase their contribution to the rights, dignity and development of forest dependent people globally as well as to forest conservation and more equitable economic and social development.*

From its inception, RRI has been focused on delivering results and impact. The main document in this regard is RRI's Framework Proposal, now in its second phase, which obligates the Coalition to pursue the internal and independent monitoring commitments outlined in Framework Proposal I. The Rights and Resources Initiative's (RRI) Framework Proposal (FP) identifies strategic objectives and results to be achieved within the structure of a Logical Framework. Integrating a results-based approach and results targets, the RRI Framework Proposal II (FPII) articulates what results are to be achieved for the period of 2013-2017 and, with the Logical Framework, how these results are to be monitored.

Key quantifiable results for this period include an increase of 100 million hectares of forest owned or administered by Indigenous Peoples and other local communities, which will bring the total such forest area in developing countries to 35% of the total developing country forest estate, up 8% from the 2008 baseline of 27%. In addition, over the next five years, RRI intends to play a central role in improving the livelihoods and income of 500 million forest dependent people.

The objective of the independent monitoring is to provide an external performance assessment of RRIs achievement in the implementation of its 2014 work plan. The assessment will look at program delivery and implementation against agreed outputs and schedules, compare the planned with the achieved, assess the adequacy of RRGs internal monitoring system and make recommendations to that effect.

Annex 1

Background of the Rights and Resources Initiative and Monitoring System

Key components of the RRI monitoring system include:

(A) Monitoring progress on Log frame outputs; The Rights and Resources Initiative's (RRI) Framework Proposal (FP) identifies strategic objectives and results to be achieved within the structure of a Logical Framework. Key outputs for the 2013-2017 period include:

1. Tenurelegislation,policyandregulatoryframeworksrecognizeandstrengthentherightsoflocal communities and Indigenous Peoples in a subset of countries in Africa, Asia and Latin America;
2. Market, trade, investment or conservation legislation and policies adopted or implemented by governments that strengthen Indigenous Peoples' and local communities' rights, enterprises, benefits and incomes in a subset of countries in Africa, Asia, and Latin America;
3. Strategic national-level coalitions of CSOs or global climate or forest trade initiatives actively committed to and engaged in advancing national-level tenure and governance reforms;
4. Private sector entities actively support tenure and governance-related reforms, and support community- governed production and management in the countries where they operate.

Annual Program level outcomes are grouped under the above-mentioned output categories and are assessed through a participatory process during annual planning meetings (see D below).

(B)Monitoring progress on Strategic Priorities: As part of its annual planning process, RRG leadership develops a set of Annual Strategic Priorities that reflect emerging opportunities at the program and thematic level as well as management's sense of what will move the organization toward its identified strategic outcomes. The management prepares an assessment of the progress in achievement of these priorities towards the end of the year.

(C) Monitoring Progress on Contracted Activities: Through its internal contracting system, RRG often transfers coalition resources to external actors (primarily Partners and Collaborators in the case of Country and Regional Programs) to enable those actors to carry out actions deemed strategic to the accomplishment of the coalition's programmatic goals. As part of its due diligence commitment, RRG has established a system to track the completion of these activities.

(D) Monitoring Progress on Annual Outcomes at the Program Level: RRI carries out an elaborate annual participatory planning process that sets annual outcomes, for each country, regional, and global thematic program. The monitoring aspect of this process has been strengthened by building in a more formal step at which the planning team reviews progress on the outcomes it set for the previous year. Based on the input collected from coalition actors during the planning process, each team creates the Annual Program Monitoring Report (APMR). This becomes a critical output of the planning process and an indispensable source of information for the Independent Monitor. Part of the role of the Independent Monitor is then to selectively validate (for identified country, regional and global programs) the findings of the APMR.

Taken together, the practices described above amount to a monitoring approach that allows RRI to gain a better sense of progress in implementation across a broad range of programs.

Objective and Purpose of the Activity

The chief objective of the independent monitoring activity is to assess the effectiveness of implementation of the RRI 2014 work plan by checking deliverables against outputs in addition to examining the adequacy of RRIs current internal monitoring system and make recommendations to that effect.

Scope of Work

The consultant will be responsible for carrying out the independent monitoring of the 2014 RRI work program, provide an external assessment of progress on the Coalition's strategic outcomes and make recommendations for adjustments in the RRIs current internal monitoring system that would facilitate future monitoring efforts.

More specifically, the consultant will:

1. Conduct the independent monitoring of the effectiveness in implementation of the RRI 2014 work plan and its outcomes, including constituencies of engagement;
2. Use information gathered by RRI, including APMRs and Strategic Priorities Progress reports to monitor and report on the Coalition's progress towards strategic priorities;
3. Identify internal and external obstacles to progress and make recommendations to address those obstacles;
4. Draft, conduct and present an Independent Monitoring Report that will:
   - Inform the Coalition on progress in the implementation of strategic activities and make recommendations for adjustments and modifications in processes and within RRIs internal monitoring system;
   - Validate the RRI-generated information from the internal impact assessment and regular reporting of the agreed outcomes in the RRI Framework proposal log frame;
   - Collect feedback from multiple sets of actors and constituents (through country visits, participation in events, interviews, etc.);
   - Assess if the Initiative is, in the above respect, cost-effective and synergistic, and avoids duplication of efforts.

Methodology

The methodology will comprise of the following tasks:

1. A review of all documents relevant to monitoring the implementation of the workplan;
2. Interviews with key stakeholders (by telephone/email/peer-to-peer technologies);
3. Site visits and participation at planning meetings in all three regions, as well as that of the Global Programs;
4. Consultations with other relevant stakeholders (Collaborators, Donors, fellows, other relevant institutions if need be);
5. Development of an Independent Monitoring Report.

<u>Deliverables</u>

The consultant will produce the following deliverables:

1. An **inception report** which includes a proposed methodology, assessment criteria/questions and detailed work plan, due August 1, 2014;
2. A **first draft report** that will include all findings, due November 24, 2014;
3. A **second draft report** that incorporates RRG comments on first draft of the report, due December 8, 2014;
4. **PowerPoint presentation of findings**, due December 15, 2014;
5. **Presentation of findings** at the 2015 governance meeting, January 13, 2015
6. A **final report** that incorporates input from the January Governance meeting and any additional RRG   management input and comments, due February 13, 2015.

<u>Timeline</u>

1. Inception Report	July 21 – August 1
2. Desk review and fieldwork	September-October, 2014
3. Draft reports	November 24 and December 8, 2014
4. Power point presentation	December 15, 2014
5. Presentation at the Governance Meeting	January, 2015
6. Submission of final report	February 13, 2015

<u>Qualifications and Criteria</u>

It is anticipated that the review will be carried out by a consultant with:

1. Extensive experience in strategic evaluations;
2. Experience in organizational reviews;
3. Experience and understanding of issues and trends in the land sector and, in particular, forest   tenure (desirable).

The consultant is required to disclose in writing any past experience, of themselves or relatives, which may give rise to a potential conflict of interest.

Appendix II Documents Consulted

Kevin Murray Strategic Consulting (2012) 2011 Independent Monitor's Report. Boston, MA.

Kevin Murray Strategic Consulting (2013) 2012 Independent Monitor's Report. Boston, MA.

Gomina, A (2012) 2013 Independent Monitor's Report. RRI: Washington D.C.

RRI (2007) A New Global Initiative Advancing Forest Tenure, Policy and Market Reforms – Concept Note, April 2nd, 2007. RRI: Washington D.C.

RRI (2014) Annual Progress Monitoring Reports (APMRs) for Country and Regional Programmes, including:

- Africa Region, Burkina Faso, Cameroon, Democratic Republic of the Congo, Mali and Senegal;
- Asia Region, China, India, Indonesia, Laos PDR, and Nepal;
- Latin America Regiona, Bolivia, Colombia, Guatemala, and Peru.

RRI (2014) APMRs for Global Programs, including:

- Networking Support;
- Strategic Analysis; and
- Strategic Initiatives.

RRI (2014) APMRs for Programme Management, including:

- Communications;
- Coordination and Development; and
- Operations.

RRI (2012) Framework Proposal (2013-2017). RRI: Washington D.C.

RRI (2013) Global Programs 2014. RRI: Washington D.C.

RRI (2014) Africa Work Plan. RRI: Washington D.C.

RRI (2014) Asia Work Plan. RRI: Washington D.C.

RRI (2014) Communications and Outreach Work Plan. RRI: Washington D.C.

RRI (2014) DFID Quarterly Reports (including 2Q and 3Q). RRI: Washington D.C.

RRI (2014) International Land and Forest Tenure Facility (ILFTF) reports, including:

- Work Accomplished in 2013 – Summary Document;
- Factsheet October 20, 2014;
- Legal and Institutional Options Report.

RRI (2014) Latin America Work Plan. RRI: Washington D.C.

RRI (2013) Multilateral Memorandum Of Understanding Concerning Cooperation On The Rights And Resources Initiative Among The Institutions Listed In Annex 1, with new Institutional Business Arrangements in Annex 2. RRI: Washington D.C.

RRI (2014) Network Support Work Plan. RRI: Washington D.C.

RRI (2014) RRI Program Strategies, Work Plans & Budgets 2014, Airlie Center, Virginia

RRI (2014) RRI Strategic Priorities for 2014. RRI: Washington D.C.

RRI (2014) Strategic Analysis Work Plan. RRI: Washington D.C.

RRI (2014) Strategic Initiatives Work Plan. RRI: Washington D.C.

Smyle, Jim (2014) Megaflorestais Evaluation Report. RRI: Washington D.C.s

Appendix III Stakeholders Consulted

Names	Country / Affiliation	Organisation / Function
Almeida, Fernanda	Gender/Legal Reference Group	Consultant
Assembe, Samuel	Cameroon	CIFOR
Brownell, Alfred	Liberia	Green Advocates
Ceto, Pablo	Guatemala	Fundamaya
Chinchilla, Teresita	Guatemala	ACOFOB
Collins, Sally	MegaFlorestais	RRI Fellow
Constantine, Mark	Private Sector focus	IFC
Davies, Penny	Dialogue Series, MegaFlorestais	Ford Foundation
DeWit, Paul	Other	RRI Fellow (Terra Firma Consulting)
Endamana, Dominique	Cameroon	IUCN
Jintao, Xu	China	Peking University
Jochnick, Chris	Private Sector focus	Oxfam America
Jorgensen, Ivar	Policy Director, Forests	NORAD
Khare, Arvind	RRG	Executive Director
La Viña, Tony	Legal Reference Group	Ateneo School of Government
Larson, Anne	Partner	CIFOR
López, Victor	Guatemala	UT'zChe'
MINLA MFOU'OU, Jeanot	Cameroon	Consultant (MINADEV)
Morales, Candy	Guatemala	UT'zChe'
Mpoyi, Augustin	DRC	CODELT
Ndjebet, Cecile	Cameroon	REFACOF
Nelson, Fred	Conservation Working group	Maliasili Initiatives
Newton, Peter	Partner	IFRI
Ngono, Hortense	Cameroon	Consultante, Agence nationale de plantation forestière du Cameroun
Pa'ah, Antoinette	Cameroon	REFACOF
Pa'ah, Patrice	Cameroon	CAFT
Pandey, Ghan Shyam	Nepal	Green Foundation
Ping, Li	China	Landesa
Pradhan, Ujiwal	Indonesia, Board Member	ICRAF - World Agroforestry Center
Rachman, Noer Fauzi	Indonesia	Fellow, Samdhana Institute
Rhee, Steve	Indonesia	Ford Foundation

Names	Country / Affiliation	Organisation / Function
Rivas, Mario	Guatemala	ACOFOB
Royo, Nonette	Indonesia	Samdhana Institute
Sarin, Madhu	India	Campaign for Survival and Dignity
Smyle, James	Megaflorestais Evaluation	Consultant
Traore, Alain	Burkina Faso	TENFOREST
White, Andy	RRG	Coordinator

Appendix IV   List of Findings

Finding 1:   The relevance of the Coalition and its work continue to grow in prominence. RRI occupies a unique niche that is attracting increasing global attention.

Finding 2:   RRI has met or exceeded targeted result expectations in all but one of the Log Frame Outputs, for which notable contributions were nevertheless made.

Finding 3:   RRI's contributions to Log Frame Activities exceeded all targeted expectations.

Finding 4:   Planned activities for country and regional programmes were mostly completed during 2014. Progress towards stated outputs and outcomes will be achieved by year end in more than two-thirds of the Coalition's undertakings.

Finding 5:   Planned contributions towards the recognition of community tenure as a priority climate change strategy, the protection of customary land rights in forest carbon frameworks, and the adoption of tenure-related screens and standards by key private sector actors were successfully completed. Collectively, they represent significant milestones in the realisation of RRI's Framework Proposal.

Finding 6:   RRI made notable progress on the development of global tenure monitoring system, but contributions towards the recognition of tenure in the SDGs, by the conservation community or during the World Conference on Indigenous Peoples are either partially completed or insufficiently detailed to draw useful conclusions.

Finding 7:   The International Land and Forest Tenure Facility and Alliance for Community Land Rights are successfully developed and ready to be operationalised.

Finding 8:   RRI's communications capacity and outreach were considerably strengthened in 2014. Significant progress in the realisation of stated outcomes was achieved on all fronts.

Finding 9:   The Coalition was largely successful in revising its current Memorandum of Understanding but efforts to strengthen planning and monitoring tools and processes, as well as develop more effective means of collaboration and learning between Partners and Collaborators, will require more time and effort.

Finding 10: Operational management within RRG continues to be strengthened. All donor reporting requirements and internal audit reports were completed on time.