



ANNUAL NARRATIVE REPORT

2016

Rights and Resources Initiative

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Affiliated Networks



The Rights and Resources Initiative

The Rights and Resources Initiative (RRI) is a global coalition consisting of 15 Partners, 7 Affiliated Networks, 14 International Fellows, and more than 150 collaborating international, regional, and community organizations dedicated to advancing the forest land and resource rights of Indigenous Peoples and local communities. RRI leverages the capacity and expertise of coalition members to promote secure local land and resource rights and catalyze progressive policy and market reforms.

RRI is coordinated by the Rights and Resources Group, a non-profit organization based in Washington, DC. For more information, please visit www.rightsandresources.org.

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An Overview of the Year from the RRI Coordinator

Moments of great turbulence also offer hope for great progress.

This is a central theme for RRI as we turn the page on 2016—a year that brought major political turmoil, a more certain climate crisis, and increased killing and persecution of land rights defenders across the globe. Yet, amid the political shocks and government rollbacks, the recognition that secure land rights for Indigenous Peoples, local communities, and women are key to forest conservation, sustainable investment, climate change mitigation and adaptation, and peace and prosperity has [never been more widespread](#).

This increased awareness and support for recognizing community land rights opened the door for RRI to make major progress last year. RRI's analyses, vast network, and adaptable nature played a significant role in encouraging land tenure reforms in countries like Colombia, where the government included some protections for indigenous and community land rights in the new peace agreement, committed to create a national policy on the rights of rural women, and granted the first collective land titles to Afro-descendant communities on the Caribbean coast since 2012; and India, where thousands have been trained in community mapping and 100,000 hectares have been recognized as community forestlands, benefitting more than a quarter million marginalized forest dwellers. Indonesia saw a breakthrough in recognition of Indigenous Peoples' rights when President Jokowi handed over the very first customary forest titles for 13,000 hectares to eight indigenous communities. The International Land and Forest Tenure Facility (The Tenure Facility) was successfully established, and an additional 300,000 hectares of community land are now more secure thanks to ongoing work in six pilot projects. Efforts are on target to deliver 1 million hectares by mid-2017. RRI also supported policy advocates in Indonesia, Nepal, Liberia, and Peru, who are now positioned to influence the drafting of new legislation and national policies that recognize community land rights in 2017.

European development finance institutions sought advice from the Interlaken Group, demonstrating that RRI's engagement with the private sector is having a significant impact. The EU development finance agencies are beginning to adopt the Group's [guidance](#) on respecting community property rights in their due diligence. These leading institutions have significant leverage over investments in the developing world, heralding the potential for broader change in the financial sector. Even more remarkable is the unprecedented agreement between some of the world's leading investors, corporations, and NGOs on corporate responsibility and best practice in addressing legacy land issues. This new guidance will be released in 2017.

On the climate front, RRI's pathbreaking analytical work with the Woods Hole Research Center and the World Resources Institute affirmed what Indigenous Peoples and local communities have long asserted: that rural peoples are the best stewards of the world's forests. The study found that community lands hold at least 24 percent of the aboveground carbon stored in the world's tropical forests—a key component of the global

RRI BY THE NUMBERS IN 2016

15 Partners

7 Affiliated Networks

150+ Collaborators

14 Expert Fellows from 12 countries

11 Board Members

7 Priority countries

15 SRM engagements (+\$700,000)

146 Activities

\$14.8 million USD budget (including the Tenure Facility)

1 Secretariat (Rights and Resources Group)

land sink necessary to keep warming to less than two degrees Celsius. RRI leveraged this analysis, along with knowledgeable spokespeople from across the Coalition, to gain greater support for community land rights from the many governments and corporations committed to addressing climate change. The climate community increasingly recognized that securing Indigenous Peoples' and communities' forests is vital to deliver on the promises of the Paris Agreement.

Perhaps one of RRI's most important achievements for 2016 is the newly expanded and strengthened Coalition that paves the way for even more substantive progress in the future. This included the addition of two new Partner organizations and a new category of membership—"Affiliated Networks"—grassroots networks of key constituencies with regional or global relevance to RRI's work. These Affiliated Networks represent the addition of thousands of Indigenous Peoples and local community organizations to the Coalition—enabling an unprecedented level of coordination and impact. In addition, six experts from developing countries joined RRI as Fellows, raising both the extent and quality of RRI's work across the developing world. This growth resulted in the highest level of shared ownership of RRI since its inception, providing a far greater geographic reach and capacity to scale up interventions and impact.

Within the Secretariat, 2016 was also a year of major changes, including the transition to a matrix structure coordinated by an expanded Senior Management Team. To increase impact and efficiency, RRI efforts targeted higher-level policy transformations in a smaller number of countries. The Secretariat was relocated to reduce costs, and staffing was streamlined in response to the loss of over US\$1.5M in committed revenue in 2016, and decreased commitments for 2017. These losses stemmed primarily from declining official development assistance (ODA) budgets in response to the refugee crisis and the stronger US dollar. The Coalition's progress, despite these challenges, confirmed the value of our more focused approach and the reorganization of our Secretariat. Ultimately, these changes put us in a better position to scale up recognition of community land rights in 2017. The Independent Monitor, in his annual assessment of RRI's program implementation and impact, noted that RRI effectively mobilizes and facilitates collective action across key constituencies, spurring trust and collaboration between focus country ministries, the private sector, NGOs, and communities themselves.

In thinking about the future, it strikes us that much of the conflict, violence, and political turbulence that rocked 2016 arose in part because of the fundamental desire of rural people for equal treatment, security, and future prosperity. The hard lessons of history and modern-day commitments to the Sustainable Development Goals clearly show that global peace and prosperity cannot be achieved at the expense of the world's Indigenous Peoples, local communities, and women. Our agenda speaks directly to the inherent desire for security, dignity, and equal opportunity for the world's most marginalized peoples. The work of our broad Coalition in 2016 continued to demonstrate the very real possibility for progress when local peoples' rights and aspirations are respected.

So, thank you to everyone who has touched and contributed to the Rights and Resources Initiative. Collectively, we made important progress in 2016 and are ready to take advantage of this moment.



Andy White
Coordinator
Rights and Resources Initiative

Key Findings from the Independent Monitor

The 2016 Independent Monitor (IM)'s [report](#) found that the RRI Coalition made significant progress on its desired outcomes throughout the year, achieving 82 percent of the Framework Program II (2012-2017) targets, 75 percent of regional and country outcomes for 2016, and 53 percent of global outcomes for 2016.

At the regional and country level, the IM found that political change and challenges in policy and legislative reform prevented some advocacy efforts from proceeding as planned, while challenges in engagement with external initiatives, external factors, and changes in Coalition priorities affected progress globally. A summary of the IM's findings regarding RRI's progress toward the outputs and outcomes for the 2016 RRI Work Plan and Framework Program II (2012-2017) can be found in Annexes 2 and 3, respectively.

The IM's report identified three broad “unspecified results” that are largely not captured by traditional quantitative analysis. The report states that many of these results “could only be explained by the fact that the Coalition's impact is greater than the sum of its parts or the consequence of its specific investments.” This finding echoed the 2015 Mid-Term Evaluation, which found that RRI “punch[es] above its weight class” given its modest budget.

Citing RRI's ability to **foster diverse, widespread collaboration** as the first key unspecified result, the IM report explained that RRI has a “critical ability to network and convene organizations with different perspectives and priorities to achieve effective cooperation and collaboration.” An interview with a Partner organization supported this result: “RRI is the key to driving results. They build alliances, and bring groups together with different views and constituencies.” Beyond this single interview, the IM found that “RRI was lauded by almost all interviewees for its contributions in this area,” and many cited this as the key and fundamental value of RRI. RRI was viewed as a “connector” that can provide a “pluralist space” using a “light touch.” The Coalition was described as “an organization capable of playing a neutral or secondary role,” but catalytic in its search for “practical-oriented solutions.”

“ RRI is the key to driving results. They build alliances, and bring groups together with different views and constituencies. ”

- RRI Partner Organization,
2016 IM Report

The second unspecified area of value identified was RRI's ability to facilitate the exchange of knowledge. The IM reported favorably on “RRI's ability to instigate **knowledge sharing** between collaborators, stakeholders, coalitions, and other external organizations and networks,” noting that while this was “an ancillary result of effective networking and convening, it was also supported through peer-to-peer exchanges and global and regional conferences.” In several interviews, Collaborators at the country level cited the value of learning from other countries and sharing project results among the Coalition. However, the IM also found that “such knowledge sharing is often informal but valuable, and could be even more effective if there were more focus and structure to the capture, codification, and sharing of knowledge.” This has been identified as an area in need of improvement and will be prioritized in Strategic Plan III (2018-2022).

The final key area of unspecified value of RRI, as written by the IM, is that “RRI delivered unplanned results in terms of **capacity development** that supported the needs of Collaborators, governments, beneficiaries, and other stakeholders. By instigating informal knowledge sharing platforms, organizations and individuals were exposed to influential ideas, issues, and solutions that have implications for the way they work, think, and engage others.” While this capacity development was generally regarded as positive, the IM simultaneously found widespread disagreement as to how much value RRI provided in this role. The report noted that “while some Collaborators at the country level would welcome programmatic and administrative capacity development from RRI, others believed direct capacity development support was not a strength of RRI and should not be a specific area of focus.” This question will require further discussions among the Coalition as to how significant a role, if any, RRI should play in terms of capacity development.

Priority Outcomes in 2016

Community land and forest rights advanced at the national level

In 2015, RRI's [Who Owns the World's Land?](#) demonstrated that Indigenous Peoples have legal ownership rights to just 10 percent of the world's land, despite having customary ownership claims to at least 50 percent. In just a few years, this statistic has been widely accepted by the land rights and environmental communities, the media, and policy experts. Awareness is growing of the importance of community tenure rights. But even in countries where legal systems recognize collective tenure rights, many communities lack formal land titles to their traditional territories, leaving them vulnerable to land grabs and their lands vulnerable to deforestation or development pressures. Secure rights are also linked to a host of benefits, including: improved livelihoods and food security, reduced conflict, increased climate resilience, and greater protection for women.

In 2016, RRI's support led to significant breakthroughs in the recognition and protection of community land and resource rights.

In **Colombia**, the RRI Coalition's work propelled the National Land Agency to issue a long pending collective land title for a Caribbean Afro-descendant community, thereby opening a path for titling up to 2 million hectares, which will be partially funded with new commitments by the Spanish Agency for International Development Cooperation (AECID). The Guacoche Afro-descendant community received formal title to 1,712 hectares of its collectively held lands, the first claim to be granted anywhere in the Caribbean region of Colombia since 2012. The victory was made possible by a unique alliance between civil society, academia, and community groups. RRI-supported research from Pontificia Universidad Javeriana exposed legal pathways for the government to recognize the collective land title claims of Afro-descendant communities in the region, many of which have been pending for years. An RRI-led event and accompanying [analysis](#) in Bogotá highlighted these pending claims and drew national attention to the importance of collective tenure rights in Colombia's post-conflict peacebuilding process and efforts to tackle climate change.

In the state of Odisha, **India**, efforts to scale up recognition of community forest resource rights under the 2006 Forest Rights Act (FRA) resulted in the legal recognition of more than 500 community rights claims over a total of 100,000 hectares, benefiting more than a quarter million marginalized tribals and forest dwellers. The approximate value of the lands brought under community jurisdiction is almost US\$1 billion, according to India's Supreme Court guidelines. This constitutes a massive transfer of productive resources to the country's poorest citizens. New [research](#) supported by RRI drew attention to the slow implementation of the Forest Rights Act 10 years after its passage. Only [3 percent](#) of the community rights eligible for recognition under the law have been realized, a finding that resonated in media and policy circles. 34.6 million hectares are eligible for recognition as community forests under the FRA, potentially benefitting 200 million community members.

In 2016, RRI supported the first instance where Indigenous Peoples in **Indonesia** received formal titles over their customary (*adat*) forests, the culmination of years of effort to restore rights to Indonesia's forest communities. RRI Collaborators HuMA and Epistema Institute coordinated advocacy efforts with the Indigenous Peoples Alliance of the Archipelago (AMAN) to achieve formal titles for nine indigenous communities covering 13,000 hectares of forestland. President Jokowi personally handed out the titles in December 2016, setting the stage for widespread recognition of the customary forests of Indonesia's Indigenous Peoples.

In **Peru**, the indigenous community of Santa Clara de Uchunya—with support from Federation of Native Communities of Ucayali (FECONAU), the Institute of Legal Defense, Forest People's Programme, and RRI—defended its traditional lands and held the Peruvian government and palm oil sector accountable for environmental destruction and human rights violations. Plantaciones de Pucallpa (PdP), a part of the Melka Group, illegally cleared 500 hectares of the Shipibo communities' traditional lands to establish plantations. With RRI's support, the community submitted a complaint to the Round Table on Sustainable Palm Oil (RSPO), the London Stock Exchange, and the Lima Stock Exchange, and launched a media campaign to draw attention to the violation of their rights. As a result, the Peruvian government and the RSPO ordered PdP to stop operations, which it eventually did. The community of Santa Clara de Uchunya, which only has title

to 218 hectares of its community lands, is now on a priority list to receive formal recognition of an additional 20,000 hectares.

Around the world, other successful efforts to map, recognize, and secure community lands with support from RRI's Tenure Facility and Strategic Response Mechanism (SRM) resulted in more than 400,000 hectares secured. Many of the successes of 2016 were achieved with scalable models; it is increasingly clear that with the right support, communities can secure much larger areas of customary forestland in the future. (See more on the Tenure Facility and the Strategic Response Mechanism on pages 20 and 16, respectively).

RRI's convening power, data, and strategic networks influenced key processes and decision makers.

By fostering strategic alliances within countries, advocating for community voices in democratic processes, and supporting front-line defenders, RRI ensured that community land rights were included in national agendas and advocated for national-level policy change in 2016.

Also in **Peru**, RRI Partners and Collaborators are now better positioned to ensure that the implementation of national reforms respects Indigenous Peoples' land rights. New investments in Peru for climate change mitigation that included land titling components opened a window of opportunity. However, historic tensions among Indigenous Peoples' groups threatened advocacy efforts. To address the issue, RRI brought these groups together to create a common agenda and joint advocacy strategy on collective land titling. Working in concert, they are now better positioned to work with the national and regional government entities responsible for collective titling processes. Sustained advocacy by a strengthened RRI Coalition led to the inclusion of RRI Collaborators in a national consulting committee on the US\$80 million land titling project, PTRT3, which is backed by the Inter-American Development Bank. The RRI Coalition is hoping to use this as a model for improving Indigenous Peoples' influence over the 10 additional titling projects in Peru. RRI Partner CIFOR and RRI Collaborator SPDA were also invited to be advisors to the Inter-Institutional Commission of the Ministry of Agriculture, the governing body for community titling, and can now advocate for the Coalition's common agenda and promote expansion to other areas. In early 2017, this increased collaboration between community and civil society groups allowed for a quick response to a legislative decree that threatened to violate indigenous communities' right to prior consultation, with a legislative commission advising Congress to reject the decree.

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In **Liberia**, RRI engagement resulted in stronger collaboration between civil society organizations and a more robust working relationship with the government, increasing the odds that the legislature will pass the Land Rights Act, which could set a precedent in West Africa by recognizing community land rights without requiring formal titling. RRI's convening power brought a variety of civil society groups together to work toward this goal, and intensive advocacy efforts renewed government attention to the draft law. RRI also ensured community representation in the country's land reform and conservation processes by supporting members of the Community Forest Management Bodies (CFMBs) to organize into a union. Through the union, CFMB members established a stronger relationship with the Forestry Development Authority and will play an important role in the EU-FLEGT Voluntary Partnership Agreement process.

In the **Democratic Republic of the Congo** (DRC), the RRI-supported national civil society platform on land, CACO, ensured that Indigenous Peoples' groups and civil society were represented in the National Land Commission (CONAREF) and well-positioned to take part in the decision-making process. CONAREF now has a special position dedicated to ensuring that the rights of communities, women, and Indigenous Peoples are integrated and strengthened in the country's land reform process and the land law currently being drafted. Political unrest and frequent government turnover has challenged the capacity of civil society organizations to sustain advocacy for

land reform in DRC, but this new position at CONAREF ensures that organizations advocating for land reform have a dedicated ally. RRI also advocated for the inclusion of community interests in DRC's prospective expansion of agro-industrial parks, many of which are planned on lands that communities rely on. After a dialogue hosted by the Office of the Prime Minister, a multi-stakeholder monitoring committee was created to ensure that community rights are considered in the development of future parks.

RRI Partners and Collaborators in **Nepal** formed the Forest Rights Coordination Group—an alliance of Indigenous Peoples, local communities, women, and Dalits—to advocate for a new Forest Rights Law. The group agreed on a common position paper (forthcoming 2017) and began the technical process of drafting a law that respects the rights of all communities and Indigenous Peoples. Additionally, the RRI Coalition began awareness and advocacy efforts targeting parliamentarians to underscore the importance of a comprehensive Forest Rights Law.

Support to front-line defenders combatted the growing trend toward criminalization

In many of the countries where RRI works, Indigenous Peoples and communities act as front-line defenders of the precious resources the rest of the world depends on for survival. Yet they face ever increasing [violence and criminalization](#) in their efforts to secure rights and hold political leaders accountable. The high-profile murder of Honduran land rights activist and Goldman Prize winner Berta Cáceres drew attention to the particular vulnerability of indigenous and women leaders, especially in [Latin America](#). In 2016, RRI worked to combat this growing trend through advocacy efforts as well as unique initiatives that target the root causes of criminalization and support victims.

In **Indonesia**, for example, where local peoples often face criminalization merely for living on the lands they call home, RRI supported the establishment of a new emergency fund to provide victims with grants of up to US\$5,000. In 2016, funds were distributed to 14 applicants for legal aid, medical and psychological support, shelter, relocation, and financial assistance for struggling families. The emergency fund team and RRI Collaborators have also advocated at the national level for the government to prevent criminalization and violence against indigenous communities, and raised awareness of the issue in national and international media.

The HaK Foundation, with support from RRI, simultaneously aimed to mitigate the criminalization of local forest communities in the country by conducting trainings with local police and security personnel on human rights, dispute resolution, and the legitimate claims of Indonesia's Indigenous Peoples and local communities to their customary lands and resources. The trainings were an essential starting point for building trust among relevant stakeholders and addressing concrete cases of agrarian conflict. The National Criminal Investigation Police have requested additional trainings in regions prone to agrarian conflict and proposed that lessons from these trainings be linked to the principle of "restorative justice," one of the chief operational guidelines of the country's police force.

Global baseline on women's rights to community forestland established alongside efforts to strengthen women's tenure rights

The collective tenure rights of women—who comprise more than half the world's Indigenous Peoples and local communities—are seldom acknowledged or protected by national laws. The sustained out-migration of men for work in cities is elevating the roles of indigenous and rural women as community forest managers, community leaders, and land rights advocates while amplifying the consequences of inadequate legal recognition of women's tenure rights.

In 2016, RRI drafted its forthcoming [flagship report](#) on the status of women's rights in community-based tenure regimes. Titled ***Power and Potential: A comparative analysis of national laws and regulations concerning women's rights to community forests***, this pathbreaking analysis covers 30 low- and middle-income countries representing approximately 78 percent of the forest area in the developing world. By introducing a robust peer-reviewed methodological framework and country case analyses, the report expands RRI's tenure data to include a gender-specific component and will serve as a baseline for monitoring the statutory protection of women's rights to collective forests. It will be made public in May 2017.

Two additional research projects were completed in 2016 on the gender-differentiated impacts of large-scale land acquisitions and the impact of women's agency and leadership in customary, collective regimes. These studies will serve as leverage to support private sector engagement via the [Interlaken Group](#), as failure to include women during company-community negotiations represents a serious impediment to both company commitments and the realization and protection of women's rights.

Taken together, this new body of evidence—slated for release in 2017—will render more visible the gender dimensions of collective tenure systems and help clarify the implementation gaps between statutory law and the lived experiences of women around the world. RRI will also be well positioned to deploy targeted analyses to influence ongoing policy reforms in countries on the cusp of significant change, including **Colombia, Liberia, Peru, and Nepal**.

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RRI strengthened the collective voice and action of women within civil society, community, and indigenous organizations to drive political change—often by fostering unlikely partnerships.

In **Colombia**, the RRI Coalition advocated for the inclusion of women's collective land rights in the forthcoming rural women's policy, the country's climate change strategy, and its post-conflict peacebuilding process. In 2016, RRI Collaborators built on previous efforts that successfully led to the creation of a National Office for Rural Women and a government commitment to establish a rural women's policy. RRI brought together diverse ethnic women's groups who had previously been working in silos to create a proposal for including rural women's collective land rights in the policy. This proposal included input from the country's indigenous, peasant, and Afro-descendant women's groups, and will arm policy makers with a comprehensive roadmap to integrate women's collective tenure rights into the policy. Advocacy efforts also led to the inclusion of a strong gender component within the final version of Colombia's peace agreement, providing a political opportunity to advance women's land and resource rights in the years ahead.

In the **DRC**, RRI's advocacy with civil society organizations, women's networks, the World Wildlife Fund, and the Ministry of Women's and Gender Affairs led the Minister of the Environment to issue a [memorandum](#) asking that gender be mainstreamed within all community forestry projects. These efforts are part of RRI's work to ensure that the rights of women, Indigenous Peoples, and local communities are included in forestry and conservation efforts, which is especially crucial in the DRC given that the country contains the world's second largest tropical forest.

Throughout 2016, RRI tailored its analyses to the unique advocacy needs of Coalition members to advance women's rights and supported women as front-line defenders of their land and livelihoods.

Preliminary data from the forthcoming *Power and Potential* report informed an RRI regional workshop that brought together diverse community leaders and policy makers from across Latin America to promote Afro-descendant women's land rights. At the workshop, the data was integral in generating policy recommendations to advance the rights of Afro-descendant women in Latin America under the framework of the [UN International Decade for People of African Descent](#). As a result, civil society groups and government officials in **Colombia**—where the workshop was hosted—committed to creating a Colombian National Roundtable of Black and Afro-Descendant Women.

A new report from Liberian NGOs and RRI Collaborators Green Advocates International, the Natural Resources Women Platform, and the Alliance for Rural Democracy revealed that foreign direct investment in **Liberia** has caused a host of human rights violations against the country's women. The study, informed by RRI's tenure tracking methodology, challenged the notion that foreign investments lift vulnerable populations out of poverty. Women from across Liberia who attended the report launch event in September described forcible displacements, contaminated drinking water, and even threats, harassment, intimidation, and imprisonment. The report received considerable press coverage, and the women's voices were also heard by government and company representatives at an RRI-hosted multi-stakeholder dialogue in Monrovia.

The African Women's Network for the Community Management of Forests (REFACOF)—which became an RRI Affiliated Network in 2016—completed a comprehensive review of **Burkina Faso's** legislation and policies regarding non-timber forest products (NTFPs). Burkina Faso is widely considered to be a regional pioneer of NTFPs, which play a key role in the country's economy. Rural women constitute 80 percent of the workforce in the NTFP industry, yet they conduct the most labor intensive and least compensated tasks, and poverty levels remain high. The review aimed to empower women as key actors in these policy-making processes.

Awareness of Indigenous Peoples' and local communities' contributions to climate change mitigation and adaptation is heightened

In 2016, RRI continued to build the case for recognition of community land rights as a key strategy to mitigate and adapt to climate change, and took advantage of its suite of climate data to change the conversation both nationally and internationally. This is particularly crucial as the international community moves forward with FLEGT, REDD+, and the implementation of the Paris Agreement.

A groundbreaking [assessment](#) produced in collaboration with the Woods Hole Research Center and the World Resources Institute (WRI) set a global baseline for the amount of carbon stored in community and indigenous tropical forests. This data will be updated and expanded over time. The research demonstrated the overwhelming importance of community contributions to climate change mitigation: community-managed forestlands hold at least one quarter of the world's total aboveground tropical forest carbon—54,546 million metric tons. This amount is equivalent to four times global carbon emissions in 2014. The study's results likely represent only a fraction of the forest carbon managed by Indigenous Peoples and local communities, who legally own just 20 percent of the lands they customarily claim. At least one-tenth of aboveground tropical forest carbon is in community lands that lack formal legal recognition, leaving them vulnerable to external demands and deforestation pressures. This threatens the world's ability to deliver on the promises of the Paris Agreement.

This research—and the body of work on local peoples' contributions to climate change mitigation and adaptation that RRI has developed over the past several years—helps ensure that the international community more broadly recognizes the centrality of collective land and forest tenure security to climate goals. The study received widespread media attention ahead of COP22 and informed high-level discussions during the conference. As a result of sustained efforts to bring global attention to the importance of community-based tenure security in climate change mitigation efforts, including REDD+, nearly all high-level panels dedicated to land and forest issues at COP 22 reiterated the need for secure tenure as a pre-condition to effective climate action, with many speakers citing RRI data to support their claims.

To further emphasize the crucial role of rural communities in global climate efforts at COP22, RRI co-convoked a Land Rights Now event with Oxfam and the International Land Coalition on "[Securing Indigenous and Community Land Rights as a Key Component to Fight Climate Change](#)." Hosted by the Land Rights Now initiative and the Government of the Netherlands, the event featured high-level representatives from the Ministry for Foreign Trade and Development Cooperation of the Netherlands, USAID, AMAN, and WRI. RRI also hosted an event on "[Making Indigenous Peoples Part of the Climate Solution](#)," which brought together key indigenous leaders from Africa, Asia, and Latin America; the UN Special Rapporteur on the Rights of Indigenous Peoples; and a representative from SIDA to raise awareness of community land rights as a necessary and cost effective solution to the global climate crisis.

Additional strategic analyses found that few of the world's forested countries have included community-based contributions in their national climate change mitigation strategies. While a record number of governments ratified the Paris Agreement in 2016, allowing it to come into effect, RRI's [review](#) of the Intended Nationally Determined Contributions of 188 countries found that only 21 of these countries included community rights in their strategies. Notably, many of the largest forested countries with high rates of deforestation—including **Brazil**, the **DRC**, and **Indonesia**—failed to include such commitments. An [analysis](#) of submissions from 13 leading REDD+ countries to the World Bank's Carbon Fund (Emission Reductions Program Ideas Notes, or ER-PINs) found that recognition of community rights was weak in both country submissions and the program itself. Previous RRI research found that in most countries deemed "ready" by the World Bank's Forest Carbon Partnership Facility, governments claim the vast majority of forestland and few have made clear commitments to recognize community forest rights and carbon rights.

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Findings from these analyses were featured in the media and at several key events throughout the year to heighten awareness of community forests' crucial role in carbon storage, including an event on forests organized by the UN Development Programme and the Ford Foundation in April; the 15th session of the UN Permanent Forum on Indigenous Issues in May; and the Oslo REDD+ Exchange in June. In advance of the REDD+ Exchange, RRI held a joint event with Rainforest Foundation Norway and the Environmental Investigation Agency to deliver recommendations to the Carbon Fund policy board, highlighting the need to strengthen and apply the Fund's methodological framework and to address key implementation gaps in the Bank's safeguard system.

Related to global efforts to secure greenhouse gas sinks and reservoirs and conserve biodiversity, RRI also supported research and outreach for the UN Special Rapporteur on the Rights of Indigenous Peoples' [report](#) to the UN General Assembly, which examined the impacts of conservation activities on the rights of Indigenous Peoples. The report cataloged the continuing human rights abuses committed in the name of conservation, including criminalization and displacement of Indigenous Peoples. The Special Rapporteur used the report to raise awareness of community contributions to conservation at the World Conservation Congress, a key constituency that has not adequately addressed community rights. These efforts provided a counter-narrative to the claims of conservation NGOs that they now fully respect the customary rights of Indigenous Peoples in all of their operations. This key message received widespread media coverage.

RRI Partners and Collaborators in the **DRC** and **Nepal** also leveraged this full collection of carbon- and conservation-related research to bolster their national advocacy efforts and demand stronger action from their governments on respecting community land rights in climate change efforts. In Nepal, mass organizations of Indigenous Peoples, communities' forestry groups, Dalits, and women—representing the plurality of Nepal's population—came together to send an unambiguous message that REDD+ activities in Nepal must respect the rights of Indigenous Peoples, communities, and women. They agreed on a [Common Position Paper of Indigenous Peoples and Local Communities on Nepal's Emission Reduction Program](#) and have demanded that both the government of Nepal and the World Bank abide by their requests.

Respect for community land rights—in policy and practice—increased among leading companies and investors

Many investments in the developing world take place on lands that are customarily owned by Indigenous Peoples and local communities. In 2016, **a critical mass of influential companies and investors in these areas accepted the business case for respecting community land rights**. RRI's suite of research on tenure risk has shown that projects that fail to take into account the tenure rights of Indigenous Peoples and local communities not only threaten their livelihoods, but also carry significant financial risk for companies and investors, cause [conflicts](#) between companies and communities, and almost always fail to deliver on development promises. These risks are compounded by communities' increased ability to harness the international media, often causing reputational damage, and in some cases leading national governments to rescind permits issued to companies and investors. These conflicts can even lead companies and investors to abandon otherwise functional operations.

The Interlaken Group facilitates change within companies and countries.

Much of RRI's work in this sector is carried out through the Interlaken Group—an informal [network](#) of leaders from influential companies, investors, CSOs, governments, and international organizations working to expand private sector action to secure community land rights. Convened by RRI and the International Finance Corporation (IFC), the Interlaken Group makes it easier for multinational corporations and institutional investors to go beyond merely understanding that tenure conflict affects their reputations and bottom lines to create solutions to tenure risk. The Interlaken Group provides concrete guidance on how the private sector can appropriately avoid and mitigate these risks by respecting community rights and consulting directly with communities on business plans.

In 2016, the Interlaken Group expanded its engagement with several leading companies and investors, many of whom are increasingly turning to the Group to assist in the development of solutions that address the risk of tenure insecurity in their operations. While many companies and investors have made ambitious commitments to respect land rights, implementing these commitments across complex global supply chains remains a challenge. In 2016, RRI's work with the Interlaken Group shifted to facilitating implementation. Specifically, RRI is monitoring corporate progress on commitments to the Voluntary Guidelines on the Responsible Governance of Tenure of Land, Fisheries and Forests in the Context of National Food Security (VGGT), and convened Interlaken Group members in London in September 2016 to review their successes and challenges to date. RRI found that members from across the private sector, civil society, and government had used RRI's 2015 [Land and Forest Rights Guide](#) and other Interlaken Group tools to make substantial progress in ensuring private sector respect for land rights. Notably, Nestlé used the guide to assess the performance of its palm oil suppliers in **Indonesia**; development finance institutions (DFIs) such as the European Investment Bank and German Investment Corporation (DEG) clarified and harmonized their land policies and are emerging as potential leaders in the land rights field; and the NGO Village Focus International used the guide to negotiate a settlement between communities and paper producers in **Laos**. To complement the guide, key members of the Group developed new guidance focused on corporate responsibility for land legacy issues that will be published in 2017.

While many international companies have accepted the market rationale for secure land and resource rights, local suppliers are often less reputationally exposed and thus have less incentive to adjust their business models. Looking forward, the Interlaken Group seeks to address this challenge by piloting country-level initiatives to address tenure risk and developing locally practical business models that respect rights. These initiatives, approved and outlined at the Interlaken Group's September meeting, took off in earnest in early 2017. RRI and the IFC convened national-level meetings in **Kenya** and **Cameroon** with key actors from the private sector, civil society, and government. These meetings also attracted the interest of DFI representatives from the UK's CDC group, Germany's DEG, and the European Investment Bank, all of whom have now participated in the Interlaken Group process.

RRI continues to quantify the risk of investing where community land rights aren't secure.

In 2016, RRI further expanded its body of research demonstrating the costs of tenure insecurity to private sector actors and investors around the world. In February, RRI released [research](#) with the consultancy TMP Systems showing conclusively that the failure of governments to recognize indigenous and local community land rights has

a significant impact on investment across Africa, Asia, and Latin America. The analysis—which examined disputes in the mining, energy, agriculture, transportation infrastructure, and forestry sectors—found that over 60 percent of the cases analyzed involved conflicts with minorities and Indigenous Peoples, affecting companies' and investors' propensity to invest in countries and regions where tenure was insecure. In the forestry sector, this number rose to 90 percent.

RRI and TMP Systems also launched new [research](#) in early 2017 alongside RRI's [Annual Review](#) in Dakar, **Senegal**, that examined these trends in Africa. The analysis found that while the continent is often seen as the last frontier for investment and is thought to have vast tracts of unoccupied land, the population density around dispute sites in Africa was in fact twice the global average. This analysis also revealed that displacement of local communities, not their desire for increased compensation, was the primary driver of tenure conflict in Africa. Regional analyses of East, West, and Southern Africa further parsed this study, providing companies, investors, and civil society alike with hard data and local context to better understand tenure conflicts and, ultimately, to prevent them from occurring.

RRI's analysis on the cost of tenure conflict to private sector investment also extended to Asia. In collaboration with the Bharti Institute of Public Policy at the Indian School of Business (ISB) and the Tata Institute of Social Sciences (TISS), RRI quantified the [cost](#) of stalled investments due to land and tenure [conflict](#) in **India**. This research, widely cited by the media, showed that over a fourth of the high-value projects examined had been stalled due to conflict over land, putting at risk investments worth nearly US\$30 billion. Investors—and governments attempting to attract investment—can no longer afford to ignore insecure land tenure in India.

RRI also supported national and local initiatives to improve private sector respect for human rights. In **Indonesia**, RRI assisted in the development of Business and Human Rights Training Modules, which are being field tested in collaboration with Pt. Sinar Mas Agro Resources and Technologies Tbk., one of the largest palm oil producers in Indonesia. In the **Philippines**, RRI supported the Philippines Human Rights Commission and Forest Peoples Programme to explore how respect for land and human rights of communities and Indigenous Peoples can be made obligatory for agri-business companies by using existing laws or enacting new national level legislation.

Lastly, RRI developed a new research protocol to compare the challenges communities face in obtaining legal titles to their customary forests with the ease of private sector access to forested lands for commercial or extractive land uses. This protocol was tested in Indonesia, revealing that discriminatory treatment toward Indigenous Peoples and local communities in laws and regulations, and their selective enforcement, places additional burdens on the realization of community rights. CIFOR and WRI are now adopting this new methodology for global application.

The Strategic Response Mechanism enabled rapid responses to unforeseen opportunities

Since 2008, the RRI Coalition has employed the Strategic Response Mechanism (SRM) as a complement to its annual planning process. The SRM provides rapid, catalytic grants of up to US\$100,000 to respond to unforeseen opportunities and threats related to the recognition, protection, and realization of community land and forest rights. Funding is generally dispensed within weeks—and in some cases as quickly as a few days—and is provided in response to proposals from RRI Partners, Affiliated Networks, and Collaborators for activities or projects that:

- 1) capitalize on a political window of opportunity that would be lost if not leveraged quickly;
- 2) support a critical moment in a social mobilization process;
- 3) innovate, exploit higher risk opportunities, and have the potential to accelerate, impact, or develop RRI partnerships;
- 4) are a new or newly-expanded activity; and
- 5) have outcomes dependent on incremental funding and connectivity at a key moment.

In 2016, RRI funded 15 SRM activities in 12 countries for a combined total of US\$708,431 (see chart on following page). Details on the impacts of these SRMs can be viewed on the [RRI website](#). Two illustrative examples from the year are provided below and additional examples are discussed throughout this report.

In **Kenya**, an SRM supported the Indigenous Livelihoods Enhancement Partners (ILEPA) to restore community land rights to over 700 acres of land that had been illegally seized by local elites. Following ILEPA's advocacy efforts and a series of community consultations, the National Land Commission and Ministry of Lands halted the illegal acquisition of land on the Maji Moto Group Ranch and returned the land titles to their rightful owners. This had a significant impact on the community, as land is the primary resource for the livelihoods of many of the pastoralists living in the ranch. The surrendered land deeds included 200 acres of public utility land that houses a school, a commercial center, and a water point. Protecting these lands effectively ensured access to education for future generations of the community, and set a national precedent for the Land Commission to defend the collective rights of pastoralist communities. If unchallenged, the dispossession would have entrenched poverty within the community and exacerbated gender inequality, as widows and orphans were most affected by the land grabs. With ILEPA's support, the Maji Moto Group Ranch also held elections for new leaders following the suspension of ranch officials who participated in illegal land grabs. The newly elected leaders have a mandate to implement corrective measures recommended by the Ministry of Lands.

*In 2016, RRI funded
15 SRM activities in 12 countries
for a total of \$708,431.*

In **Nigeria**, the Ekuri Initiative utilized the SRM to both restore the Ekuri community's ancestral land and forest rights and position the community as a front-line defender of vital biodiversity via a host of complementary actions: community rights trainings on non-violent protest techniques (including for women and youth), media engagement, an awareness-raising campaign, and a petition with over 250,000 signatures. In January 2016, the government issued formal notice that it was acquiring 10 km of land on either side of the center line of a planned 206 km superhighway. The decision instantly rendered 185 communities landless. In response, the Ekuri Initiative supported a lawsuit to challenge the government's revocation of community land and to restore the rights of the Ekuri community to 36,000 hectares of forest, and a public relations campaign to draw attention to the issue using SRM funds. These efforts spurred national and international pressure to challenge the Cross River State government's revocation of community land for the superhighway, and in early February 2017, this work paid off: the Governor of Cross River State, Ben Ayade, published a notice in a Nigerian newspaper officially reversing the former notice. The Cross River State government also released a third notice stating that it would not be revoking community land rights.

The requirements of the SRM ensure that it is deployed only for projects that demonstrate a critical need, which often leads to tangible, concrete outcomes. RRI increased the amount of funding reserved for the SRM in 2016, given both an increase in demand and its demonstrated return on investment. The SRM will continue to be an important tool for the RRI Coalition as it moves toward the implementation of Strategic Plan III for the 2018-2022 period.

Table 1: 2016 SRM Activities

| | Title | Proponents | Location | Funding Amount (in US\$) |
|---------------|---|--|--------------|--------------------------|
| Africa | Efforts to support the implementation of the DRC decree on local communities' forest concessions | Centre d'Appui à la Gestion Durable des Forêts Tropicales | DRC | \$78,235 |
| | Capacity-building and emergency support for a court case against the government of Cross River State, Nigeria, over the revocation of forest-dependent communities' rights to ancestral lands and forests | Ekuri Initiative | Nigeria | \$52,000 |
| | Expanding the forum: civil society-led advocacy for the passage of the 2014 version of the Liberian Land Rights Act | Sustainable Development Institute | Liberia | \$46,570 |
| | Advocacy for the addition of secure community tenure rights in Burkina Faso's five-year national plan for economic and social development | TENFOREST | Burkina Faso | \$45,345 |
| | Securing land rights for the Maji Moto pastoralist community in Kenya | Indigenous Livelihoods Enhancement Partners | Kenya | \$24,550 |
| | Support participation of the South African community monitor in a Commission on Environmental, Economic, and Social Policy (CEESP) workshop at the IUCN World Conservation Congress | Bench Marks Foundation; International Union for Conservation of Nature; Commission on Environmental, Economic, and Social Policy | South Africa | \$5,630 |
| Asia | Strategic analysis and advocacy for continued support for community forestry development in Nepal | Federation of Community Forestry Users Nepal | Nepal | \$66,600 |
| | Preventing criminalization through strategic police training on Indigenous Peoples' rights in Indonesia | HAK Foundation | Indonesia | \$54,868 |
| | Protecting <i>adat</i> and local communities' tenure rights in Indonesia's Tourism Development Plan | Sajogyo Institute | Indonesia | \$49,987 |
| | Exposure visit of members of the Nepali Parliament, policymakers, and civil society leaders to Mexico | Green Foundation | Nepal | \$49,950 |
| | Enabling pastoral communities of Banni to secure land rights and conserve and manage their grazing lands | Sahjeevan | India | \$49,900 |
| | Urgent action for effective recognition of <i>adat</i> forests under President Jokowi in Indonesia | Perkumpulan untuk Pembaharuan Hukum Berbasis Masyarakat dan Ekologis | Indonesia | \$49,579 |
| | Seizing political opportunities for advancing tenure rights of Cambodian communities affected by Hoang Anh Gia Lai | Inclusive Development International | Cambodia | \$27,560 |
| Latin America | Challenging agribusiness expansion in indigenous territories in the Peruvian Amazon: the case of Santa Clara de Uchunya vs. Plantaciones de Pucallpa | Forest Peoples Programme | Peru | \$100,000 |
| | Off-record meeting of Colombian indigenous leaders and the UN Special Rapporteur on the Rights of Indigenous Peoples | UN Special Rapporteur on the Rights of Indigenous Peoples | Colombia | \$7,657 |

New suite of tools and institutions leveraged to accelerate rights recognition, scale-up implementation, and resist rollback of community land rights

In 2016, the Coalition fully deployed and leveraged a new suite of recently established tools—including the Land Rights Now initiative, LandMark, the Interlaken Group, the IAN: Diligence tool kit, and the Tenure Facility—to scale-up the recognition of community land rights and prevent rollback. Looking forward, RRI sees great potential in the further consolidation and coordination of these solutions to deliver on the promise of secure land rights.

The **Land Rights Now** initiative—a component of the [Global Call to Action on Indigenous and Community Land Rights](#) co-convened by RRI, Oxfam, and the International Land Coalition—was officially launched in March 2016 with the release of the report [Common Ground: Securing land rights and safeguarding the earth](#). What began as a handful of participating groups grew to more than 550 organizations representing a vast range of stakeholders: Indigenous Peoples, local communities, grassroots organizations, governments, and both international and national NGOs. All members formally agree to the campaign's goal to secure Indigenous Peoples' and local communities' land rights around the world.

Land Rights Now fostered connections between previously disparate conversations on community land rights—both on and offline. A dedicated website, unifying #LandRightsNow hashtag and brand, and two global mobilization weeks ensured that land tenure was a part of broader discussions on global development goals related to poverty reduction, climate, and peace. The initiative promoted community land rights in numerous policy discussions at key venues throughout the year, including at the UN Permanent Forum on Indigenous Issues, a panel hosted by the government of the Netherlands at the UN General Assembly in New York, and a side event at COP22 in Marrakech.

Land Rights Now provided a new space to further link local efforts to global movements. As part of the August mobilization, the initiative raised awareness of the Ngabe Bugle indigenous communities' struggle against a hydroelectric dam project through a petition and a letter to the Panamanian Minister of Environment. As a result, the Panamanian government de-registered the project from the UN Clean Development Mechanism, a major step forward for affected communities. Anecdotal feedback from members of the RRI Coalition suggests that endorsement from Land Rights Now has helped raise the profile of community and local advocacy efforts in the eyes of decision makers.

In 2016, RRI also continued to provide financial support and guidance as a member of the steering group of **LandMark**—an [online](#), interactive platform that displays maps and other critical information on lands that are traditionally held by Indigenous Peoples and local communities. LandMark is a collective effort by RRI, AMAN, Centre for Sustainable Development, Forest Peoples Program, Foundation for Ecological Security, Instituto del Bien Común, International Land Coalition, Philippine Association for Intercultural Development, Inc, Rainforest Foundation UK, Red Amazónica de Información Socioambiental Georreferenciada, Union of Indigenous Nomadic Tribes of Iran, World Atlas of Indigenous Peoples' Territories, and the World Resources Institute. These maps help promote greater transparency on the part of governments and companies that might otherwise claim that community lands are idle, vacant, or available. Many local and national organizations working to protect collective land rights approached LandMark to include their maps and other data. Land rights advocates have also successfully used this tool to make the case for stronger rights. For example, David Ross, the Director of the Central Land Council in **Australia**, used LandMark's data on the legal indicators of tenure security to argue for stronger laws to protect Aboriginal land rights. LandMark was nominated as a finalist for 2016's [Classy Award](#), which recognizes innovative solutions to the world's toughest social problems.

TMP Systems, with steering support from the Interlaken Group, released the final two **IAN: Diligence toolkits**—[forestry](#) and [road and rail](#)—to complement [guides developed in 2015](#). These guides inform private sector companies and investors on how to avoid and resolve the tenure-related land disputes that have become increasingly prevalent in many parts of the developing world. The IAN suite of tools are widely viewed as the premier platform for addressing tenure risk, as evidenced by TMP Systems' work in 2016 with companies such as Coca-Cola, PepsiCo, BNP Paribas, and Rabobank to produce bespoke versions of the IAN platform.

In 2016, RRI also supported the launch of the **Land Conflict Watch**, an [interactive portal](#) that maps nearly 300 ongoing land-related conflicts in India. The reported conflicts affect 3.2 million people and over 1.2 million hectares; three-quarters of these conflicts involve community lands. More than 40 percent of the conflicts involve

forestlands, which are home to the most vulnerable indigenous communities in India. Land Conflict Watch is the first national-scale, in-depth analysis on the various land tenure conflicts in the country, and serves as a milestone tool for community-centered, transparent, and accountable investments and policies. With continual updates, the map is intended to serve as an incentive for companies and the Indian government to prioritize resolution of these conflicts.

The results from the **Interlaken Group, Tenure Facility**, and **MegaFlorestais**, all nurtured by RRI, can be found on pages 14, 20, and 21 respectively.

Moving forward, RRI's continued support for the development of new institutions and creative tools to secure land tenure rights, the consolidation and collaboration of existing platforms, and the deployment of tools at the national and local levels will be heavily featured in RRI's forthcoming Strategic Plan III (2018-2022).

Over 300,000 hectares of indigenous and community forest secured as the Tenure Facility is formally established

In its first full year of pilot project implementation, the International Land and Forest Tenure Facility (the Tenure Facility) demonstrated its value as a funding mechanism devoted solely to indigenous- and community-led efforts to secure land rights. Its six pilot projects secured a significant amount of forestland for Indigenous Peoples and local communities. The Tenure Facility also achieved key institutional milestones as it moved from RRI incubation toward establishment as a fully independent institution with its own unique brand and identity.

In one year, the six pilot projects—in **Panama, Peru, Mali, Liberia, Cameroon, and Indonesia**—increased indigenous and community tenure security over more than 300,000 hectares of forestland. In **Indonesia**, AMAN's pilot initiative with the Tenure Facility strengthened tenure security for communities over 200,000 hectares of forestland. In **Peru**, the Sociedad Peruana de Derecho Ambiental (SPDA) and la Federación Nativa del Río Madre de Dios y Afluentes (FENAMAD) worked with the regional government of Madre de Dios (GOREMAD) to title over 80,000 hectares, while also enhancing community management rights over 13,000 hectares of tropical forest. This effort paves the way for the security of over 1 million hectares of forestland held in reserve for “uncontacted” Indigenous Peoples (known as PIACVI in Peru). In **Panama**, title applications for 60,000 hectares are now pending government approval. In addition to making significant progress in titling and securing these lands, the Tenure Facility also contributed to building local capacity and provided a platform for indigenous and community actors to engage and learn together with national and local government agencies in Cameroon, Mali, and Liberia. In **Mali**, the pilot project demonstrated that peace can be secured by recognizing land rights and strengthening local governance commissions and dispute resolution mechanisms. In **Cameroon**, a new community mapping protocol was tested by government, communities, and NGOs. Finally, in **Liberia**, a protocol for community self-identification was tested by government, NGOs, and communities. The value of collaborative learning with the Liberian government was clearly appreciated by both government officials and civil society.

The rapid success of the pilot projects underscores the Tenure Facility's value as a platform for facilitating learning between indigenous and community organizations from around the world. In 2016, the Tenure Facility secretariat convened biannual “Learning Exchanges” in London and Washington, DC, to bring pilot leaders together to share lessons and experiences. These events produced critical insights, including how the Tenure Facility can best connect and support projects, share successes and challenges, and facilitate engagement and influence at the national and international level. The Learning Exchanges also demonstrated that the Tenure Facility adds value as a global learning platform for indigenous and community leaders and governments. In order to increase opportunities for learning and sharing, the Tenure Facility website also added a private communications portal for pilot leaders to communicate among themselves and with the Tenure Facility staff.

RRI and the pilot leaders successfully guided the first steps for establishing the Tenure Facility as a fully independent institution in 2016. The Facility's Advisory Group was expanded to ensure grounded guidance from the communities and networks whose rights it aims to support. And, Interim Board Members became the founding members of the Tenure Facility's first full Board of Directors.

In January, 2017, the Tenure Facility was officially registered in Stockholm, **Sweden**, laying the groundwork to hire its first executive director and transition to a new relationship between RRI and the Tenure Facility in 2017. RRI will continue to provide the Tenure Facility with strategic guidance and analysis, while the Tenure Facility becomes the key global instrument for funding the implementation of secure land and forest rights for Indigenous Peoples and local communities.

The Tenure Facility also better established its unique brand and story in 2016. The website now includes [country-specific timelines](#) that tell the stories of communities' struggles for their tenure rights through videos and other materials. The Tenure Facility disseminated its first quarterly [newsletter](#) in late 2016, which included success stories from the pilots and updates on the organization's transition to independence. An [animated video](#) explaining the problem of insecure community tenure to the wider public will be formally released in 2017.

Expanded and strengthened RRI Coalition advanced coordination, advocacy, and impact

In 2016, RRI expanded and re-energized its Coalition with renewed commitment to collaboratively support the needs of Indigenous Peoples and local communities in focus countries and around the world. It added a new category of members—Affiliated Networks¹—that includes thousands of communities and grassroots organizations and enabled an unprecedented level of coordination, strategy, and impact. Six organizations joined as Affiliated Networks in 2016: **Asia Indigenous Peoples Pact (AIPP)**, **Indigenous Peoples Alliance of the Archipelago (AMAN)**, **Mesoamerican Alliance of Peoples and Forest (AMPB)**, **International Association for the Study of the Commons (IASC)**, **International Family Forestry Alliance (IFFA)**, and **African Women's Network for Community Management of Forests (REFACOF)**, with a seventh joining in early 2017 (**Coordinator of Indigenous Organizations of the Amazon River Basin (COICA)**). RRI also added two new Partners to the Coalition (**Landesa** and **Instituto Socioambiental (ISA)**), and expanded the pool of International Fellows to 14 experts from 12 countries, all serving to broaden RRI's expertise and influence in new geographies and constituencies.

This expansion, and subsequent integration, has led to the highest level of shared ownership of RRI since its inception, and greater geographic reach, capacity, and political power than ever before. Affiliated Networks participated in RRI's November 2016 “global scan” meeting, enlivening the discussion with Coalition Partners, Board Members, Fellows, and donors regarding the challenges and opportunities for protecting land rights in a rapidly changing world. A separate meeting with Affiliated Networks and Fellows focused on their contributions to RRI's coalition-wide strategic communications group and built relationships for future collaborations, including the expansion of RRI's digital strategy; the promotion of the [2016-17 Annual Review](#); and the forthcoming launch of RRI's gender flagship report, *Power and Potential*. In addition to providing expert content for the RRI blog and newsletter, key spokespeople from RRI's Affiliated Networks and Fellows can be deployed when there is a strategic opportunity to raise awareness of the importance of community land rights. RRI anticipates that the expanded depth and breadth of the RRI Coalition will allow it to better reflect the priorities of its stakeholders as the Coalition transitions to its third Strategic Plan.

RRI's unique planning process and convening power responds to the growing demand for national-level coalitions to address tenure insecurity and fosters collaboration between a wide range of stakeholders, including “unlikely allies.” The annual planning process begins with these national coalitions and contributes to the development of collaborative national strategies for the year ahead. Guided by RRI's five-year strategic plan², the planning process motivates national-level coalitions to coordinate and strategize together on issues pertaining to community land rights. This process includes RRI Coalition members as well as a diverse range of actors whose participation contributes to the added value of the network. Notably, individuals and organizations who do not receive funding from RRI regularly participate in the annual planning process, demonstrating the value of a shared approach. Dedicated experts, public and private sector representatives, and collaborating networks and organizations attend to share their insights and challenge the Coalition to think creatively and proactively on emerging opportunities and underlying threats.

Throughout the year, RRI ensured that leaders in government and the private sector have a space to collaborate and discuss solutions to tenure insecurity. The [Interlaken Group](#) provides a critical arena for the private sector (see page 14), while [MegaFlorestais](#) serves as an informal platform for dialogue among forest agency leaders from the most forested countries in the world. The MegaFlorestais network provides a safe space to freely discuss challenges and emerging issues and disseminate best practices that may be replicated in other countries. For example, by bringing to the fore critical developments such as **Canada's** experience with the devolution of land ownership to First Nations in British Columbia, and **China's** implementation of state forest reforms in over 30 provinces, MegaFlorestais highlighted the fundamental role that forest agency leaders play in the sustainable governance of public forests. It also demonstrated their capacity to act as agents of change for improved livelihoods, biodiversity, and climate outcomes.

¹ RRI Affiliated Networks are networks of key constituencies that have regional and/or global relevance, complement RRI's capacities and advocacy efforts, and are committed to advancing RRI's strategic priorities for securing community land rights.

² RRI's current 5-year strategic plan (Framework Program II) ends in 2017. Throughout 2016, RRI Coalition members undertook a collaborative process to develop the next strategic plan (Strategic Plan III) which will guide 2018-2022.

In 2016, RRI's 11th annual convening of the MegaFlorestais network in Xishuangbanna, **China** was informed by the release of two analyses: a [report](#) on rethinking forest regulations to include more participatory approaches, and a public forest agency leaders' [retrospective](#) on lessons learned from the past decade. One primary focus of the meeting was how best to adapt to new trends in green growth. It also resulted in the signing of a [public statement](#) expressing continued support for the network into the next decade and the elaboration of a new [five-year strategic plan](#). The plan proposes to increase co-ownership of MegaFlorestais through greater involvement of forest agency leaders in planning activities and covering a portion of costs, as well as the joint production and dissemination of additional publications.

RRI's role as a convener extends beyond international and national fora to support information sharing between communities themselves through community-to-community learning exchanges. In June 2016, the RRI Secretariat, in collaboration with the Samdhana Institute, brought community leaders from AMAN in **Indonesia** to different communities in the Sierra Juarez of Oaxaca and San Juan Parangaricutiro in Michoacán, **Mexico**, to learn about their successes in forest management and community enterprises. This scoping mission assessed the value added of future exchanges and led to the development of a pilot project between **Indonesia** and **Guatemala** focusing specifically on community forest enterprises (to be completed in April 2017 with the Samdhana Institute and Rainforest Alliance). Through the Coalition, RRI will continue to promote exchanges—which have been championed by RRI Partners and Affiliated Networks as an exceptional learning tool—leading the way to a community of practice on community forestry enterprises and the establishment of the proposed International Centers for Community Excellence, a loose network that will link together similar exchanges aiming at building the capacity of communities and facilitating information sharing.

Focus on institutional strengthening led to a more efficient and productive Secretariat

It was a year of major changes within the Secretariat, especially given the nearly US\$1.5 million reduction in committed revenue in 2016, and the anticipation of further reductions up to an additional 20 percent of planned 2016 revenues in 2017. These reductions stemmed largely from declining ODA budgets in Europe, due in part to the European refugee crisis, and the stronger US dollar, which resulted in part from Brexit. This led to several cost reduction activities, including staff layoffs late in the year.

An increase in the number of reporting requirements from 2015 to 2016 has resulted in an increase in staff time dedicated to reporting, which now comprises approximately 20 percent of senior staff time. Vital RRI Coalition donors such as DFID, Sida, Norad, and Finland allocate approximately 10 percent of their grants to cover overhead; consequently, RRI has had to seek out other funding sources to cover core costs.

The Secretariat has undertaken several measures to confront these challenges. An important first step was to strengthen the Senior Management Team by promoting key, promising staff members to take on new responsibilities, and developing a new plan for fundraising and donor relations. The transition to a matrix structure (begun in 2015) encourages more efficient internal coordination, and the decision to focus on a smaller number of countries (seven) with supplemental work at the regional level positions RRI to do more with less.

In order to further strengthen its donor relations, RRG held a training in July 2016 on results-based management principles. It focused on increasing the accuracy of the Secretariat's reporting on the work of Partners, Collaborators, and Affiliated Networks; encouraging better communication of results to donors and other external audiences; and facilitating a coherent plan for each grant by strengthening understanding of results language and concepts. Additional training in 2017 will strengthen RRG capacity to be more efficient in its reporting.

Simultaneously, RRG has continued to improve organizational capacity to deliver results. In 2016, the Secretariat moved to a more cost efficient and technology-friendly office space, negotiated a 25 percent increase in credit limit with its corporate credit card provider, upgraded the IT platform to Office365, and developed prototypes to automate Contract Management and HRIS work flows that will be fully implemented in 2017. The Finance and Administration team also developed Key Performance Indicators for financial and administrative functions that were approved by the RRI Board for implementation in 2017.

In addition, RRI has been asked by the Ford Foundation to submit two proposals to their new BUILD program, which earmarks 35 percent of the budget toward strengthening organizational capacity, facilitating learning, and improving operational efficiencies. One BUILD proposal would support the organizational strengthening of RRI, and the other would fund RRI's support to the establishment of a strong, independent Tenure Facility.

The institutional strengthening work carried out in 2016 represents a step forward in the organization's long-term commitment to fulfill its mission in turbulent times. The Coalition's progress in 2016, despite the challenges faced, confirmed the value of RRI's more focused approach and the reorganization of the Secretariat.

Additional institutional strengthening is envisioned in the Coalition's Strategic Plan for 2018-2022 (Strategic Plan III). It will be necessary for RRI to adapt in order to protect and value the core elements that keep RRI nimble. Prioritizing institutional strengthening will enable the Coalition to continue to adjust, improve, and innovate to fulfill its mission.

4

Lessons Learned

A number of critical lessons affected RRI's work and impact in 2016.

First, RRI learned that in order to truly maximize the impact of its analytical work, it should produce fewer analytical reports but allocate more time and resources to amplifying outreach. In 2016, RRI produced fewer analytical pieces, and focused more on enhancing the visibility of its research through a variety of global outreach channels, while simultaneously adapting it to better support the work of Coalition members within national contexts. Strategic partnerships, timed with the expansion of the RRI Coalition, also amplified impacts and minimized costs. For example, an RRI-led alliance with the World Resources Institute and the Woods Hole Research Center (WHRC) leveraged data from all three organizations to create an [unprecedented baseline](#) of the amount of carbon stored in community forestlands. Together, RRI, WRI, and WHRC used this research to raise awareness of the importance of community land rights at international events like COP22. Additionally, RRI created accessible packages of content and key messages for use on social media and national advocacy work in countries from DRC to Indonesia (see page 12 for more).

A key part of this learning was the need to ensure that messages and data were usable by RRI Partners and Collaborators and other key constituents. The production of targeted, audience-specific products provided RRI stakeholders with materials tailored to their countries, fields, and needs. RRI also began to recognize the benefits of better connecting its analytical work with its broad network by building out its digital communications strategy. This included a Coalition-wide [messaging repository](#) to make key data available to all constituents; a restructured and more user-friendly website; paid social media promotion; and shareable visual data for easy use by the media, key spokespeople, and national-level advocates. RRI is implementing these new strategies to maximize the impact of its forthcoming gender flagship report, [Power and Potential](#), this spring.

A second lesson was that RRI could better address the needs of Indigenous Peoples and local communities by expanding and strengthening its global network. RRI's revised Memorandum of Understanding (2015) reaffirmed the value added of the Coalition structure, and RRI has since expanded to address weaknesses and add critical voices. RRI's new Affiliated Networks category adds important grassroots networks and allows the Coalition to be more responsive to the needs of Indigenous Peoples, local communities, and women's groups (in terms of focus, speed, and tactics). At this year's global scan meeting, RRI saw real benefit to having Partners, Affiliated Networks, donors, and Fellows together in the room to discuss key challenges and emerging trends. As RRI focuses more energy and resources at the regional and country level, new spokespeople and stronger national networks will help amplify the Coalition's impact.

Third, RRI learned that it could better position national coalitions and focus on higher-level policy transformation by reducing its number of focus countries. The 2015 Mid-Term Evaluation and subsequent conversations with staff and donors identified the inefficiencies of engaging in too many countries and failing to fully utilize the Coalition to achieve high-level policy and market transformations. At the end of 2015, RRI therefore decided to scale back from 15 to seven focus countries. This decision was confirmed by the high level of productivity and impact in 2016, as noted by the Independent Monitor (see page 6). This also allowed RRI to deploy recent tools and platforms (the Interlaken Group, Tenure Facility, and Land Rights Now initiative) at the country level. Coupled with national level networks and strategies, these tools complement and reinforce one another to drive change.

Finally, RRI reaffirmed the value of a flexible approach to respond to unforeseen opportunities, and therefore must seek new sources of funding for Strategic Plan III. Given the complex and highly political nature of tenure reform, RRI was designed and structured to capitalize on emerging opportunities to secure land tenure and prevent rollback. One of the most effective ways RRI has been able to do this is via the SRM, which allows the rapid deployment of funds as unforeseen opportunities arise. Increasing the percentage of RRI's 2016 budget allocated to the SRM was not only well received by the Coalition, but also led to significant impacts at key moments around the world (see page 16 for more).

RRI's SRM is an essential component of its ability to achieve such a large impact with a relatively small budget. As climate, political, and economic shocks are likely to increase in the future, the importance of a responsive and flexible system of support to local actors will only grow. With the recent growth in earmarked funding of RRI's budget (from 20 to 50 percent of its total grant allocations between 2015 and 2016), the Coalition will need to be proactive and innovative in expanding its donor base to ensure that it can continue to offer this kind of flexible funding. Efforts to develop this capacity and make progress on this front began in December 2016.

2016 Financial Results

2016 was a challenging year financially. However, prudent planning—including a vote by the Board at the January 2016 Governance Meeting to increase RRI's cash reserves by US\$300,000—helped minimize the impact of these challenges on the long-term viability of the Coalition.

Net assets decreased from US\$2.9 million at the beginning of 2016 to US\$1.9 million at year end. Early in the year, after budgets had been established and commitments made to Partners and Collaborators, the Secretariat was notified of reductions in core support from three major longstanding donors. The total net reduction equaled roughly US\$1 million. In addition to this reduction in total funding, these challenges were exacerbated by a decrease in the value of donor currencies versus the US dollar. Although immediate steps were taken to reduce RRI's discretionary spending where long-term commitments had not been made, the reduction in funding did contribute to a gap in the recovery of management and overhead costs of approximately US\$660,000. This included one-time expenses of approximately US\$100,000 (at the end of 2016) to initiate a 20 percent reduction in the work force through a combination of layoffs and consolidation of open positions. There was also a direct foreign currency loss of US\$110,000 as a result of downward pressures on the GBP stemming primarily from Brexit.

Of the US\$1 million reduction, US\$250,000 related to the planned spending of funds held as temporarily restricted net assets for RRI's Gender Justice program to comply with contractual obligations to a donor, consistent with US Non-Profit Generally Accepted Accounting Principles requirements.

(Note: Due to the timing of the release of the Annual Narrative Report, this information is based on our preliminary unaudited results for 2016. Once available, RRI's [audited financial statements](#) can be found on the RRI website.)

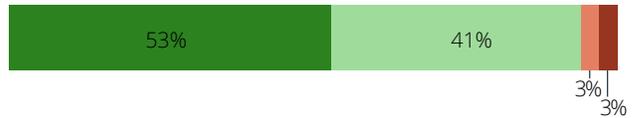
2 2016 Findings from the Independent Monitor

RRI has achieved or is on track to achieve 75 percent of its regional and country annual work plan outcomes, and 53 percent of its global annual work plan outcomes.

Regional and Country Outcome Progress 2016



Global Outcome Progress 2016



■ Achieved/On Track to Achieve
 ■ Partially Achieved
 ■ No Progress
 ■ Not Attempted

This annex provides detailed results for outcomes, activities, and outputs included in 2016 annual work plans. For analysis of progress against outcomes, activities, and outputs, the criteria as shown in the table below were used.

| Progress Citation | Symbol | Meaning |
|---------------------|--------|--|
| Achieved | | The target result was achieved. |
| On Track to Achieve | | Progress was made and achievement of the targeted result is expected by the end of the year. |
| Partially Achieved | | Some progress was made against the targeted result. |
| No Progress | | No progress was made against the targeted result. |
| Not Attempted | | No effort was made against the targeted result. |

Table 2: Progress Against 2016 Regional and Country Annual Work Plan Objectives

This table summarizes outcome, activity, and output progress for all 2016 regional- and country-level annual work plans.

| Outcome | Outcome Progress | Activity & Output Progress |
|--|------------------|----------------------------|
| Asia Regional Work Plan | | |
| 1. Increased regional learning, cooperation, and action on agribusiness corporate practice, and investment as it relates to human and community resource rights. | | |
| 2. Increased sharing of lessons learned from positive land and forest tenure reforms between regional government and civil society actors. | | |
| Indonesia Work Plan | | |
| 1. Facilitate community land and forest rights recognition. | | |
| 2. Facilitate effective mechanisms for resolution of land and forest rights conflicts. | | |
| 3. Create public pressure against criminalization of <i>adat</i> and other forest dependent communities and provide assistance to victims of criminalization. | | |
| 4. Strengthening of corporate and human rights practice for securing community tenure rights in Indonesia. | | |
| 5. Better understanding of human rights and resource rights issues amongst security agencies/police in context of conflicts over land and forest rights. | | |
| 6. Support strategic production and marketing in community and <i>adat</i> forests to demonstrate development potential of community rights. | | |
| 7. Piloting of alternative community rights based enterprise models. | | |

| Outcome | Outcome Progress | Activity & Output Progress |
|--|------------------|----------------------------|
| India Work Plan | | |
| 1. Relevant court rulings on land, forests, and natural resources are available to advocates and support is provided to advocates utilizing legal strategies for the recognition and protection of communities' land, forest, and resource rights. | | |
| 2. Local forest communities across India receive recognition and titles for their customary lands and forests under India's Forest Rights Act of 2006. | | |
| 3. Evidence highlighting the importance of recognizing community land, forest, and resource rights is shared with key policy-makers. | | |
| 4. Government and conservation agencies rethink actions and strategies that view local communities as incompatible with conservation. | | |
| 5. Advisory Group provides strategic guidance for effective implementation of RRI's 2016 India Strategy towards the realization of land, forest, and resource rights. | | |
| Nepal Work Plan | | |
| 1. Substantive progress towards enactment of a new Forest Rights Law that recognizes community land, forest, and resource rights of Indigenous Peoples, local communities, Dalits, and women. | | |
| Africa Regional Work Plan - Kenya | | |
| 1. The Community Land Bill is passed and enables communities to secure their rights to their land. | | |
| Liberia Work Plan | | |
| 1. Pilot communities are equipped with legal, technical, and capacity support to reinforce their land rights and protect customary land areas from investors and local elites. | | |
| 2. There is increased awareness with regard to the situation of land and human rights defenders, and a strategy is developed to address the criminalization of land and human rights defenders. | | |
| 3. Community members, including women and youth, engage in consultations with the government and the private sector on concessions, large-scale land acquisitions, and investment in Liberia. | | |
| 4. Community forestry members have increased participation and representation in national consultative processes, and local communities are more aware of existing options for community forestry. | | |
| 5. Community forestry models are piloted to provide alternatives for communities seeking methods of sustainable forest management. | | |
| DRC Work Plan | | |
| 1. The participation and representation of civil society in the land reform process is reinforced. | | |
| 2. The draft Law on the Basic Principles of Indigenous Peoples/Pygmies' (PAP) Rights is adopted by parliament, and Indigenous Peoples participate in the land reform process. | | |
| 3. Advocacy efforts for the recognition of women's tenure rights in land and forest laws are strengthened, and policymaking processes have greater consideration for women's tenure rights. | | |
| 4. Local communities vulnerable to potential impacts of the Bukan-ga-Lonzo agro-industrial park are provided with maps that define their rights to land and natural resources. | | |
| 5. The space for negotiation and dialogue between different stakeholders on investments, social and environmental responsibilities, and the tenure rights of local communities is reinforced and expanded. | | |
| 6. Local actors in the three project areas (bassins d'approvisionnement) of the Forest Investment Program (FIP) have a common understanding of ongoing issues and challenges. | | |
| Latin America Work Plan | | |
| 1. Contributions from Latin America Afro-descendant women on women's access to land are included in the regional agenda on gender equity and climate change / REDD+. | | |
| Colombia Work Plan | | |
| 1. A social-legal analysis informs the government and triggers the process of recognition and land titling of 2 million hectares of community lands claimed by Afro-Colombians in the Caribbean region. | | |
| 2. Legal framework that recognizes and protects collective tenure rights of Afro-Colombians implemented based on a road map agreed on between the government and Afro-Colombian authorities. | | |

| Outcome | Outcome Progress | Activity & Output Progress |
|---|------------------|----------------------------|
| 3. A prior consultation protocol for Indigenous Peoples containing cultural and environmental safeguards is agreed upon and implemented. | | |
| 4. Policy makers are aware of the importance of the recognition of IP and Afro-Colombian Collective tenure rights for climate change/ REDD+ and development programs. | | |
| 5. Provisions on Afro-Colombian, indigenous and peasant women's rights to land are included in the National Public Policy on Rural Women. | | |
| Peru Work Plan | | |
| 1. A consensus is formed between the government, IPs and CSO's on the benefits of aligning coordination and monitoring implementation of the six REDD+ initiatives containing land-titling components (MDE, FIP, GIZ, Norway agreement PTRT3, Cuatro Cuencas) is agreed upon. | | |
| 2. MINAGRI adopts guidelines proposals for peasant and native communities land tiling procedures and mechanisms to access information on collective tenure are established. | | |
| 3. Communication strategies for early alerts on new policy changes affecting community tenure security are strengthened to reach a broader set of constituencies. | | |

Table 3: Progress Against 2016 Global Annual Work Plan Objectives

This table summarizes outcome, activity, and output progress for all 2016 global annual work plans.

| Outcome | Outcome Progress | Activity & Output Progress |
|--|------------------|----------------------------|
| SAGE: Realizing Rights Work Plan | | |
| 1. Effective advocacy for national tenure reform and implementation and resistance to rollback of rights. | | |
| 2. A community of legal experts is mobilized to more effectively advise indigenous community groups on how to achieve greater tenure security by pursuing legislative reform and litigation. | | |
| SAGE: Rights and Climate Work Plan | | |
| 1. GCF and participating member states acknowledge the centrality of community-based forest tenure security to climate change mitigation. | | |
| 2. The international community and key developing countries acknowledge the centrality of community-based forest tenure security to climate change mitigation and adaptation. | | |
| 3. Key REDD+ countries and implementing bodies move to adopt safeguards and delivery mechanisms for recognizing and ensuring community-based forest tenure security as central to climate success. | | |
| SAGE: Alternative Tenure and Enterprise Models Work Plan | | |
| 1. Leading companies and investors commit to and comply with international standards (e.g. VGGT). | | |
| 2. Companies, investors, and other stakeholders in strategic sectors and regions incorporate and pilot new systems to respect community rights and share benefits within their operations, supply chains, or investments by disclosing relevant information, providing access to operations sites and engaging in inclusive dialogues with national/ local CSOs and CBOs in their business operations areas. | | |
| SAGE: Gender Justice Work Plan | | |
| 1. RRI's analyses inform local and global legal and policy processes and frameworks toward stronger inclusion of women's rights in collective tenure systems, by highlighting the essential role of women's tenure rights in collective tenure systems. | | |
| 2. Selected women's networks exchange with each other and advocate more effectively to mainstream Gender Justice within related global and national processes. | | |
| SAGE: Tenure Tracking Work Plan | | |
| 1. Greater recognition of the centrality of tenure rights in climate initiatives. | | |

| Outcome | Outcome Progress | Activity & Output Progress |
|--|------------------|----------------------------|
| 2. Enhanced awareness of progress in recognizing community-based rights accelerates tenure reform. | | |
| 3. Increased awareness of and motivation for need to accelerate tenure rights recognition. | | |
| SAGE: Global Call to Action Work Plan | | |
| 1. GCA is launched and managed as a bold and ambitious initiative that is compelling to strategic donors and companies and receives strong media attention. | | |
| 2. Greater global awareness of the importance of formal recognition of collective tenure rights, including women's tenure rights for sustainable development, climate change adaption and mitigation, in land and forest laws. | | |
| Coalition and Communications: Networking Support Work Plan | | |
| 1. The RRI Coalition is strengthened with renewed representation of key constituencies and regions. | | |
| 2. A greater understanding of forest governance issues is fostered through peer to peer learning and exchange. | | |
| Coalition and Communications: Strategic Communications Work Plan | | |
| 1. RRI's analyses, data and messages are leveraged to support RRI's mission at the national in RRI priority countries and global dialogue on climate change and IP rights. | | |
| 2. RRI brand is recognized and consistent in all outreach materials and activities. | | |
| 3. Increased awareness of both RRI's and the International Land and Forest Tenure Facility's role in promoting forest and community tenure rights (beyond existing niche audience). | | |
| Coalition and Communications: Coalition Coordination Work Plan | | |
| 1. Planning, monitoring and reporting systems that enable to track progress made on RRI outcomes and impact. | | |
| 2. Governance body that is effective in guiding the Coalition. | | |
| Tenure Facility Work Plan | | |
| 1. Effective Governance Structure and Management in place for operations of the ILFTF. | | |
| 2. Lessons are learned from the pilot phase to refine the design and procedures of the ILFTF. | | |
| 3. ILFTF supports scaled up efforts to achieve tenure reforms and implementation of laws and policies. | | |
| 4. ILFTF operations are managed by RRG in preparation for handover to ILFTF Secretariat. | | |
| 5. ILFTF applies M&E framework to learn from the Full Sized Projects. | | |
| Finance & Administration Work Plan | | |
| 1. Operational efficiency of organization is strengthened through improved use of technology that meets coalition and organizational needs. | | |
| 2. Work environment and value for money related to office space is improved to meet the needs of RRG staff. | | |
| 3. Organizational control environment is improved to strengthen accountability and efficiency of controls. | | |
| 4. Financial services are strengthened to bolster organizational cost effectiveness and value for money. | | |
| 5. Organizational funding sources are diversified to ensure funding sustainability to support mission. | | |
| 6. Management and staff skills are strengthened to better deliver organizational and Coalition mandate. | | |

Framework Program II Findings from the Independent Monitor

For Framework Program II (FP II) indicators, 82 percent have achieved their target for 2016, and 76 percent have achieved or over-achieved their 2017 target.

Table 4: FPII Indicator Targets and Results 2013-2016

This table illustrates annual and cumulative targets and results for all FPII output and activity indicators. The two rightmost columns illustrate percent progress towards targets for 2016 and 2017. Note that in many cases, 2017 targets have been achieved in 2016. The full IM report can be found on the [RRI website](#).

| Level | Indicator | Indicator Statement | Annual Targets | | | | | Annual Results | | | | | 2012 Baseline | Cumulative Targets | | | | | Cumulative Results | | | | % Progress to 2016 Target | % Progress to 2017 Target |
|--------|-----------|---|----------------|------|------|------|------|----------------|------|------|------|------|------------------|--------------------|------|------|------|------|--------------------|------|------|------|------------------------------------|------------------------------------|
| | | | 2013 | 2014 | 2015 | 2016 | 2017 | 2013 | 2014 | 2015 | 2016 | 2013 | | 2014 | 2015 | 2016 | 2017 | 2013 | 2014 | 2015 | 2016 | | | |
| Output | 1.1 | Number of instances of tenure legislation or regulatory or policy frameworks in favor of Indigenous Peoples and local communities adopted or implemented, at least partially as a result of engagement with RRI. | 2 | 3 | 3 | 2 | 2 | 2 | 4 | 3 | 10 | | 2 | 5 | 8 | 10 | 12 | 2 | 6 | 9 | 19 | 190% | 158% | |
| Output | 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. | 1 | 2 | 2 | 2 | 1 | 1 | 3 | 1 | 2 | | 1 | 3 | 5 | 7 | 8 | 1 | 4 | 5 | 7 | 100% | 88% | |
| Output | 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 in a subset of countries in Africa, Asia, and Latin America. | | | | | 12 | 1 | 0 | 0 | 0 | | 0 | 0 | 0 | 0 | 12 | 1 | 1 | 1 | 1 | 10% | 8% | |
| Output | 2.2 | Number of instances of economic, fiscal or industrial development policies that strengthen Indigenous Peoples, local community or household forest management or enterprises in a subset of countries in Africa, Asia, and Latin America. | | | | | 4 | | 1 | 0 | 0 | | 0 | 0 | 0 | 0 | 4 | 0 | 1 | 1 | 1 | 31% | 25% | |

| Level | Indicator | Indicator Statement | Annual Targets | | | | | Annual Results | | | | | 2012 Baseline | Cumulative Targets | | | | | Cumulative Results | | | | % Progress to 2016 Target | % Progress to 2017 Target |
|----------|-----------|---|----------------|------|------|------|------|----------------|------|------|------|------|------------------|--------------------|------|------|------|------|--------------------|-------|-------|------|---------------------------|---------------------------|
| | | | 2013 | 2014 | 2015 | 2016 | 2017 | 2013 | 2014 | 2015 | 2016 | 2013 | | 2014 | 2015 | 2016 | 2017 | 2013 | 2014 | 2015 | 2016 | | | |
| Output | 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. | | | | | 12 | 4 | 7 | 2 | 10 | | 0 | 0 | 0 | 0 | 12 | 4 | 11 | 13 | 23 | 240% | 192% | |
| Output | 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. | | 1 | 1 | 1 | 1 | | 2 | 0 | 2 | 0 | 0 | 1 | 2 | 3 | 4 | 0 | 2 | 2 | 4 | 133% | 100% | |
| Output | 4.1 | Number of tenure or governance-related commitments, or systems of standards, adopted or implemented by investors or firms (or associations thereof) operating in the agribusiness, infrastructure or extractive industry sectors, as a result of RRI's engagement with them. | 1 | 1 | 2 | 1 | 1 | | 2 | 0 | 4 | | 1 | 2 | 4 | 5 | 6 | 0 | 2 | 2 | 6 | 120% | 100% | |
| Output | 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. | | 1 | 1 | 2 | | | 2 | 0 | 4 | 0 | 0 | 1 | 2 | 4 | 4 | 0 | 2 | 2 | 6 | 150% | 150% | |
| Activity | 1.1 | 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. | 2 | 4 | 4 | 4 | 2 | 2 | 14 | 7 | 13 | | 2 | 6 | 10 | 14 | 16 | 2 | 16 | 23 | 36 | 257% | 225% | |
| Activity | 2.1 | Number of RRI strategic analytical and communications products promoting tenure, governance and market reforms produced. | 4 | 4 | 4 | 4 | 4 | 9 | 15 | 53 | 23 | | 4 | 8 | 12 | 16 | 20 | 9 | 24 | 77 | 100 | 625% | 500% | |
| Activity | 2.2 | Number of instances of earned media coverage. | 75 | 100 | 125 | 150 | 175 | 480 | 600 | 432 | 536 | | 75 | 175 | 300 | 450 | 625 | 480 | 1,080 | 1,512 | 2,048 | 455% | 328% | |

| Level | Indicator | Indicator Statement | Annual Targets | | | | | Annual Results | | | | | 2012 Baseline | Cumulative Targets | | | | | Cumulative Results | | | | % Progress to 2016 Target | % Progress to 2017 Target |
|----------|-----------|---|----------------|------|------|------|------|----------------|------|------|------|------|------------------|--------------------|------|------|------|------|--------------------|------|------|--------|------------------------------------|------------------------------------|
| | | | 2013 | 2014 | 2015 | 2016 | 2017 | 2013 | 2014 | 2015 | 2016 | 2013 | | 2014 | 2015 | 2016 | 2017 | 2013 | 2014 | 2015 | 2016 | | | |
| Activity | 3.1 | Number of regional and global convenings held to shape narratives and strategies that support action towards forest tenure, governance and market reforms. | 4 | 4 | 6 | 6 | 4 | 5 | 13 | 1 | 10 | | 4 | 8 | 14 | 20 | 24 | 5 | 18 | 19 | 29 | 145% | 121% | |
| Activity | 4.1 | 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. | | | | | 12 | 5 | 10 | 40 | 59 | | 0 | 0 | 0 | 0 | 12 | 5 | 15 | 55 | 114 | 1,188% | 950% | |
| Activity | 5.1 | Number of instances when RRI partners and collaborators undertake timely advocacy efforts as a result of access to RRI's strategic response mechanism. | 8 | 8 | 8 | 8 | 8 | 7 | 1 | 0 | 3 | | 8 | 16 | 24 | 32 | 40 | 7 | 8 | 8 | 11 | 34% | 28% | |
| Activity | 6.1 | 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. | | | | | | | 3 | 0 | 1 | | 0 | 0 | 0 | 0 | 0 | 0 | 3 | 3 | 4 | 400% | 400% | |
| Activity | 7.1 | 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 | 5 | 5 | 5 | 5 | 6 | 7 | 14 | 14 | | 5 | 10 | 15 | 20 | 25 | 6 | 13 | 27 | 41 | 205% | 164% | |
| Activity | 8.1 | 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 | 1 | 1 | 2 | 0 | 2 | 0 | 0 | 1 | 2 | 3 | 4 | 1 | 3 | 3 | 5 | 167% | 125% | |



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